

# Norfolk County Council

Date: **Monday 25 July 2016**

Time: **10.00 a.m**

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

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## Prayers

## To Call the Roll

## AGENDA

### 1. Minutes

To confirm the minutes of the meeting of the Council meeting held on:

- 9 May 2016 (Page 5)
- 27 June 2016 (Page 32)

### 2. To receive any announcements from the Chairman

### 3. Members to declare any interests

If you have a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter. It is recommended that you declare that interest but it is not a legal requirement. If you have a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is not

on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter.

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an Other Interest in a matter to be discussed if it affects:

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

If that is the case then you must declare such an interest but can speak and vote on the matter.

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

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

- |       |                           |           |
|-------|---------------------------|-----------|
| (i)   | Proposed by Mr S. Morphew | (Page 36) |
| (ii)  | Proposed by Mr T. Jermy   | (Page 36) |
| (iii) | Proposed by Mr J. Dobson  | (Page 37) |
| (iv)  | Proposed by Mr J. Dobson  | (Page 37) |

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

- Policy & Resources – 31 May 2016 (Page 39)

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

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

- Policy & Resources –
  - 31 May 2016 (Page 88)
  - 18 July 2016 (To Follow)
- Adult Social Care – 16 May & 4 July 2016 (Page 93)
- Children's Services – 10 May & 28 June 2016 (Page 98)
- Communities – 11 May & 29 June 2016 (Page 104)
- Environment, Development & Transport – 20 May & 8 July 2016 (Page 109)

- Economic Development Sub-Committee –  
   - 12 May 2016 (Page **118**)  
   - 14 July 2016 (To Follow)

#### Other Committees

- Health Overview and Scrutiny Committee -  
   26 May 2016 (Page **121**)
  - Audit Committee -  
   16 June 2016 (Page **123**)
  - Planning (Regulatory) Committee –  
   - 10 June & 15 July 2016 (Page **127**)
  - Personnel Committee –  
   - 21 June 2016 (Page **130**)  
   - 11 July 2016 (Page **132**)
  - Joint Museums Committee -  
   1 July 2016 (Page **136**)
  - Records Committee -  
   1 July 2016 (Page **139**)
- 8. Norse – Appointment of Director of Norse Commercial Services – Report of Decision taken under Urgency Procedure**  
 Report by Managing Director (Page **140**)
- 9. Appointments to Committees, Sub-Committees and Joint Committees (Standard Item)**
- (i) To note any appointments made under delegated powers;
  - (ii) To consider any proposals from Group Leaders for changes to committee places
- 10. To answer Questions under Rule 8.3 of the Council Procedure Rules (only if any received)**

Chris Walton  
Head of Democratic Services  
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Date Agenda Published: 15 July 2016

**For further details and general enquiries about this  
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Services:**

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## Norfolk County Council

### Minutes of the Meeting Held on 9 May 2016

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

**Present: 82**

Apologies for absence were received from Ms C Bowes and Mr J Dobson.

## **1 Election of Chairman**

1.1 Upon the motion of Mr G Nobbs, seconded by Mr T Coke, it was

### **1.2 RESOLVED (unanimously)**

That Mr D Collis be elected Chairman of the County Council for the ensuing year.

1.3 (Mr D Collis in the Chair)

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

## **2 Minutes of the Previous Meeting**

2.1 The minutes of the meeting of the Council held on 11 April 2016 were confirmed as a correct record and signed by the Chairman, subject to the attendance list being amended to read Mr D Ramsbotham.

## **3 Election of Vice-Chairman**

3.1 Dr M Strong moved, seconded by Mrs C Walker, that Mr D Harrison be elected Vice-Chairman of the Council for the ensuing year.

3.2 It was then moved by Mr I Mackie, seconded by Mrs J Leggett, that Mr J Ward be elected Vice-Chairman of the Council for the ensuing year.

3.3 Following a recorded vote (Appendix A), with 37 votes in favour of Mr D Harrison, 44 votes in favour of Mr J Ward and one abstention it was:

### **3.4 RESOLVED**

That Mr J Ward be elected as Vice-Chairman of the Council for the ensuing year.

## **4 Vote of Thanks to the Outgoing Chairman**

4.1 Mr G Nobbs, as Leader of the Council, proposed a vote of thanks to the outgoing Chairman and thanked him for his hard work and dedication and for all that he had done for Norfolk during his year of office.

4.2 Mr C Jordan seconded the motion and Mr T Coke, Dr M Strong and Mr R Bearman also paid tribute to the hard work of Mr Parkinson-Hare.

4.3 The motion having been carried unanimously, it was

### **RESOLVED**

That the Council place on record its grateful thanks to Mr Parkinson-Hare, stating that he had performed his duties admirably and was a great ambassador for the County.

- 4.4 Mr Parkinson-Hare addressed the Council saying that it had been an honour and a privilege to serve as Chairman of Norfolk County Council. He thanked Democratic Services, in particular Ms K Tyrrell, Ms C Byles and Ms T Rodgers-Daymond for the courtesy and support they had provided throughout the year. He added that he had had an enjoyable year and had met many interesting people. He also thanked all Councillors for electing him as Chairman and thanked his wife in particular for her unfailing support.

## **5 Chairman's Announcements**

- 5.1 There were no announcements.

## **6 Declarations of Interest**

- 6.1 There were no declarations of interest.

## **7 Election of Leader of the Council**

- 7.1 Mr D Roper moved, seconded by Dr M Strong, that Mr G Nobbs be elected Leader of the Council for the ensuing year.
- 7.2 Mr B Stone moved, seconded by Mr R Smith, that Mr C Jordan be elected Leader of the Council for the ensuing year.
- 7.3 There then followed a recorded vote (Appendix B) and with 37 votes in favour of Mr G Nobbs, 41 votes in favour of Mr C Jordan and 4 abstentions, it was **RESOLVED** that:
- 7.4 Mr C Jordan be elected Leader of the Council for the ensuing year.

## **8 Election of Deputy Leader of the Council**

- 8.1 Mr C Jordan moved, seconded by Mr M Wilby, that Mrs A Thomas be elected Deputy Leader of the Council for the ensuing year.
- 8.2 There being no other nominations it was **RESOLVED** that:
- 8.3 Mrs A Thomas be elected Deputy Leader of the Council for the ensuing year.

## **9 Appointments to Committees, Sub-Committees and Joint Committees for 2016/17**

- 9.1 The report by the Head of Democratic Services was received, setting out the current membership of Committees, Sub-Committees and Joint Committees for 2016-17. Council was asked to decide whether to confirm the membership as it was, or to make any changes. Following debate, Council **RESOLVED** (unanimously) to make the appointments for 2016/17 that are set out in Appendix C to these minutes.
- 9.2 **Norwich Highways Agency Joint Committee – Election of Chairman**

Mr C Jordan moved that Mr T Adams be elected Chairman of the Norwich Highways Agency Joint Committee for the ensuing year.

Mr G Nobbs moved that Mr S Morphew be elected Chairman of the Norwich Highways Agency Joint Committee for the ensuing year.

9.3 There then followed a recorded vote (which can be found at Appendix D to these minutes) and with 42 votes in favour of Mr T Adams, 39 votes in favour of Mr S Morpew and 1 abstention, it was **RESOLVED** that:

9.4 Mr T Adams be appointed Chairman of the Norwich Highways Agency Joint Committee for the ensuing year.

## **10 Appointment of the Chairs and Vice-Chairs of Service Committees**

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

### **Adult Social Care**

Chair: Bill Borrett

Vice-Chair: Margaret Stone

### **Children's Services**

Chair: Roger Smith

Vice-Chair: Shelagh Gurney

### **Communities**

Chair: Margaret Dewsbury

Vice-Chair: Harry Humphrey

### **Environment, Development and Transport**

Chair: Martin Wilby

Vice-Chair: Jonathan Childs

### **Economic Development Sub-Committee**

Chair: Stuart Clancy

Vice-Chair: Brian Iles

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

The meeting adjourned from 11 am until 11.10am to allow the new Committee Chairs to take their allocated seats in the Council Chamber.

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

### **11.1 Question from Mr G Nobbs**

Mr Nobbs referred to devolution and that the Leader would now be negotiating on behalf of Norfolk County Council. He said, at the last meeting when the matter was discussed, the Leader had brought up a proposal about the comparison with the Welsh Assembly and about the government giving devolution powers to County Councils and not to District Councils. Mr Nobbs added that he had noted the Leader and Deputy Leader had held a meeting with Mr Gary Porter, who represented South Holland Council and was also Chairman of the Local Government Association. He asked the Leader if they had discussed the Welsh Assembly proposal and if so, what Mr Porter's reaction had been.

The Leader responded that his meeting with Mr Porter had been a private meeting and not a public meeting and he would therefore not disclose the topics of discussion. The Leader added that he believed in the devolvement of power from national

government to local government and that the model they were choosing, which he was not necessarily in favour of, was already in place as the Welsh Assembly model proved.

**11.2 Question from Mr R Coke**

Mr Coke asked the Leader if he would be proposing any resolutions on the forthcoming European Referendum and if not, why not?

The Leader replied that a referendum would be held and it would be up to each individual to vote how they wished, it was not up to the Council to make a statement.

**11.3 Question from Dr M Strong**

Dr Strong asked if the Leader would petition the government to cease imposing cuts and, if so, when.

The Leader replied that he didn't know if there would be any additional cuts so he could not say whether or not he would petition the government. He said that any additional cuts would need to be evaluated and reiterated that he would stand up for Norfolk, as he had been elected to represent Norfolk.

**11.4 Question from Mr R Bearman**

Mr Bearman asked the Leader what his plans were to tackle poor air quality in Norwich and the market towns and would he honour the previous commitment made at Environment, Development and Transport Committee on 11 March 2016 to respond to the five point plan by July 2016, setting out how this Council could address air pollution produced by diesel particulates.

The Leader replied that the quality of air was very important and that he would be supporting plans to tackle poor air quality, as he himself suffered from asthma which had been related to diesel fumes.

**11.5 Question from Mr T Garrod**

Mr Garrod said that prior to the meeting, the previous Leader had told the BBC that the Conservative group was more scared of winning than he was of losing. He added that he knew the Leader had not been into the Leader's office yet, but if there was a note in the bottom drawer, what would he expect it to say?

The Leader replied that in politics things tend to go round in cycles and you have to deal with what you have. The Leader added that in his opinion it was time for a new start to bring the Council up, not down.

**11.6 Question from Ms A Kemp**

Ms Kemp asked if the Leader could put her mind at rest, as well as those of her constituents, and give a categorical assurance that incineration in Norfolk was definitely off the agenda for good.

The Leader replied he could only offer a commitment for one year, after that it would be up to the next Council.

**11.7 Question from Mr D Roper**

Mr Roper referred to the trend data prior to 2013 on the service mix for Adult Social Care and Children's Services and the fact that Looked After Children numbers were rising year on year. He asked if the Leader could reassure Council that the steps

taken over the last three years, both in halting the increase in Looked After children and promoting independence in Adult Social Care and early intervention in Children's Services were safe and that we would not be returning to the bad old days.

The Leader said that the numbers of Looked After Children had a history of rising and then falling and that the numbers depended on circumstances of families. He added that a careful eye would be kept and that everything would be done to protect the youngsters of the county.

**11.8 Question from Mr P Smyth**

Mr Smyth asked the Leader if he could give the people of Norfolk reassurance that the Committee System of governance would remain in place until at least 2019.

The Leader said that he would give a commitment that he would do all he could to change the Committee System back to the Cabinet System and therefore bring back accountability.

**11.9 Question from Mr D Ramsbotham**

Mr Ramsbotham said his question was about the Kings Lynn Incinerator and said that this Council may have forgotten about the disgraceful saga of the King's Lynn Incinerator but the public hadn't. He asked if the new Conservative Administration could give some guarantee of when the results of the ongoing inquiry would be made public.

The Leader replied that all public enquiries, paid for by public money, should be for public perusal.

**11.10 Question from Ms E Corlett**

Ms Corlett referred to the situation regarding Syrian Refugees which remained desperate and urgent, particularly with the number of unaccompanied children. She added that the next flight to East Anglia arrived in Stansted in June and that there was a plan although there was no commitment yet from central government for the resources needed to receive the families we said we could offer placements to. Ms Corlett asked if the Leader could reassure her that he would take urgent action and lobby government to ensure that we had the resources needed to take a family from the next flight in June.

The Leader replied that he was committed to youngsters in Norfolk as they were the future of our county.

**11.11 Question from Mr B Bremner**

Mr Bremner asked if the Leader still fully supported the NDR.

The Leader replied that he thought the NDR would benefit Norwich, particularly with the snarl up of traffic through to North Norfolk. He said he fully supported the NDR and wanted to see it completed.

**12 Questions to Service Committee Chairs**

**12.1 Adult Social Care**

**12.1.1 Question from Ms S Whitaker**

Ms Whitaker asked what the Chair's plans were for the future direction of Adult Social Services and if he had any specific priorities for the next twelve months.

The Chair thanked the previous Chair for her work on behalf of the Committee and responded that a Committee System was in place at present and that he was not a Cabinet member so none of the power rested with him alone, it rested with the Committee which had not changed. He added that he hoped to get a consensus from the Committee about the direction it wished to take.

**12.1.2 Question from Mr B Watkins**

Mr Watkins asked the Chair of ASC what his views were on the “Promoting Independence Strategy” and whether he would be fully supporting its implementation.

The Chair responded that his personal opinion was that promoting independence was something that the last Conservative administration had put forward and believed that when Shelagh Gurney was Cabinet Member money had been contributed towards the strategy.

**12.1.3 Question from Ms E Morgan**

Ms Morgan said in the past twelve months, the Chair and the Conservative Group had been at best non-participatory, and at worst completely obstructive, at Adult Social Care Committee. She asked for the Chair’s assurance that he and his Group would play a much more proactive and reasonable role in Committee meetings from now on.

The Chair replied that the minutes from Committee meetings would bear out the fact that the Conservatives had done most of the talking and had asked most of the questions. He added that most of the scrutiny of holding Adult Social Services Department to account had come from the Conservative questions at Committee.

**12.1.4 Question from Ms A Kemp**

Ms Kemp asked how the Chair of Adult Social Care would address the issue of the very low employment rates of people with mental health issues and disabilities in Norfolk. She asked if he would take the initiative and speak to small and large businesses and the public sector to try to get things changed.

The Chair responded that he shared concerns about the low employment rates of the disabled, and he would do everything in his role as Chair to facilitate progress.

**12.2 Children’s Services**

**12.2.1 Question from Ms E Corlett**

Ms Corlett asked if the Chair would commit to continuing with the approach that we had been taking with school improvement and would he also join her in congratulating Bignold Primary School, a school which was not yet an academy, which had recently received a good Ofsted Inspection, with three outstanding areas and which had moved from the position of a school requiring improvement.

The Chair paid tribute to the previous Chair for the outstanding work he had carried out over the last three years.

The Chair continued and said there were two main parts of Children’s Services, one was children’s social work which was not part of the question and the other was children in education, supporting schools in a changing landscape. He continued by saying he fully supported the need to support schools regardless of the governance arrangements in place, remembering the mantra that it took a community to raise a

child and that he was keen to promote community involvement in education. He added that the Children's Services Committee, at its meeting on 10 May would be considering a paper on the changing educational landscape.

The Chair asked Ms Corlett to pass on his congratulations to Bignold School.

**12.2.2 Question from Mr P Gilmour**

Mr Gilmour asked what the Conservative Group's stance on education in Norfolk was now that they controlled the Council and if the Conservative Group would give its support to the Conservative Government's plans for the academisation of schools in Norfolk.

The Chair replied that there was an item on the agenda for Children's Services Committee at its meeting on 10 May called Education in a Changing Landscape where a discussion would be held on the White Paper. He referred to the Department for Education press release that suggested there was a softening of the approach to forced academisation although the detail was yet to be published.

**12.2.3 Question from Mr J Joyce**

Mr Joyce stated that for the last three years children had been put first in Norfolk and good or outstanding schools had risen from just below 60% to around 85-86%. That result had been led by the Committee system and as long as the focus remained on children and the Committee makes the right decisions, the children in Norfolk would be looked after which was down to all Members. There were just over 1043 Looked after children, which we were all parents to. The rate of LAC had remained static over the last year which was good compared to what was happening around the country. He added that he would continue to put children first and would be at the Committee meeting on 10 May, offering advice and moving forward.

The Chairman replied that Norfolk County Council did not run schools, governors ran schools with the head teachers running the operational side. Norfolk County Council offered support to schools. He added that Children's Services Committee was unique in the Council as not only were there 17 Councillor members on the Children's Services Committee, there were also ten other co-opted members, two of which were voting members.

**12.2.4 Question from Mrs J Leggett**

Mrs Leggett asked the Chair about Youth Advisory Boards and the future of the Youth Support Model in Norfolk. She added that the draft minutes of the Children's Services Committee of 15 March stated that the Executive Director Children's Services had reassured the Committee that the proposals in the report were not the final set of proposals but those the department wished to formally consult on. Mrs Leggett said she was a Member of the Broadland Youth Advisory Board (YAB) and had been informed recently by a YMCA worker that there was a consultation circulating. She said she was amazed that the consultation had not been drawn to her attention and asked the Chair to look into this and ensure that once the consultation was over, it was as representative as possible and easily accessible to everyone.

The Chair responded that he was concerned to hear the comments and said that any consultation should be made freely available to those who wanted to respond. He said he would look into the apparent gap in reaching stakeholders and would ask the communications team and children's services department to ensure it reached the intended recipients.

## 12.3 **Communities**

### 12.3.1 **Question from Mr G Nobbs**

Mr Nobbs asked if the Chair would share in the delight of the recent news that the Heritage Lottery Fund had earmarked a total of £9.2m for Norwich Castle Museum redevelopment. He asked if the Chair could assure him that the bipartisan approach which had secured the funding would continue under their chairmanship.

The Chair replied that, as we were working a Committee system, the Communities Committee had worked very well together over the last 3 years and she was assuming that business would continue as normal.

### 12.3.2 **Question from Dr M Strong**

Dr Strong asked the Chair if, under this administration, we could be reassured that no libraries would be shut.

The Chair replied that she would do her best to ensure no libraries were shut as she had a library in her area which was now run by one member of staff.

## 12.4 **Environment, Development and Transport and Economic Development Sub-Committee**

### 12.4.1 **Question from Mrs C Walker**

Mrs Walker asked the Chair of Economic Development for a commitment that the third river crossing would be pushed forward as hard as the Labour group had been pushing for it to happen as it was a lifeline to Gt Yarmouth and she hoped it would continue.

The Chair of EDT replied that he was fully committed to supporting the third river crossing and that he would be showing his support by attending a meeting on 10 May.

### 12.4.2 **Question from Mr T East**

Mr East asked if the Chair would be supporting the concept of finishing off the NDR by crossing the Wensum Valley, would he be supporting the dualling of the Acle Straight and would he be supporting the dualling of the A47.

The Chair replied that he supported the NDR and on a recent visit, travelling the whole route, had found it impressive to see the work that had already been carried out. He said he had found it impressive to see how the road would work as a distributor road around the north of Norwich. He felt the road would be of great benefit to the city of Norwich, the Broads, north Norfolk as well as Norwich airport.

The Chair added that the Acle straight had been discussed at a recent EDT meeting and it should be in the 2025 programme. He added that it was recognised as a very dangerous road and said he was sure the EDT Committee would be pushing for dualling the road.

The Chair continued by saying he agreed that work should be undertaken to improve the A47 in 2020 and he looked forward to working with the A47 Alliance to dual the entire A47 in the future.

### 12.4.3 **Question from Mr T Jermy**

Mr Jermy said that one of the things concerning residents in his constituency most of

all from the previous Conservative administration was the introduction of part night lighting where street lights were turned off at midnight and turned on back in the early morning. He said it was of considerable concern and he knew that previously Conservative Members on EDT Committee had not been overly bothered about street lights being turned off. He asked the Chair if this was something he personally would pursue or if he was happy with the previous decision which was to postpone any further increase in lights being turned off.

The Chair replied that it would be for the Committee to discuss and make any decisions about part night lighting.

**12.4.4 Question from Mr B Bremner**

Mr Bremner said he had read in the EDP that Richard Bearman, Leader of the Green Group, had said he would stand back from the vote to elect a Leader as a result of Mr Nobbs' ardent support for constructing the NDR. He asked if it was correct that the Chair supported the NDR as the Leader did.

The Chair replied that he had already answered that in his earlier response.

**12.5 Policy & Resources**

**12.5.1 Question from Mr G Nobbs**

Mr Nobbs asked the Chair if he could find any other person (Councillor, MP, Leader, Member of Government) who agreed with his idea that the Welsh Assembly model was the correct one for devolution.

The Chair responded that he had not asked them. He added that his conversation with Mr Porter was private and he would not disclose anything discussed.

**12.5.2 Question from Dr A Boswell**

Dr Boswell asked the Chair, who had previously said he was opposed to an elected mayor under the devolution deal although this appeared to have been signed away already from the debate in parliament recently, if he would commit to doing everything he could to stop devolution in this area and not to have an elected mayor?

The Chair replied that he had made his position clear about an elected mayor. He added that the Government had said that devolution and an elected mayor went together and he did not know if there would be any change to that policy. He added that he fully supported devolution and power being devolved to local councils, although he was not comfortable with Norfolk being ruled remotely as it was a huge area if Norfolk, Suffolk and Cambridgeshire joined together. He said that he had not been party to all the discussions so far and at the moment he was not comfortable with the deal based on the information he had.

**12.5.3 Question from Mr D Ramsbotham**

Mr Ramsbotham said that under the devolution proposal the Government was effectively allocating each Norfolk resident an extra £14 per annum. This compared to the net direct cost of £153 per annum [for every child and adult in the County] of being in the EU. He asked if the Leader appreciated this exorbitant net cost of our membership of the EU – for which we get absolutely nothing - and did he think that this was money well spent.

The Chair replied that the public would be able to make their decision on whether they wanted to be part of the EU. He added that he would not commit as Leader and

would make up his own personal mind at the election.

**12.5.4 Question from Ms A Kemp**

Ms Kemp asked about devolution and the concerns that the Leader had about the ambitious housing targets which we knew the elected mayor would be given by government. She added in West Winch in her division she was fighting the building of 300 houses in a water meadow which was very unpopular and we would be at risk of having more unwanted housing under a devolved deal. She also asked what the Chair's views were on the ability of an elected mayor to sell off Norfolk's assets, as he would be chairing an Assets committee and asked where the money would go and if it would come back to Norfolk. She also asked what the Chair's views were on the fact that the elected mayor would be able to take back control of the highways and adult education according to the information we had been given.

The Chair replied that he was not fully aware of all the details. He said he had heard concerns from both sides but as he did not know the full details he would not comment. He added that he would make up his own mind and then let Councillors know what his views were.

**12.5.5 Question from Mr T Jermy**

Mr Jermy said that the Chair, when he was Cabinet Member for Efficiency, had an approach to council assets of non-engagement with local communities - an approach that did not harness local energy and support communities, in particular the Silver rooms, Essex rooms, Wensum Lodge and Charles Burrell Centre. He said now that we had seen many fantastic examples of how a different approach might work, if the Chair would be amending his attitude towards council assets, or if he would continue in the vein that he had previously.

The Chair replied that those decisions had confirmed his attitude and not changed it. He said that his intentions had been misunderstood. What he had meant was people could stand on their own feet. The social side of the Council was not the assets weren't for social use. The assets were for the benefit of the people of Norfolk and if you want to use them in a different way it was for a different committee to agree, not through efficiency, that was what I had meant.

**13 Reports from Committees**

**13.1 Report of the Health Overview and Scrutiny Committee meeting held on 14 April 2016**

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

**13.2 Report of the Health and Wellbeing Board meeting held on 26 April 2016.**

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

**13.3 Report of the Audit Committee meeting held on 21 April 2016.**

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

**13.4 Report of the Planning (Regulatory) Committee meeting held on 1 April 2016.**

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

13.5 **Report of the Records Committee meeting held on 22 April 2016.**

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

13.6 **Report of the Joint Museums Committee meeting held on 22 April 2016.**

Mr J Ward moved the report. Council **RESOLVED** to note the report

**14 Notice of Motion**

14.1 The following motion was proposed by Ms E Corlett and seconded by Mr J Joyce:

This council notes:

The publication of the Government's White Paper, Educational Excellence Everywhere, which

- dictates that any schools that have chosen not to adopt the academy model must do so by 2022
- is projected to cost the people of Norfolk around £4500 per school transferred
- will remove from parents the right to be represented on the governing body of their child's school
- proposes to leave the council with duties which it will no longer have the power or the money to enact
- The majority of the schools that will be affected by forced academisation are primary schools, over 87% of which are already rated good or excellent by Ofsted nationally (86% in Norfolk), despite only 17 per cent being academies

Council further notes the wide-ranging objections raised over recent weeks;

- Sir David Carter, the new national schools commissioner, voiced fears that education funding would be used to pay lawyers to manage academy conversion "... the extra money that we are given to help us achieve this will just wash through in to law firms and I want to get as much as this in to the classroom as we can". He noted that although the cost of conversion had "fallen dramatically", the average cost of £32,000 was still too high.
- Conservative chair of the Local Government Association Lord Porter spoke of his opposition to significant powers being given to Regional Schools Commissioners as they are an "unelected body which parents and residents can't hold to account"

Cllr Roger Gough, Cabinet Member for Education and Health Reform at Kent County Council, has expressed his objection to the White Paper on the grounds that

- "Whitehall now clearly believes that it knows those schools' best interests better than they do themselves..... nor are the wishes or choices of parents seen to count for anything, a paternalistic and technocratic approach reflected in the equally unjustified proposal to end the requirement for parent governors"
- There is a weak evidence base for the proposals "A little over a year ago, the Education Select Committee – cross-party under a Conservative chairman – concluded.... "current evidence does not allow us to draw conclusions about whether academies in themselves are a

positive force for change... Academisation is not always successful nor is it the only proven alternative for a struggling school”

Louise Goldsmith, leader of West Sussex County Council, has called on the government to rethink these plans as “I have reservations that the ‘one size fits all’ academies approach that ministers are proposing does not seem to promote any benefits to pupils and parents in West Sussex”

Council shares these concerns and believes that no one system has a monopoly on delivering the best results, and that is why a centrally imposed forced academisation programme is not the answer.

Council does not believe that a ‘one size fits all’ approach is in the best interests of pupils or parents, and is concerned that the proposals as they stand limit parental choice.

Council believes that well achieving schools should not be forced in to a reorganisation that the school governing body does not believe is in the best interests of its pupils

Council has very specific concerns about how vulnerable children will fare under the proposals, particularly in terms of inclusion, a statutory responsibility that will rightfully remain with the council but with very few powers to help us to fulfil that duty.

Council notes that the following local authorities have rejected the government proposals, and called upon the Secretary of State to rethink their proposals; Kent, West Sussex, Birmingham

Council therefore resolves to:

Instruct the Managing Director to write to the Secretary of State for Education to set out the concerns that Council has about the potential impact of the proposed changes as laid out in this motion, and set out to her our following constructive suggested amendments to the White Paper proposals:

- Well achieving schools should not have to convert to an academy if the governing body does not believe that it is in the best interests of pupils
- A requirement for elected parent governors should be retained
- A requirement for local community representation on governing bodies should be explicit
- The people of Norfolk should be compensated for any reorganisation through reimbursement of costs to the council.
- Provide local authorities with adequate resources and powers to fulfil our duties to vulnerable children, to planning of places and to fulfil our role of ‘championing’ parents and children.

14.2 Following debate, and upon being put to a vote, with 37 votes in favour, 34 votes against and 0 abstentions, the motion was **CARRIED**.

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

15.1 There were none.

The meeting concluded at 12.45pm.

**Chairman**



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# Norfolk County Council

## Date – 9 May 2016

### VOTING – ITEM NUMBER: 3 – Election of Vice-Chairman.

DH = Mr D Harrison. JW – Mr J Ward.

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

With 37 votes in favour of Mr D Harrison, 44 votes in favour of Mr J Ward and 1 abstention, Mr J Ward was elected Vice-Chairman of the County Council for the ensuing year.

# Norfolk County Council

## Date – 9 May 2016

### VOTING – ITEM NUMBER: 7 – Election of Leader of the Council

GN = Mr G Nobbs. CJ = Mr C Jordan

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

With 37 votes in favour of Mr G Nobbs, 41 Votes in favour of Mr C Jordan and 4 abstentions, Council **RESOVLED** that Mr C Jordan be elected Leader of the Council for the ensuing year.

**Appointments to Committees, Sub-Committees  
and Joint Committees for 2016/17**

**SECTION 1**

**SERVICE COMMITTEES AND POLICY AND RESOURCES**

**Policy and Resources Committee - 17**

**Conservative (9)**

Cliff Jordan  
Andrew Proctor  
Hilary Cox  
Ian Mackie  
Bev Spratt  
Barry Stone  
Ian Monson  
Judy Leggett  
Alison Thomas

**Labour (3)**

Mick Castle  
Steve Morpew  
George Nobbs

**Liberal Democrat (2)**

Marie Strong  
Daniel Roper

**UKIP & Ind (2)**

Fred Agnew  
Michael Baker

**Green(1)**

Adrian Dearnley

**Adult Social Care Committee - 17**

**Conservative (8)**

Beverley Spratt  
Margaret Stone  
William Richmond  
Shelagh Gurney  
Tom Garrod  
Martin Storey  
Joe Mooney  
Bill Borrett

**Labour (3)**

Julie Brociek-Coulton  
Mike Sands  
Sue Whitaker

**Liberal Democrat (2)**

Brian Watkins  
Eric Seward

**UKIP & Ind (3)**

Denis Crawford  
Rex Parkinson-Hare  
Jim Perkins

**Green(1)**

Elizabeth Morgan

### **Children's Services Committee- 17 plus 2 Church representatives (voting)**

#### **Conservative (8)**

Judith Virgo  
Jenny Chamberlin  
Roger Smith  
Tony Adams  
Shelagh Gurney  
Mark Kiddle-Morris  
Barry Stone  
Tony White

#### **Labour (3)**

Chrissie Rumsby  
Emma Corlett  
Mike Sands

#### **Liberal Democrat (2)**

James Joyce  
Brian Hannah

#### **UKIP & Ind (3)**

Denis Crawford  
Paul Gilmour  
Jim Perkins

#### **Green(1)**

Richard Bearman

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### **Communities Committee - 17**

#### **Conservative (8)**

Harry Humphrey  
Hilary Cox  
Margaret Dewsbury  
John Ward  
Nigel Shaw  
Nigel Dixon  
Wyndham Northam  
Jason Law

#### **Labour (3)**

Julie Brociek-Coulton  
Mike Sands  
Chrissie Rumsby

#### **Liberal Democrat (2)**

Allison Bradnock  
David Harrison

#### **UKIP & Ind (3)**

Colin Aldred  
Jonathon Childs  
Paul Smyth

#### **Green(1)**

Richard Bearman

---

### **Environment, Development & Transport Committee - 17**

#### **Conservative (9)**

Colin Foulger  
Stuart Clancy  
Tony White  
Brian Iles  
Judy Leggett  
Martin Wilby  
Margaret Dewsbury  
Graham Plant  
Claire Bowes

#### **Labour (3)**

Bert Bremner  
Terry Jermy  
Colleen Walker

#### **Liberal Democrat (2)**

Tim East  
John Timewell

**UKIP & Ind (2)**  
Toby Coke  
Jonathan Childs

**Green(1)**  
Andrew Boswell

## **SUB-COMMITTEES**

### **Economic Development Sub-Committee – 9**

**Conservative (5)**

Brian Iles  
Stuart Clancy  
Claire Bowes  
Tony White  
Colin Foulger

**Labour (2)**

Collen Walker  
Terry Jermy

**Liberal Democrat (1)**

John Timewell

**UKIP & Ind (1)**

Jonathan Childs

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## **OTHER COMMITTEES**

### **Planning (Regulatory) Committee - 17**

**Conservative (8)**

John Ward  
Tony White  
Jason Law  
Stephen Askew  
Wyndham Northam  
Brian Long  
Martin Storey  
Colin Foulger

**Labour (3)**

Bert Bremner  
David Collis  
Mike Sands

**Liberal Democrat (2)**

Eric Seward  
David Harrison

**UKIP & Ind (3)**

Fred Agnew  
Michael Baker  
Alan Grey

**Green (1)**

Elizabeth Morgan

### **Panel of Substitutes for Regulatory Committees - 17**

**Conservative (8)**

Brian Iles  
Jenny Chamberlin  
Adrian Gunson  
Ian Monson  
Alec Byrne  
William Richmond  
Margaret Stone  
Nigel Dixon

**Labour (3)**

Terry Jermy  
2 Vacancies

**Liberal Democrat (2)**

Tim East  
John Timewell

**UKIP & Ind (3)**

Colin Aldred  
David Ramsbotham  
Richard Bird

**Green (1)**

Adrian Dearnley

---

**Norfolk Health Overview and Scrutiny Committee 8****Conservative (4)**

Michael Carttiss  
Margaret Stone  
Jennifer Chamberlin  
Michael Chenery

Judith Virgo (named substitute)  
Nigel Dixon (named substitute)  
Shelagh Gurney (named substitute)  
Alison Thomas (named substitute)

**Labour (1)**

Bert Bremner  
Margaret Wilkinson (named substitute)

**Liberal Democrat (1)**

David Harrison  
Brian Hannah (named substitute)

**UKIP & Ind (1)**

Colin Aldred  
Paul Gilmour (named substitute)

**Green (1)**

Richard Bearman  
Adrian Dearnley (named substitute)

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**Audit Committee 7****Conservative (4)**

Ian Mackie  
Roger Smith  
Harry Humphrey  
Shelagh Gurney

**Labour (1)**

Bert Bremner

**UKIP & Ind (1)**

David Ramsbotham

**Liberal Democrat (1)**

James Joyce

---

**Standards Committee - 7****Conservative (4)**

Alec Byrne  
Ian Monson  
Mark Kiddle-Morris  
William Richmond

**Labour (1)**

Patrick Hacon

**UKIP & Ind (1)**

Fred Agnew

**Liberal Democrat (1)**

John Timewell

---

**Emergency Committee - 5 (Must include the Leader of the Council)****Conservative (2)**

Stephen Askew  
Wyndham Northam

**Labour (1)**

George Nobbs

**UKIP & Ind (1)**  
Jonathan Childs

**Liberal Democrat (1)**  
Marie Strong

---

**General Purposes (Regulatory) Committee – 5**

**Conservative (2)**  
Alec Byrne  
Ian Monson

**Liberal Democrat (1)**  
Brian Watkins

**UKIP & Ind (1)**  
Jonathan Childs

**Labour (1)**  
Vacancy

---

**Pensions Committee 5**

**Conservative (3)**  
Judith Virgo  
Martin Storey  
Jason Law

**Liberal Democrat (1)**  
Allison Bradnock

**UKIP & Ind (1)**  
David Ramsbotham

---

**Personnel Committee - 5 (Must include the Leader of the Council)**

**Conservative (3)**  
Cliff Jordan  
Andrew Proctor  
Alison Thomas

**Labour (1)**  
George Nobbs

**UKIP & Ind (1)**  
Toby Coke

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## **SECTION 2**

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### **Employment Appeals Panel – 11**

When the Panel meets, it has a membership of 3 appointed by the Head of Human Resources and drawn from the wider Panel of 11

#### **Conservative (5)**

Cliff Jordan  
Andrew Proctor  
Bill Borrett  
Tony White  
Judy Leggett

#### **Labour (2)**

Emma Corlett  
Steve Morphew

#### **Liberal Democrat (1)**

Marie Strong

#### **UKIP & Ind (2)**

David Ramsbotham  
Vacancy

#### **Green (1)**

Richard Bearman

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### **Health and Wellbeing Board (3)**

- \* Chairman of the Children's Services Committee –James Joyce
- \* Chairman of the Adult Social Care Committee – Susan Whitaker
- Brian Watkins

\*Statutory member of the Board

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## **SECTION 3**

### **JOINT COMMITTEES**

#### **Norfolk Joint Museums & Archaeology Committee – 9**

**Conservative (4)**

Harry Humphrey  
John Ward  
Mark Kiddle-Morris  
Martin Storey  
Jason Law (named substitute)

**Labour (2)**

Julie Brociek-Coulton  
Margaret Wilkinson  
Terry Jermy (named substitute)

**Liberal Democrat (1)**

James Joyce  
Tim East (named substitute)

**UKIP & Ind (1)**

Paul Gilmour  
Alan Grey (named substitute)

**Green (1)**

Elizabeth Morgan  
Adrian Dearnley (named Substitute)

---

#### **Norfolk Records Committee – 3**

**Conservative (1)**

Michael Chenery  
Brian Iles (named Substitute)

**Labour (1)**

Margaret Wilkinson (1)  
Mike Sands (named Substitute)

**UKIP & Ind (1)**

Paul Smyth  
Fred Agnew (named substitute)

---

#### **Eastern Inshore Fisheries Conservation Authority – 3**

**Conservative (1)**

Hilary Cox

**Labour (1)**

Margaret Wilkinson

**UKIP & Ind (1)**

Michael Baker

---

#### **Norfolk Police & Crime Panel – 3**

**Conservative (1)**

Alec Byrne  
Michael Chenery (named substitute)

**Liberal Democrat (1)**

Brian Hannah  
James Joyce (named substitute)

**Labour (1)**

Terry Jermy  
Mick Castle (named substitute)

Note: The overall political composition of the Norfolk Police and Crime Panel is required to reflect the political balance across the whole County (County and District councils). That balance must be reviewed after the results of the District Council elections being held on 5 May have been analysed. If this affects the County Council's political representation on the Panel, the political groups will be advised in advance of the Council meeting.

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## **SECTION 4**

### **Norwich Highways Agency Joint Committee – 2**

Conservative – Tony Adams

Labour – Steve Morphew

***Council is also required to appoint one of its two above representatives as the Chairman of the Joint Committee***

#### **Non-Voting Advisors (3)**

Conservative (1) - Nigel Shaw

Labour (1) - Mike Sands

UKIP & Ind (1) - Fred Agnew

### **Eastern Shires Purchasing Organisation Joint Committee- 2**

Conservative – Ian Monson

Labour – Mick Castle

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### **Norfolk Parking Partnership Joint Committee (1 Member of the Council)**

Mick Castle

Tony White (named substitute)

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### **Planning and Traffic Regulation Outside London Joint Committee (1 Member of the Council)**

Mick Castle

Tony White (named substitute)

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### **National Bus Lane Adjudication Committee (1)**

Bert Bremner

Mick Castle (named substitute)

# Norfolk County Council

## Date – 9 May 2016

### VOTING – ITEM NUMBER: 7 – Election of Chairman of Norwich Highways Agency Joint Committee

TA = Mr T Adams. SM = Mr S Morpew.

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

With 42 votes in favour of Mr T Adams, 39 Votes in favour of Mr S Morpew and 1 abstention, Council **RESOLVED** that Mr T Adams be elected Chairman of the Norwich Highways Agency Joint Committee for the ensuing year.

# Norfolk County Council

## Date – 9 May 2016

### VOTING – ITEM NUMBER: 14 – Motion by Ms E Corlett, seconded by Mr J Joyce

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

Upon being put to a recorded vote, with 37 votes in favour, 34 Votes against and 0 abstentions, the Motion was **CARRIED**.

## Norfolk County Council

### Minutes of the Meeting Held on 27 June 2016

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

**Present: 66**

Council stood in one minute's silence in memory of Jo Cox MP who recently lost her life in tragic circumstances.

Apologies for absence were received from Mr S Agnew; Mr C Aldred; Mr M Baker; Ms C Bowes; Mrs A Bradnock; Mr B Bremner; Mr A Byrne; Mr M Carttiss; Mrs J Chamberlin; Ms E Corlett; Mr N Dixon; Mr J Dobson; Mr T FitzPatrick; Mr T Garrod; Mr P Hacon; Ms C Rumsby; Mr E Seward and Mrs A Thomas.

## **1 To receive any announcements from the Chairman**

- 1.1 Council **agreed** that the Chairman would write to the Mayor of Jiangsu Province, China on behalf of the County Council, expressing sympathy and words of encouragement following the disastrous weather conditions they had recently experienced, the full details of the impact of which were not yet known.

## **2 Declarations of Interest**

- 2.1 There were no declarations of interest.

## **3 Norfolk and Suffolk Devolution Proposal**

- 3.1 Council received the report setting out Norfolk and Suffolk's ambition for and approach to devolution, based on the East Anglia Devolution Deal announced by the Chancellor in the Budget on 16 March 2016.
- 3.2 The report asked Council to endorse the Norfolk and Suffolk Devolution Agreement, support the Governance Review and agree to publish a scheme of governance for public consultation.
- 3.3 The Managing Director, Assistant Director Economic Development and Strategy and Head of Law and Monitoring Officer answered questions from Council about the presentation, consultation process and procedural arrangements.

Council adjourned at 12.30pm and reconvened at 1.05pm.

- 3.4 Following debate, and upon being put to a recorded vote (Appendix A), with 34 votes in favour, 28 votes against and 2 abstentions, Council **RESOLVED** that:
- i) Council endorses the signing of the Norfolk and Suffolk Devolution Agreement by the Leader.
  - ii) on the basis of the Governance Review, and having regard to any impact on equalities explored in the Equalities Impact Assessment (EqIA), the Council concludes that the establishment of a Mayoral Combined Authority for Norfolk and Suffolk is the option which most fully permits the effective discharge of the functions that Government is prepared to devolve to this area.
  - iii) Council endorses and supports the publication of the draft Scheme for a Norfolk and Suffolk Mayoral Combined Authority, as attached to the report, for consultation purposes, subject to such final revisions as may be approved by the Managing Director in consultation with the Leader, and prior to the commencement of the formal consultation exercise. Such formal consultation on the Scheme to commence once all Norfolk and Suffolk Councils have considered the matters in this report and, in any event, no later than 4 July 2016. In the event that a Constituent Authority named in the attached Scheme

does not agree to endorse the Deal Agreement and/or the Scheme, the Council authorises, through the Managing Director, any necessary changes to be made to the Deal Agreement, the Scheme and the Governance Review, to reflect that Council's non-participation.

- iv) the outcome of the consultation exercise is submitted to the Secretary of the State by the Managing Director, in consultation with the Leader, by early September.
- v) Council meets no later than 28 October 2016 to consider giving consent to an Order establishing a Mayoral Combined Authority for Norfolk and Suffolk.
- vi) Insofar as any of the matters referred to in this report concern the discharge of functions related to the endorsing and signing of the Norfolk and Suffolk Devolution Agreement and the publication of the Scheme, authority is delegated to the Managing Director, in consultation with the Leader, to take all necessary steps and actions to progress the recommendations detailed in this report.
- vii) In the event that any technical changes are required to reflect legislative requirements and the contents of the Deal Agreement, authority is delegated to the Managing Director, in agreement with the Chief Executives across Norfolk and Suffolk, to make the necessary changes to the Scheme.
- viii) Further reports are presented to the Council, as appropriate, as the devolution process develops.

The meeting concluded at 2.40pm.

### **Chairman**



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# Norfolk County Council

## Date – 27 June 2016

### Recorded Vote – Item 3 – Norfolk & Suffolk Devolution Proposal

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

With 34 votes in favour, 28 votes against and 2 abstentions, Council **RESOVLED** to agree the recommendations as set out in the report.

### **Notice of Motions**

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

1. Proposed by Mr S. Morphew

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

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2. Proposed by Mr T. Jermy, seconded by Ms E. Corlett

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

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

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

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

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

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### 3. Proposed by Mr J. Dobson

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

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

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

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### 4. Proposed by Mr J. Dobson

This Council notes with displeasure that notwithstanding its clear instruction in April to Policy and Resources and Children's Services for a working group to be set up to identify and recommend for implementation mitigating measures to restore equity in Broadband financing resources between schools, the latter, with the active encouragement of finance and children's services officers, decided that this was not

possible and reported accordingly to the 31 May Policy and Resources meeting. This is despite the Council Leader reconfirming in the latest issue of Your Council our official priority of “excellence in education”, implying equal resources for all schools, including those primary schools in remote, rural locations, not yet enjoying the benefits of superfast Broadband.

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

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

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## Recommendations of the Policy and Resources Committee meetings held on 31 May 2016

### 1 Potential Use of Cash Balances

1.1 The Committee received a report by the Executive Director of Finance that explained the process whereby the Leader, in conjunction with the Executive Director of Communities and Environmental Services and the Executive Director of Finance, together with the LEP, had agreed in March 2016 on a conditional offer for the use of the County Council's cash balances that was presented to the Baxter Healthcare Board of Directors in March 2016.

1.2 The Committee **RESOLVED** to:

1. Endorse the conditional proposal made in February 2016, by the Leader, Executive Director of Communities and Environmental Services and the Executive Director of Finance, to provide a line of credit to the New Anglia LEP in order to fund the proposed £4m grant package to Baxter Healthcare. Any payments the Council make will be repayable within 5-10 years, with interest at a rate to be agreed:

- a. Initially to be ready to assist if required with the proposed £2.005m grant package towards the Research and Development element of the planned investments announced by the company.
- b. To be ready to assist, if required, with the provision of an additional £2m grant package to support further Research and Development activity that may emerge as part of future investments in the next 3 years, subject to a separate business case.

2. Delegate to the Executive Director of Finance to agree the detail of the loan arrangement with the LEP.

1.3 The Committee also **RECOMMENDS** to full Council that this project is added to the capital programme.

### 2 The Annual Treasury Management Report 2015-16

2.1 **The Committee endorse and recommend to County Council**, the Annual Treasury Management Report 2015-16 as set out in appendix 1 to this report.

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

3.1 The Committee received a report by the Executive Director of Finance and the Head of Business Intelligence and Corporate Planning that provided an update on the Council's budget process, and guidance to Service Committees on the actions required to support a balanced budget for 2017-18. The report included the draft County Council Plan that provided strategic direction for the Council, to guide and shape choices about investments and priorities for the coming medium term period – 2016-2019. The report also established a framework for the Council to meet the Government's requirements for the adoption of an Efficiency Plan, which would ensure the Council was positioned to gain access to the funding guarantees offered by the Government for the period to 2019-20.

3.2 The Committee **RESOLVED** to:

1. Note the budget gap of £8.827m forecast in the Council's current Medium Term Financial Strategy for 2017-18;
2. That in order to help close the 2017-18 budget gap, as set out in section 3 of the report, Service Committees be requested to consider during the June / July Committee cycle:
  - a) which of their savings identified for 2018-19 have the capacity to be brought forward, and
  - b) identify alternative new savings for 2017-18;
3. Approve the proposed timetable and process for adoption of an Efficiency Plan.

#### **And**

To Confirm the priorities, measures and targets set out in the County Council Plan and **RECOMMEND** these to Full Council; the Plan is attached at Appendix 2

### 4. **Syrian Refugee Crisis-Norfolk Response**

4.1 The Committee received a report (**attached as appendix 3**) by the Head of Business Intelligence and Corporate Planning that updated Members on the outcome of discussions with the Home Office on Norfolk's proposed Syrian Vulnerable Persons Resettlement (VPR) Scheme.

4.2 The Committee **RESOLVED**:

1. That after taking into account the potential cost implications for Norfolk authorities to **RECOMMEND** that a decision be made by Full Council about Norfolk County Council participation in the Syrian Vulnerable Person's Resettlement Scheme.

2. That in the meantime the County Council urgently hold discussions with the various organisations involved, including the District Councils, to explore ways of meeting the financial shortfall.

3. That having noted the new arrangements for unaccompanied asylum seeking children and the Child at risk programme announced by the Immigration Minister, to seek the advice of the Children's Services Committee on the County Council's response.

**Note by Head of Democratic Services**

An update note is attached at Appendix 4

**Cliff Jordan,**

**Chairman, Policy and Resources Committee**

**Mid Year Treasury Management Monitoring Report 2014-15**

**1. Introduction**

- 1.1 The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice for Treasury Management in the Public Sector (the Code), requires that the County Council receives a mid year review of treasury activities in addition to the forward looking annual investment and treasury strategy and backward looking annual treasury report. The Annual Investment and Treasury Strategy for the current year (2014-15) was approved by County Council on the 17<sup>th</sup> February 2014.
- 1.2 The County Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing adequate liquidity, before considering maximising investment return.
- 1.3 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 1.4 As a consequence treasury management is defined as:

“The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 1.5 The County Council recognises the importance of monitoring treasury management activities, with regular reports being presented to Policy and Resources Committee throughout the year.
- 1.6 This mid year review provides commentary on economic conditions produced by Capita (the Council's external treasury consultants) and details treasury activities for the period 1<sup>st</sup> April 2014 to 30<sup>th</sup> September 2014 including; cash balances and cash flow management, investment performance, counterparty management, long term borrowing/debt management and prudential indicators.

## **2. Capita's Economic Overview - September 2014**

### **2.1 Economic performance year to date**

#### **UK**

- 2.1.1 It appears likely that positive UK domestic growth will continue through 2014 and into 2015. However, for this recovery to become more balanced and sustainable in the longer term, the recovery needs to move away from dependence on consumer expenditure and the housing market to exporting, and particularly of manufactured goods.
- 2.1.2 This overall growth has resulted in unemployment falling much faster through the initial threshold of 7%, set by the Monetary Policy Committee (MPC) last August, before it said it would consider any increases in Bank Rate. The MPC has, therefore, subsequently broadened its forward guidance by adopting five qualitative principles and looking at a much wider range of eighteen indicators in order to form a view on how much slack there is in the economy and how quickly slack is being used up. The MPC is particularly concerned that the current squeeze on the disposable income of consumers should be reversed by wage inflation rising back above the level of inflation in order to ensure that the recovery will be sustainable. There also needs to be a major improvement in labour productivity, which has languished at dismal levels since 2008, to support increases in pay rates.
- 2.1.3 Most economic forecasters are expecting growth to peak in 2014 and then to ease off a little in 2015 and 2016. However, the level of unemployment, the rate of growth in consumer expenditure and the buoyancy of the housing market, are areas that the Government will need to keep under regular review.
- 2.1.4 Also encouraging has been the sharp fall in inflation (CPI), reaching 1.5% in May and July, the lowest rate since 2009. Forward indications are that inflation is likely to fall further in 2014 to possibly near to 1%.

#### **U.S.**

- 2.1.5 The U.S. faces similar debt problems to those of the UK, but thanks to reasonable growth, cuts in government expenditure and tax rises, the annual government deficit has been halved from its peak without appearing to do too much damage to growth, although the weak labour force participation rate remains a matter of key concern for the Federal Reserve when considering the amount of slack in the economy and monetary policy decisions.

## Eurozone

- 2.1.6 The Eurozone is facing an increasing threat from weak or negative growth and from deflation. In September, the inflation rate fell further, to reach a low of 0.3%. However, this is an average for all EZ countries and includes some countries with negative rates of inflation. Accordingly, the ECB took some rather limited action in June to loosen monetary policy in order to promote growth. In September it took further action to cut its benchmark rate to only 0.05%, its deposit rate to -0.2% and to start a programme of purchases of corporate debt. However, it has not embarked yet on full quantitative easing (purchase of sovereign debt).
- 2.1.7 Sovereign debt difficulties in the Eurozone have not gone away and major issues could return for of any countries that do not dynamically address fundamental issues of low growth, international uncompetitiveness and the need for overdue reforms of the economy, (as Ireland has done). It is, therefore, possible over the next few years that levels of government debt to GDP ratios could continue to rise for some countries. This could mean that sovereign debt concerns have not disappeared but, rather, have only been postponed.

## 2.2 UK Outlook for the next six months of 2014-15

- 2.2.1 Overall, markets are expecting that the MPC will be cautious in raising Bank Rate as it will want to protect heavily indebted consumers from too early an increase in Bank Rate at a time when inflationary pressures are also weak. A first increase in Bank Rate is therefore expected in Q1 or Q2 2015 and they expect increases after that to be at a slow pace to lower levels than prevailed before 2008 as increases in Bank Rate will have a much bigger effect on heavily indebted consumers than they did before 2008.

## 2.3 Capita Interest Rate Forecast

- 2.3.1 The tables below provide a mid year update in respect of forecast movement in interest rates over the medium term (Capita – October 2014). The first table forecasts investment rates for three, six and twelve month deposits. The second table details Public Works Loan Board (PWLb) rates for loan periods between five and fifty years.

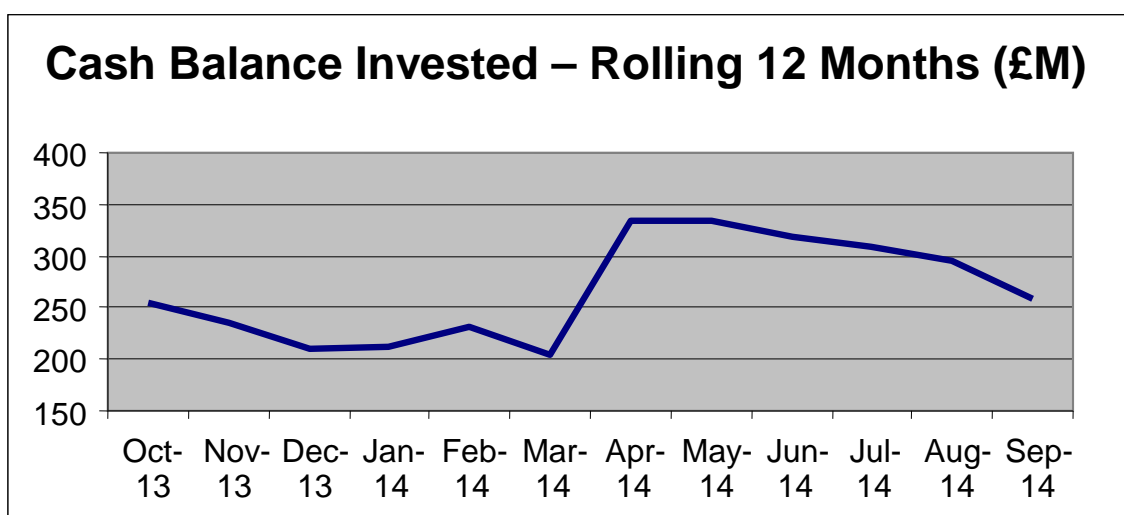
<b>Bank Rate Forecasts (%)</b>				
	Bank Rate	3 month LIBID	6 month LIBID	12 month LIBID
Sep-14	0.50	0.50	0.65	0.90
Dec-14	0.50	0.50	0.70	0.90
Mar-15	0.50	0.60	0.80	1.00
Jun-15	0.75	0.80	1.00	1.20
Sep-15	0.75	0.90	1.10	1.30
Dec-15	1.00	1.10	1.20	1.40
Mar-16	1.00	1.30	1.40	1.70
Jun-16	1.25	1.40	1.50	1.80
Sep-16	1.25	1.60	1.80	2.10
Dec-16	1.50	1.90	2.00	2.20
Mar-17	1.50	2.10	2.20	2.30

	5 year PWLB	10 year PWLB	25 year PWLB	50 year PWLB
Sep-14	2.40	3.00	3.70	3.70
Dec-14	2.50	3.20	3.90	3.90
Mar-15	2.70	3.40	4.00	4.00
Jun-15	2.70	3.50	4.10	4.10
Sep-15	2.80	3.60	4.30	4.30
Dec-15	2.90	3.70	4.40	4.40
Mar-16	3.00	3.80	4.50	4.50
Jun-16	3.10	3.90	4.60	4.60
Sep-16	3.20	4.00	4.70	4.70
Dec-16	3.30	4.10	4.70	4.70
Mar-17	3.40	4.10	4.80	4.80

### **3. Cash Balances and Cash Flow Management**

- 3.1 The Council's cash balances comprise of revenue and capital resources, such as general balances, provisions and earmarked reserves and the timing differences between the receipt and payment of monies required to meet the cost of County Council services and its capital programme. The average level of cash balances year to date totals £298M.
- 3.2 Cash balances are managed internally and have been invested in accordance with the Council's approved Authorised Lending List.
- 3.3 A key objective of cash flow management is to minimise balances held in the Council's bank accounts in order to ensure that the maximum interest is earned.

- 3.4 Of the 550 bank accounts administered by the County Council, only 3 are principal accounts (one for income collection, general expenditure and salary payments). The remaining bank accounts are service specific, for example schools locally managing their devolved budgets. The corporate treasury management function ensures the efficient management of cash balances across all 550 accounts by aggregating and investing surplus cash balances on a daily basis. For the period 1<sup>st</sup> April 2014 to 30<sup>th</sup> September 2014 the total average balance across all these accounts was £0.012M in-hand. This is within the overall tolerance limit of plus/minus £0.025M across all accounts.
- 3.5 Year to date, income received amounts to £859M, while payments (including debt repayment) total £803M, resulting in an overall increase in cash balances of £56M. Cash balances available for investment have therefore increased from £203M at 1<sup>st</sup> April 2014 to £259M at the 30<sup>th</sup> September 2014. The table below shows the level of cash balances over the last 12 months. The spike in April 2014 reflects the front loading of Business Rates Retention and Revenue Support Grant (£124M of the £246M annual total received).



- 3.6 By continuing to delay borrowing for capital purposes (Section 6) while at the same time actively managing levels of liquid cash, the Council may on occasions be required to borrow short-term from the money market to cover daily liquidity. No short-term borrowing has been required year to date and none is currently forecast for the remainder of 2014-15.

#### **4. Investment Performance**

- 4.1 The key objective of the Council's investment strategy is to ensure security and liquidity and obtain an appropriate level of return consistent with the Council's approved Annual Investment and Treasury Strategy. With Bank Base rates at historic lows, it is a very difficult investment market in terms of earning anything like the level of interest rates commonly seen prior to the global financial crisis. Indeed, the Government's Funding for Lending Scheme has reduced market investment rates even further. The potential for a

prolonging of the Eurozone sovereign debt crisis and its impact on banks, prompts a low risk and short term investment strategy.

4.2 At the 30<sup>th</sup> September 2014, the Council held £259.5M of investments. The profile of these investments is shown in the table below.

Institutional Sector	Liquid £M	Up to 3 Months £M	Up to 6 Months £M	Up to 9 Months £M	Up to 12 Months £M
Part Nationalised Banks	0	10	0	70	10
UK Banks	116	0	0	0	0
Non-UK Banks	0	0	0	0	10
Building Societies	0	35	0	0	0
Other*	0	8.5	0	0	0
<b>Total</b>	<b>116</b>	<b>53.5</b>	<b>0</b>	<b>70</b>	<b>20</b>

\*Includes: Other Local Authorities and Norse

4.3 A more detailed investment profile at 30<sup>th</sup> September 2014 is shown at Appendix A.

4.4 Some Business Call Accounts have continued to offer a sizable margin over Bank Base Rate paying the equivalent of a 3-6 month fixed term deposit while offering instant liquidity.

4.5 The average interest rate earned for the year to date is 0.71% compared with the average 7 day London Interbank Bid Rate (LIBID) of 0.35%. The table below gives a month by month and a cumulative year-to-date comparison against the LIBID benchmark.

2014/15	Interest for Month (%)	LIBID for Month (%)	Interest Year to Date (%)	LIBID Year to Date (%)
Apr 14	0.74	0.34	0.74	0.34
May 14	0.68	0.34	0.71	0.34
Jun 14	0.68	0.35	0.70	0.34
Jul 14	0.70	0.35	0.70	0.34
Aug 14	0.72	0.35	0.70	0.35
Sept 14	0.77	0.36	0.71	0.35

4.6 Gross interest earned for the period 1<sup>st</sup> April 2014 to 30<sup>th</sup> September 2014 is £1.064M and remains within forecast.

4.7 In addition, the County Council has undertaken daily treasury management activities on behalf of the Office of the Police and Crime Commissioner for Norfolk, Norfolk Pension Fund, Norse Commercial Services Ltd, Norse Care

Ltd, NPS Property Consultants Ltd, Norfolk & Suffolk CRC, Norfolk and Suffolk Probation Trust and Independence Matters. Average cash balances managed on behalf of these other bodies totalled £55M, earning interest of £0.182M between 1<sup>st</sup> April 2014 and 30<sup>th</sup> September 2014.

## 5. Counterparty Maintenance and Changes to Credit Rating Criteria

### Counterparty Maintenance

- 5.1 The Head of Finance is responsible for maintaining an Approved Counterparty List in accordance with the criteria as set out in the approved Annual Investment and Treasury Strategy 2014-15. Credit rating information is supplied by our treasury consultants on all active counterparties. Any rating changes, rating watches (notification of a likely change) and rating outlooks (notification of a possible longer term change) are provided by our treasury consultants immediately they occur. The Approved Counterparty List is therefore actively managed on a day-to-day basis and when an institution no longer meets the Council approved counterparty criteria, it is immediately removed.
- 5.2 There has been no credit rating downgrades during the period 1<sup>st</sup> April 2014 to 30<sup>th</sup> September 2014 that have resulted in counterparties being removed from the approved counterparty list.

### Changes required to 2014-15 Investment Strategy - Counterparty Criteria

- 5.3 The main rating agencies (Fitch, Moody's and Standard & Poor's) have, through much of the financial crisis, provided some institutions with a ratings "uplift" due to implied levels of sovereign support. More recently, in response to the evolving regulatory regime, the agencies have indicated they may remove these "uplifts", making the Support, Financial Strength and Viability ratings redundant.
- 5.4 While the actual timing of the changes is still subject to discussion, the process may commence during the later stages of this financial year. It is therefore sensible to pre-empt this change now and remove the Support, Financial strength and Viability ratings and amend as a consequence the Long Term rating criteria (UK banks only).
- 5.5 The following changes should be applied to the counterparty criteria contained within 2014-15 Investment Strategy, approved by County Council on the 17<sup>th</sup> February 2014:

- **UK Banks** – the Council will only use UK banks which have, as a minimum, the following Fitch, Moody's and Standard and Poor's credit ratings:

UK Banks	Fitch	Standard & Poors	Moody's
Short Term Ratings	F1	A-1	P-1
Long Term Ratings	from A to A-	from A to A-	from A2 to A3

Viability Ratings (Fitch)/ Financial Strength (Moody's)	removed	-	removed
Support Ratings	removed	-	-

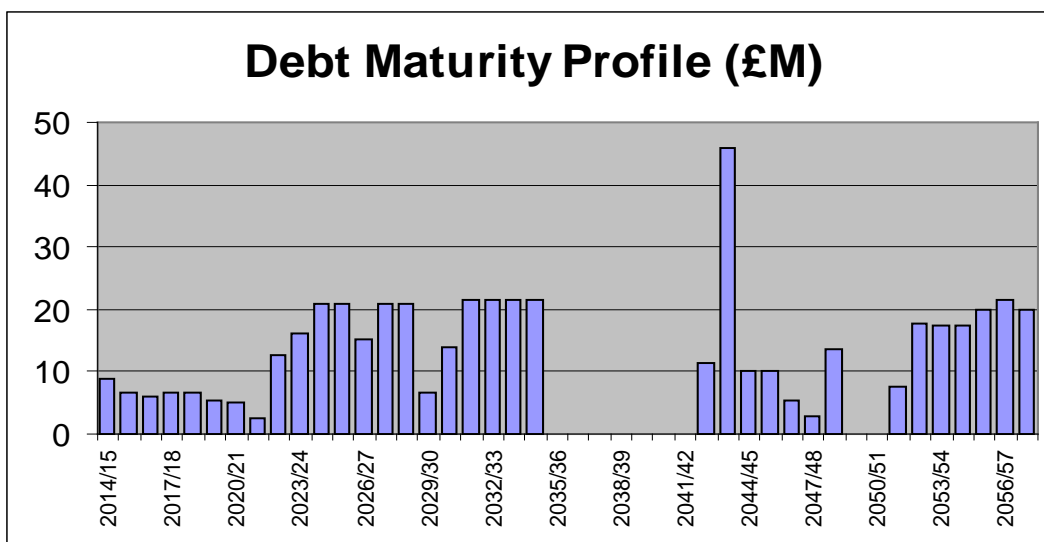
- **Non-UK Banks** – the Council will only use Non-UK banks which are domiciled in a country which has a minimum sovereign long term rating of AAA and have, as a minimum, the following Fitch, Moody's and Standard and Poor's credit ratings (where rated):

<b>Non-UK Banks (option 2)</b>	<b>Fitch</b>	<b>Standard &amp; Poors</b>	<b>Moody's</b>
Short Term Ratings	F1+	A-1+	P-1
Long Term Ratings	AA-	AA-	Aa3
Viability Ratings (Fitch)/ Financial Strength (Moody's)	removed	-	removed
Support Ratings	removed	-	-

- 5.6 This change does not in any way reflect a deterioration in the credit environment, rather a change of method in response to regulatory changes. All other criteria remains as previously approved.

## 6. Long Term Borrowing/Debt Management

- 6.1 The County Council undertakes capital expenditure on long-term assets. This activity gives rise to the need to borrow which spreads the costs over the future generations who will use the asset. Part of the Council's treasury management activity is to address this borrowing need, either through long term borrowing from external bodies (PWLb or commercial banks) or utilising temporary cash resources within the County Council pending long term borrowing.
- 6.2 In accordance with the approved 2014-15 Investment and Treasury Strategy, the County Council continues to delay new borrowing for capital purposes, using cash balances on a temporary basis to avoid the cost of 'carrying' debt in the short term. Delaying borrowing and running down the level of investment balances also reduces the County Council's exposure to investment counterparty risk.
- 6.3 At the 30<sup>th</sup> September 2014, the Council's external borrowing (debt outstanding) totalled £498M. The re-payment profile for debt is shown below.



- 6.4 The Council's overall borrowing requirement in 2014-15 is approx. £115M. This represents past capital expenditure for which the approved borrowing has not yet been drawn down. The Head of Finance, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks identified in the economic forecast (Section 2).
- 6.5 The Public Works Loans Board (PWLB) provides a facility to restructure debt, including early repayment of loans and encourages local authorities to do so when circumstances permit. This can result in net savings in overall interest charges. Prevailing PWLB interest rates continue to be monitored in order to identify repayment opportunities.
- 6.6 The Council continues to maintain its total gross borrowing level within its Authorised Limit of £678M for 2014-15. The Authorised Limit being the 'affordable borrowing limit' required by section 3 of the Local Government Act 2003.

## 7. Treasury Management Prudential Indicators

- 7.1 There are four treasury related indicators intended to restrict the activity of the treasury function to certain limits, thereby managing risk and reducing the impact of an adverse movement in interest rates. The indicators are; variable interest rate exposure, fixed interest rate exposure, maturity profile of debt and investments greater than 364 days. Council approved the indicators as part of the Annual Investment and Treasury Strategy Report in February 2014.
- 7.2 The Prudential Code requires regular monitoring to be undertaken in-year against all key indicators. Monitoring is reported regularly to Policy and Resources Committee on an 'exception basis'. Monitoring of the 2014-15

treasury management approved indicators has highlighted no significant deviation from expectations as at 30<sup>th</sup> September 2014.

## **8. Benchmarking**

- 8.1 The Council's treasury management activities are regularly benchmarked against those of other local authorities. The results tell us that the County Council has upper quartile investment performance, is cost effective, pays comparable rates of interest on its debt and is effective at managing risk. The 2013-14 CIPFA Treasury Management benchmarking results show that Norfolk's treasury performance remains well above club average (NCC investment return of 0.95% compared with club average of 0.81%) with costs (£k per £m Managed) below average (NCC costs £0.19 compared with club costs £0.24).

## **9. Corporate Banking Service**

- 9.1 Following the Co-operative Bank's (Co-op) decision last year to withdraw its banking services to local authorities, the County Council has led a joint procurement exercise with Norfolk's district councils and the Police and Crime Commissioner (PCC) for Norfolk to appoint a new banking provider.
- 9.2 The procurement phase was successfully completed on schedule, with a seven-year contract being awarded to Barclays Bank in August 2014. Detailed scoping and planning for the transfer of 550 County Council bank accounts from the Co-op to Barclays is underway, with the transition likely to take 6 to 9 months to complete.

Outstanding Deposit Profile @ 30th September 2014				Appendix A
Counterparty Name	Deal Date	Maturity Date	Interest Rate %	Principal £M
<b>Barclays Bank Group</b>				
Barclays Bank Call Account	Instant	Liquidity	0.65*	70
				<b>70</b>
Commonwealth Bank of Australia	11-Jul-14	10-Jul-15	0.82	10
				<b>10</b>
<b>HSBC Bank Group</b>				
HSBC Call Account	Instant	Liquidity	0.50*	45.941
				<b>45.941</b>
<b>Lloyds Banking Group</b>				
Lloyds TSB	07-Apr-14	02-Apr-15	0.95	5
Lloyds TSB	11-Apr-14	10-Apr-15	0.95	5
Lloyds TSB	14-Apr-14	13-Apr-15	0.92	25
Lloyds TSB	14-Apr-14	14-May-15	0.93	25
Lloyds TSB	08-May-14	07-May-15	0.95	5
Lloyds TSB	05-Jun-14	04-Jun-15	0.95	5
Lloyds TSB	07-Jul-14	06-Jul-15	0.95	5
Lloyds TSB	07-Jul-14	06-Jul-15	0.95	5
				<b>80</b>
Nationwide Building Society	11-Jul-14	09-Jan-15	0.65	35
				<b>35</b>
<b>Royal Bank of Scotland Group</b>				
National Westminster Bank	04-Oct-13	03-Oct-14	0.69	10
				<b>10</b>
<b>The Norse Group</b>				
Norse Commercial Services	30-Sep-14	28-Oct-14	2.50	4
NPS Property Consultants	05-Sep-14	02-Oct-14	2.50	1
NPS Property Consultants	10-Sep-14	08-Oct-14	2.50	1
NPS Property Consultants	18-Sep-14	23-Oct-14	2.50	1
NPS Property Consultants	19-Sep-14	29-Oct-14	2.50	1
NPS Property Consultants	26-Sep-14	03-Nov-14	2.50	0.5
				<b>8.5</b>
<b>Total Deposits</b>				<b>259.441</b>
* Latest rates as at 30 <sup>th</sup> September 2014				
In addition deposits of £46.656m were held on behalf of other bodies:				
Office of the Police and Crime Commissioner for Norfolk, Norfolk Pension Fund, Norse Commercial Services Ltd, Norse Care Ltd, NPS Property Consultants Ltd, Norfolk & Suffolk CRC and Independence Matters.				

# The County Council Plan **2016 – 19**



# Intro

This decade is witnessing huge changes in the scope and scale of public services. After several decades of growth, the new normal facing local government is continuing resource reductions at a time of growing demand for services.

Local government is looking at a future where it is expected to be far less reliant on central government grant, and instead finance its services and economic development by the revenue it collects locally.

This means that over the coming years, the Council's resources will be tied to the county's prosperity and economic growth, making it ever more important for the County Council to build the infrastructure and generate the jobs that enable people to be more independent. By 2020, Central Government has announced, 100% of business rates will be retained locally and revenue support grant will end.

So it has never been more important to be ambitious for Norfolk. The county is committed to deliver 65,000 new homes and 45,000 new jobs over the next ten years. With a dynamic and changing population, we need Norfolk and Suffolk, and the Local Enterprise Partnership to attract and keep the tech savvy generation - good graduates, young entrepreneurs, whilst still building the skills of an already strong and resilient workforce.

**Norfolk County Council is well prepared to meet these challenges.**

In 2015 the Council agreed its four strategic priorities:

- **Excellence in Education**
- **Real Jobs**
- **Good Infrastructure**
- **Supporting Vulnerable People**

The priorities of the Council are designed to make us a voice for Norfolk's future, with a well-educated population, well placed to benefit from a changing economic landscape, and with a local environment and business sector able to seize opportunities in a changing economy.

During the life of this plan, regardless of the outcome of the devolution discussions, the Council will continue to make the case for Norfolk as a place to live, work and invest.

“...building the skills of an already strong and resilient workforce...”

“...over the coming years, the Council's resources will be tied to the county's prosperity and economic growth...”



*Wendy Thomson*

**Dr Wendy Thomson CBE**  
Managing Director



*Cliff Jordan*

**Cliff Jordan**  
Leader of  
Norfolk County Council



## Our priority:

### ✓ Excellence in Education

Not enough of our schools give students a good education. Too many young people in Norfolk leave school without a set of good qualifications, and without the skills that employers are looking for. 'Second chance' learning opportunities are equally as important to ensure that those that want to can continue to keep learning through school and beyond. We will champion everyone's right to an excellent education, training, good health and preparation for employment because we believe the people of Norfolk have the talents and ability to compete with the best.

#### Our Vision:

- Children and young people are ready and able to learn
- Learners realise their full potential
- People value education as a means to living independently

#### Success will be:

- More children starting secondary school at the expected level in reading and mathematics (age 11)
- All schools and education establishments being are judged as good or better by Ofsted

#### Case study

##### Learning Outside the Classroom at Thurton Primary

At Thurton Primary learning happens everywhere in a specially designed environment which enables learning, not just at a desk. Their playground which was designed and developed by the children includes 'zones' such as the story teller area, den making, forest school, growing, maze, amphitheatre and a reflective zone. Residential visits also play a big part in how children learn at the school. Headteacher Cassandra Williams said 'we want the children to be risk takers and push themselves. Our philosophy is that by experiencing, exploring and being enabled, the children will flourish into fantastic learners and become members of the community who will be employed and contribute to a better world.'

#### Case study

At the age of 42 due to health problems Duncan was advised by Doctors to change career. Having been a chef all his life this presented Duncan with a difficult decision. After much talking with friends and family he decided he'd like to work with children. He contacted Norfolk Adult Education and they offered lots of support and advice. They helped Duncan realise this was an achievable goal.

"I was concerned about being the only male on the course but the other students were great and my tutor was amazing". Duncan is now working as a 1:2:1 Support Assistant at a private school with a Special Needs Child.

With state of the art facilities at the Norwich Research Park, and a network of over 3000 scientists based here, Norfolk is increasingly the place to be for a career in science



## Our priority:

### **Real Jobs**

We want real, sustainable jobs available throughout Norfolk. Pay is relatively low in Norfolk, and behind the beautiful images of coastlines, windmills and beaches there are too many households relying on seasonal work and low income. Our role is to get the message out that Norfolk is open for business and is a good place to invest and grow a business. Our drive is to bring permanent jobs which offer security and a good level of pay.

### Our Vision

- Secure more high value jobs
- Make Norfolk the first choice for business
- More people who are able to work have the opportunity to do so

### Success will be:

- More people have jobs that pay more and have better prospects
- People on benefits can find work more quickly
- More people are supported to start and successfully grow their own businesses
- More people with learning disabilities secure employment

### Case study

Amber found that studying Level 2 Business Administration Apprenticeship with YMCA whilst working helped to build the amount of skills and knowledge she gained, much more than if she had just attended a college course. "Being a busy mum I sometimes found it difficult to complete the work for the apprenticeship but my assessor looked at different ways that this could be done which made it much easier to keep up with the workload" Amber used the skills and knowledge gained during her apprenticeship to apply for her new role and gained a full time employment as Housing Finance Officer.

“ We have hundreds of international visitors a year who expect good WIFI, as do we – improved broadband is essential for improving business efficiency ”



## **A Improving Infrastructure**

## **Our Priority:** **A Good Infrastructure**

Good infrastructure contributes to the ease with which people and businesses can move around the County effectively; it helps people get to work or places of learning, and is recognised as a key contributor to improving growth and economic prosperity.

Our environment is a key contributor to Norfolk's economy and we need to ensure we protect and manage it as part of our growth, including dealing with the impact of climate change, e.g. flood risk. Broadband is essential for all and a basic requirement for the County to operate and compete globally.

Norfolk is starting to get the investment it has long deserved in infrastructure. The A11 dualling is symbolic of Norfolk being better connected, and across the county the cranes and construction are evidence of progress. But there is still much catching up to do, and pushing for our fair share of the national cake is, and still remains, one of our top priorities.

### Our Vision

- Infrastructure makes it a great place to live, work and visit
- Communities are resilient, confident and safe

### Success will be:

- A good transport network and journey times
- All of Norfolk is connected via fast internet
- Growth from housing developments is delivered sustainably
- Fewer people are killed or seriously injured on Norfolk roads
- People and their property are better protected from flooding and climate impact
- Norfolk's environment is protected
- Individuals, communities and public services work well together



# Our priority:

## Supporting Vulnerable People

Compared with other similar councils, we admit proportionately more people to residential care. This is increasingly at odds with what people want; people tell us that they much prefer to stay in their own homes, closer to neighbourhoods and friends and family wherever this is possible. As part of our Promoting Independence strategy we aim to reduce the proportion of people (whose care we fund) who go into permanent residential care, by supporting more people in their community.

Norfolk has historically been an authority with a high rate of looked-after children. Norfolk’s looked-after children numbers are reducing but it remains a challenge. Wherever possible, children should be brought up safely within their own families or with alternative families who are able to offer legal permanence (e.g. as a result of adoption). The Norfolk philosophy in line with social work and signs of safety values is that families should be assisted to identify the help they need to safely parent their children. The authority believes that families are the experts and as a result they should be at the heart of everything we do.

### Our Vision:

- All vulnerable people who live, work, learn and are cared for in Norfolk will be safe
- Vulnerable people are more self-reliant and independent

### Success will be:

- More children able to live permanently in a family setting
- More people able to live in their own homes for longer
- Wherever possible people with long term conditions manage their own care

# Norfolk – beyond boundaries

## ■ Growth and opportunities ■ Lifestyle

■ **Palm paper** Thirty per cent of the UK's newspapers are printed on paper produced in the Kings Lynn factory of Palm Newsprint. German company Im Papers opened the state of the art Kings Lynn factory in 2009 and the site now hosts 160 skilled jobs



### ■ Agriculture – Caulirice

Norfolk has a long history as an agriculture pioneer. Fountain Foods in Upwell has been supported with two Agri-tech grants to develop and manufacture CauliRice - a new, long-life and gluten free rice substitute made from cauliflower. The product is now sold in over 1,000 supermarkets across the UK.

### ■ Thetford

Baxter is one of Norfolk's biggest manufacturers and the sole manufacturer of intravenous fluids within the UK, providing the NHS with a major share of supply of (IV) fluid bags. Its largest UK base is in Thetford, employing over 450 people and has been a fixture in the town since 1965. Approximately 100 other local jobs are also dependent on the site. Baxter provides a broad portfolio of essential renal and hospital products, including home, acute and in-centre dialysis; sterile IV solutions; infusion systems and devices; parenteral nutrition; biosurgery products and anaesthetics; and pharmacy automation, software and services. The company's global footprint and the critical nature of its products and services play a key role in expanding access to healthcare in emerging and developed countries.



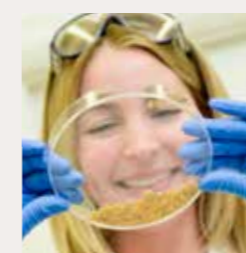
■ **Insurance** – Norfolk has been a base for financial services for over 200 years. Norwich and the Broadland Business Park represent one of the largest concentration of insurance companies in Europe, with Aviva having major base at both sites. In recent years, the sector has expanded to the nearby Broadland Business Park, with Aviva having a major base there, as well as in the city centre, together with. Other leading employers in the sector are Royal Bank of Scotland, Marsh, Virgin Money, The One Account, Tax Assist and Moneyfacts.



### ■ Tourism – History coast

Tourism remains a substantial industry in the county. The Norfolk tourism offer is now being developed to include "the History Coast", exploiting a remarkable range of historical artefacts unearthed in the county, from the world's most complete Mammoth skeleton to the oldest human footprint to be discovered outside of Africa.

■ **Norwich tech** – Norwich is centre to one of the largest, and fastest growing, digital hubs in the UK. A key driver for the growth is the strong supply of creative graduates coming out of Norwich University of the Arts (NUA) and University of East Anglia (UEA). Joint work between the UEA School of Computing and NUA has led to a distinctive strength in computer games. A wide range of networks supports the sector, including SyncNorwich with over 750 members and meet-up group Hot Source.



UEA  
University of East Anglia

### ■ Agricultural Research – Science Park

With over 40 businesses, 3,000 scientists, researchers and clinicians, Norwich Research Park is one the largest concentration of scientists in Europe. It hosts businesses like The Genome Analysis Centre (TGAC), a research institute centred on the fuse of state of the art genomics and bioinformatics to advance plant, animal and microbial research and improve food security for the world's growing population.



■ **The A11 technology corridor** is home to a multitude of high end engineering companies. Ansible Motion, a spin off from the Team Lotus F1 Team are based at the Hethel Engineering Centre. Their sophisticated simulators re-create the experience of driving different car models through a highly refined simulator experience. Starting out in 2006, the company now exports to Japan and Germany.



### ■ Great Yarmouth

Gardline is one of the world's largest marine survey companies with a vast portfolio of customers across the globe. Over 700 of their 1200 employees are based in Great Yarmouth, on Norfolk's All-energy Coast. One of their successful projects is the Alicats Workboats facility in the town. These are large vessels, constructed from scratch on the riverside, that take crews to the windfarms locally and further afield. The business is growing, in line with the growth in off-shore wind energy.

# Delivering our Priorities:

- A more efficient and more responsive council
- Re-designing services

## The challenge

Managing demand for services is one of the most pressing issues facing the County Council. When compared with other councils, we admit proportionately more people into permanent residential care. Whilst this can be the right option for some people, for many there are alternatives which allow people to continue to live in their own homes, closer to their social networks and families. Our analysis has made us question the number of older people who go straight from hospital into permanent residential care – a life-changing, irreversible decision, taken at a time of often high anxiety.

Our analysis and benchmarking also show that we also have a much higher proportion of younger disabled people (18-64) in permanent residential care. We also could do more to help people with learning disabilities and mental health problems find paid employment.

In Children's services, we have higher numbers than similar councils of looked-after children. Whilst all councils have seen a rise in these numbers since high profile child protection service failures, Norfolk is still significantly higher than it should be.

Whilst Ofsted found far-reaching improvements in our children's social care, the most recent inspection still found short-comings in outcomes for looked-after children.

The other significant and potentially costly area of growth for the County Council is waste disposal. Projections show that, because of economic growth, increases in new homes and inflation, if we do nothing to reduce the amount of waste produced by each household, then the cost of residual waste disposal will increase by more than £2m to around £25m in 2020.

These issues are not new, and inroads into tackling them have been made. However, what is new is the radical change in how the Government funds councils. The phasing out of the revenue support grant and the expectation of increased locally raised tax from individuals and from business – fuelled by an increase in economic growth – places the Council at a cross-roads, which requires whole-council transformation and re-design of services, based on more prevention and earlier intervention that delivers better outcomes for people and places in Norfolk.

## Our Approach

**Cutting costs through efficiencies** – by increasing productivity and stopping services that are not essential to our priorities. The Council has budgeted to deliver efficiency savings of £144.600m in the period 2011-12 to 2015-16. The Council has consulted on a further £101m of efficiencies for the period 2016-17 to 2018-19, which are on top of efficiencies of £23.26m agreed for 2016-17 and 2017-18 as part of the 2015-16 budget process.

**Getting better value for money on what we spend** – buying the right things at the best cost and doing differently, outsourcing, social enterprises and making the most of our purchasing power by buying things jointly with others.

**Enabling communities and working locally** – by working within a context of the public services needing to find ways to do more with less, the County Council is committed to working differently with communities.

A critical lever for bringing about the changes we need in our services – moving to early help and managing demand – is having communities and neighbourhoods where there are vibrant networks of help, advice and support.

We are shifting to a way of working that looks to build up and make more use of the informal, but highly effective support that already exists in many Norfolk communities. The role of the Council in taking this forward needs to be tested and developed with communities themselves; the establishment of a Communities Directorate demonstrates a shift for the Council, and over the lifetime of this Plan, we will collaborate with communities of place and communities of interest to develop a strategy for harnessing community capacity.

As part of this, we will be basing more of our staff in localities and fewer at County Hall. We believe this will increase the collaboration and joint working with our public and voluntary service partners, moving towards more joint arrangements, for example, shared buildings, joint teams and appointments. It will ensure we are better placed to listen to communities and to find local solutions.

## How we're doing this

The new Norwich park and ride contract which started in September means Norfolk has the only park and ride facility in England that does not require ongoing taxpayer subsidy. The service has been improved: new buses, increased frequency, wifi and improved site facilities such as toilet facilities – and it has saved £350,000 a year.



**Early help and prevention** - with both the Adult and Children's services focusing far more on prevention services. Our 2016/17 budget includes investment of £1.5m in re-ablement services for adult social care, because we expect to make a saving of more than £3 million and improve the quality of people's lives. The Adult Services strategy Promoting Independence is based on preventing or delaying the need for funded social care services.

Health promotion and prevention is critical to people's well-being and the sustainability of the health and social care system. By integrating public health in to council services and supporting partners, public health can help to ensure that more acute health issues will be prevented or picked up earlier, when the benefit to people is greater and treatment is less expensive.

**Channel shift** - as well as being better for customers and matching their changing lifestyles, interactive web-based services also save money on paper transactions and processes. The transaction cost of a telephone call is around £4, an online transaction around 4p.

In April 2016 an all-new council website went live as the first stage in a major move to providing more council services, including transactions online. By making it easier to find information and advice about council services, along with information about third party and community services, demand should reduce for both services and for more expansive customer interactions.

By 2020 the council website 'My Account' facility will include schools admissions, childcare funding applications, library services and aspects of adult and children's social care. Eventually it will expand to include personal budget management. This will give residents greater control over their services while reducing council costs.

How we're doing this  
Norfolk Family Focus has helped 1,700 families in the county to change their lives, supporting parents into work and children to attend school. The approach looks at the needs of the whole family, builds on their strengths and tackles the root causes of their problems, helping to break a cycle that can affect many generations. The success of the approach in Norfolk has been acknowledged by national lead Louise Casey, and a further £2.6m has been awarded to the Council to deliver the second stage – working with a further 5000 families.



How we're doing  
In 2015/16 the new Adult Education prospectus became available online only, but with information far more searchable than a conventional prospectus the number of applications of places on courses went up and places filled more quickly than ever before.

**A more commercial approach** – a new funding regime for local government requires a sharper commercial mind set from councils. We are taking this forward on a number of fronts.

Alongside Norse, the Council is committed to increasing other commercial opportunities. Investments such as Hethel Engineering have been well documented and continue to provide economic benefits through jobs and opportunities, as well as financial return for the Council. Looking forward over the life of this plan, the Council will consider establishing more commercial initiatives to develop houses or properties on land in its ownership where this offers a sound return on investment. Previously the approach has been to sell off land to others to develop; signalled the new approach in November 2015.

**Trading** - to understand where we should trade in the market, we need to understand what opportunities exist, review those areas already charging for their services to ensure that we are achieving the best return possible and look for new areas where it may be appropriate to charge.

- We are assessing the business prospects of an initial group of services:
- Trading Standards (metrology)
  - Registrars
  - Highways (laboratory and training)
  - Fleet management
  - Highways works service
  - Scottow Enterprise Park

- The review covers:
- Developing a detailed understanding of the total cost of providing the service (direct costs, including staff, labour, materials; indirect costs, including buildings, ICT, business rates, utilities).
  - Understanding the existing market in which they operate (including size of market, competitors, market growth / shrinkage, price elasticity).
  - Understanding our products, capabilities and skills and how this matches existing and potential markets (including expanding product offer – up or down supply chain – and new geographic market).
  - Business planning – including budgeting, P&L, branding / marketing, web presence, online capability, cost reduction, investment / development requirements, premises strategy.
  - Mentoring, entrepreneurship, and business skills – support package from Hethel Innovation Limited.

How we're doing  
The County Council already has the country's largest and most successful wholly-owned local authority company through the Norse Group. As the Group continues to expand and take on new work throughout the country, there are increasing benefits to the County Council through dividend payments, through volume discounts, and through Norse's corporate and social responsibility, for example in its work on apprenticeships.



- Assessment of NCC support and systems – what, if any, changes are necessary to finance and other support systems and processes to move to a more commercial approach.
- Future options – at the appropriate time, a decision will need to be made to be made on a delivery model, or whether the activity will continue.

**Property** - costs to the Council amount to some £19.5m a year; as the Council becomes a smaller organisation, and technology allows more mobile working, fewer offices and depots are needed. Our target is £7 million saving on property over the next three years. There is a greater prize if we can look across the whole public estate – including district councils, health service, police – seeking to share properties where we can to deliver better value for the public purse.

**Revenue Generation** - by the adoption of a strategy for generating income to support our key priorities through bids to National and European funding programmes. Led by a recently established Corporate Bid Team, our strategy is to develop corporate and service led priorities that lend themselves to support through external funding. This requires capacity building in services through running bid writing and project management training, and developing a clear focus in our approach – namely:

Bids must be designed to save NCC money

Develop and support the redesign of services

Are sustainable when funding is withdrawn

Clearly address an outcome objective

Focused on priorities and be cost neutral

Clearly meet the criteria of the funding body

Our strategy incorporates a target of 20% annual increase in external grant funding prioritising Corporate, Adult and Children's services.

This systematic framework has proved to be a sound basis for re-designing services so they are sustainable over the medium term. We will continue to apply this framework to continually review and re-shape services. It has helped to shift away from 'salami slicing,' and instead has helped the council to shape a future for its services which can still deliver some better outcomes at less cost.

## How we're doing

During the first three months of 2016, a total of nine bids were successful - out of eleven possible opportunities - and the total grant funding achieved was £2,437,568.

Examples of the smaller projects include: £545,555 from the Big Lottery for a project which brings people together from different generations and cultures to explore and share the rich history of their communities.



# Giving a strategic shape to services

In **Adult Social Services**, the key strategy is **Promoting Independence**. It aims to manage demand by finding local community solutions for individuals and families. For people who do need a service, that service aims to get people back on their feet as soon as possible, expanding re-ablement service to help people to stay independent in their own homes for longer. The strategy requires a different approach to social work, which seeks to build on the strengths and assets in someone's life, rather than giving a service to meet assessed care needs.

In **Children's Services**, our strategy, sees greater investment in early help for families, clearer accountability for social work, and more staff based in localities. Children's Services will continue strengthen social work practice through 'signs of safety' – an approach which focuses on strengths and assets and aims to support families before their problems get too difficult, and put our teams back in communities where they can connect better with other community services. **For education – A Good Education for Every Norfolk Learner strategy** is designed to deliver the ambition for all Norfolk pupils to go to a school which is rated as good or better. Whilst schools are responsible for their own improvement, the Council is committed to providing the challenge and support to schools to ensure they reach national benchmarks and standards.

Similarly in **Environment, Development and Transport**, the principle of prevention underpins the waste strategy, with an ambition for it to be second nature for people to re-cycle, re-use and reduce waste. Other big strategic changes for roads and environmental services will see many staff move out of county hall to be located closer to the communities they support. Staff will be working far more closely with other parts of the public service in order to avoid duplication and cut costs.

**For Community Services**, the direction of travel is for making the most of technology and self-service – such as in libraries. Self-service technology investment will allow swipe card entry to some libraries out of hours, to reduce running costs, as well as seeing if there are other services that can be run from library buildings.

**Improving the Council's internal organisation.** The County Council will need to be a very different organisation in the future. It will be smaller, with fewer staff, different skills and attitudes, able to change at pace while taking out costs. It needs functions which are lean and efficient, which minimise bureaucracy, and support the Council's transformation and organisational change. There will be a re-structure of the council's internal support functions which reflects the future needs of front line services, and saves money.

# A Norfolk Public Service

- Successfully tackling the challenging issues facing Norfolk will not be successfully achieved by the council working alone

A key part of this strategy is to move towards a Norfolk public service, working across organisations and within communities to give people a seamless continuum of services, targeted at those who need them most. It's about redesigning services around people's lives, achieving better outcomes at less cost; working with partners and communities locally, and sharing premises.

All 7 District Councils, Norfolk Constabulary and the County Council have agreed to collaborate on a set of key themes. They reflect the key challenges facing the County Council, and also have potential to duplication and deliver better value.

## The following themes have been identified for joint working:

**Promoting independence for adults** – focusing on older people, people with disabilities, adults with learning difficulties and people with mental health issues. The emphasis is on better access to early help and prevention, re-directing people to community solutions, delaying the need for formal services.

**Supporting children and families** – preventing the cycle which leads children into the criminal justice system. The emphasis is on early help, sharing better intelligence, and planning with families whom agencies already know.

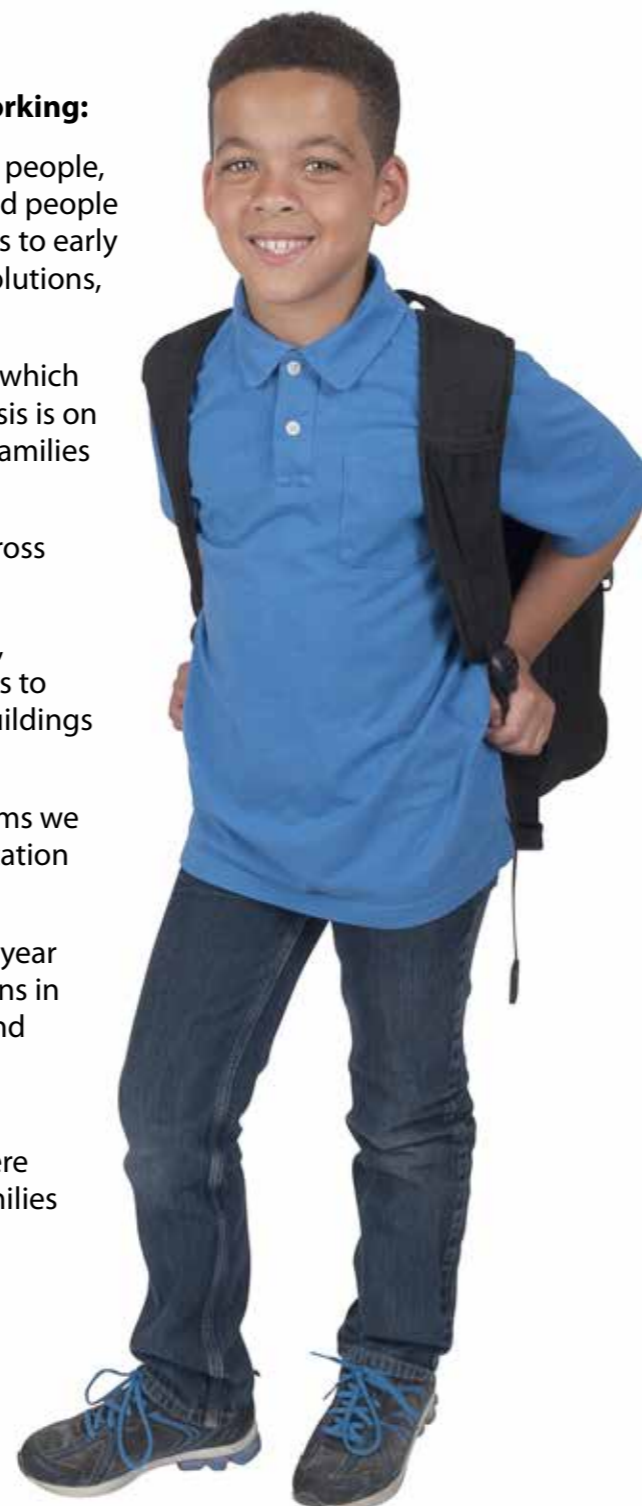
**Economic growth for Norfolk** - through collaboration across Norfolk and Suffolk on devolution.

**One public estate** - maximising our estates and buildings, supporting service re-design and looking for opportunities to co-locate services and reduce the space and number of buildings occupied by public service partners in each locality.

**Street scene** - making better use of the resources and teams we have on the ground in different localities, removing duplication and reducing costs overall

**Waste collection** - costs Norfolk taxpayers over £50m per year for services delivered across the public service organisations in the county: including collection, management, disposal and recycling.

**Shared information and intelligence** - moving to pool information, both client based and population based, where this will we help the public sector to respond better to families and communities, particularly those at risk from harm.



## A whole health and social care system for Norfolk

The integration of health and social care is a critical element of our move towards a seamless Norfolk public service, and the government's agenda for public service reform. Alongside the development of the local public service summit, the County Council has initiated a process that brings together the leadership across Norfolk's five CCGs, three hospital trusts, two community health trusts, one mental health trust, the ambulance service, independent service providers, NHS England (eastern region), and the newly established NHS Improvement.

This group of agencies has defined the 'Norfolk Principles of Care' to be embedded in all of our services, and proposed a 'transformation executive' composed of Chief Executives across the local authority and NHS. Its overarching purpose is to improve health outcomes for the population of Norfolk through the delivery of successful programmes.

It has established a series of workstreams to tackle the most important issues facing the health and social care system in Norfolk, and agreed to work at delivering practical solutions at pace, recognising the burning platform driving the system. The workstreams are:

**"Keeping me at home"** - particularly care for frail elderly and those with multiple long term conditions, including mental ill health. The aim is to have a comprehensive approach to helping people avoid admissions to hospital.

**"Future care and sustainability"** - improving the care within and sustainability of acute and secondary care including mental health services across Norfolk. The workstream will also look at new designs for primary and community health care services.

**"Prevention and wellbeing"** - engaging and motivating citizens and their communities in preventing ill health, recognizing that many more people are able and willing to contribute to their own care.

**"Developing the right workforce for the future"** - recruitment of a new workforce to fit the future needs of health and social care in Norfolk, and training the existing workforce for future demands including health coaching and remote interventions.

# Measuring Success

We will make a sharper, sustained focus on achieving the Council’s four priorities.

Here we describe a set of whole-council improvements which we consider critical to the overall strategic direction of the Council in the next three years. For each, we give context and background, the measures we propose to use, and where we can, current baselines and targets.

## ✓ Excellence in Education

**Not enough of our schools give students a good education. Too many young people leave school without a set of good qualifications, and without the skills that employers are looking for. 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.**

**Our whole council improvement areas for Excellence in Education are:**

### 1. More children start secondary school (aged 11) at the expected level in reading and mathematics

- a) Reading well, and achieving a comfortable standard in maths is currently a defined level of achievement by the age of 11. (Note - this indicator is currently in transition). In 2015, one in five children in England did not reach this standard, but in Norfolk the figure is nearer one in four – just over 2000 children annually.
- b) We have selected this as a critical improvement theme because reading well and being comfortable with mathematics equips children with skills and confidence which opens doors to learning and sets them on a positive path for the future. Without these skills, children are at a major disadvantage – most likely for life.
- c) By the age of 11, a child’s mathematical career is usually decided. 90% of youngsters who fail to reach the expected standard by 11 will not achieve a GCSE maths grade C or above.



**We will measure this by:**

<b>Measure:</b>	Increasing the percentage of pupils working at agreed expected level in reading and mathematics
<b>Baseline:</b>	2015 64% of Norfolk pupils achieved the new 2016 ‘expected standard’
<b>Targets:</b>	July 2016 to reach 72%
	July 2017 to reach 75%
	July 2018 to reach 80%
	July 2019 to reach 85%



### 2. All schools and education establishments are judged good or better by Ofsted.

- a) All children in Norfolk have the right to attend a school which is judged good or better by Ofsted. Good and outstanding schools are environments where young people can flourish and achieve their potential; they leave equipped with the life skills so they can take up opportunities for further learning and go on to find good jobs.
- b) In 2013, Ofsted found the Council’s arrangements for supporting schools to be ineffective. At that time, 60% of primary and 47% of secondary schools were judged as good or better.
- c) By the time Ofsted returned in 2014 and judged our arrangements to be effective, those figures had increased to 70% for primary schools and 64% for secondary schools – the equivalent of a further 20,000 students being taught in schools judged good or better.
- d) The improvement journey continues and currently there are 86% of Norfolk schools judged good or better, against 85 % nationally.

**We will measure this by:**

<b>Measure:</b>	Increasing the percentage of education establishments judged good or better by Ofsted.			
<b>Baseline:</b>	Early Years Settings	90%		
	Primary schools	81%		
	Secondary schools	74%		
	Special schools	91%		
	Colleges	100%		
		<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Targets:</b>	Early Years Settings	95%	98%	100%
	Primary schools	88%	92%	96%
	Secondary schools	80%	86%	90%
	Special schools	100%	100%	100%
	Colleges	100%	100%	100%

- e) This measure goes beyond; it captures the whole educational system from early years’ providers through to further education colleges.



**We want real, sustainable jobs available throughout Norfolk. Pay is relatively low in Norfolk, and behind the beautiful images of coastlines, windmills and beaches there are too many households relying on seasonal work and low income. Our role is to get the message out that Norfolk is open for business and is a good place to invest and grow a business. Our drive is to bring permanent jobs which offer security and a good level of pay.**

**Our whole council improvement areas for Real Jobs are:**

### 1. More people have jobs that pay more and have better prospects

- Security of employment gives people access to a mortgage and the housing market. Those in work are also less likely to need the support of services provided by the County Council. While Norfolk has good employment levels, those in work are more likely to be in low paid, part-time seasonal jobs.
- There is no robust way to measure 'permanent' jobs and, in any event, attitudes to this type of employment are changing with many people having a preference for more flexible models. Some very affluent people are contractors, moving from one well paid contract to the next. Jobs advertised in both the public and private sector are also increasingly single or multi-year contracts.
- The key issue is to increase Norfolk's average earnings, which would benefit all residents. The county currently lags behind the national average, with median weekly pay for 2014 of £463.40, compared to the UK average of £518 and £546.10 for Cambridgeshire. The gap between Norfolk and the national average has also been widening, with the Norfolk weekly wage reducing from 84.65% of the national average in 2012 to 82.25% in 2015.
- While the County Council's sphere of influence over countywide average earnings is limited, we can encourage the creation of higher value jobs, e.g. by supporting the creation of a New Anglia ICT/Digital Creative sector group.
- In terms of having better prospects, better qualified staff are a key first rung on the ladder to our twin goals of higher value jobs and earnings. In turn, better paid jobs enable more people to get onto the housing ladder and have a better quality of life more generally.
- The New Anglia Local Enterprise Partnership Strategic Economic Plan (SEP) highlights the need to increase the number, level, range and quality of apprenticeship delivery and generate 5000 additional apprenticeships across Norfolk and Suffolk by 2019. With jobs becoming increasingly hi-tech, Norfolk has been assessed as needing fewer apprentices qualified to Level 2 and more qualified to Level 3 and 4.

**We will measure this by:**

<b>Measure:</b>	Increasing the median full time weekly pay – comparison between Norfolk and the national average	
<b>Baseline:</b>	90% (2015)	
<b>Targets:</b>	2016/17	90.25%
	2017/18	90.50%
	2018/19	90.75%

<b>Measure:</b>	Monitoring the job creation outputs of the projects and programmes that NCC manages or leads to ensure they increase	
<b>Baseline:</b>	887	
<b>Targets:</b>	2016/17	887
	2017/18	808
	2018/19	905

- The targets do not increase year-on-year, due to the number and variety of programmes creating the jobs - eg Agri-tech East only runs to the end of 16/17 and the Growing Business Fund is due to create fewer jobs in 17/18 than in the other two years.

### 2. People on benefits can find work quickly

- This issue is important in ensuring that all those people who want to work are able to and have access to a job that they are suitably qualified to do.
- The number of people claiming Job Seekers' Allowance (JSA) for more than 12 months has declined in line with the England average in the 5 years to March 2015, for those aged both under and over 25. This is largely due to macro-economic factors. However, the proportion of those claiming Employment & Support Allowance (ESA) for more than 12 months has risen over the same time period, and is now higher than the average for England (2010: England 32%, Norfolk 31%; 2014: England 69%, Norfolk 74%).
- Residents claiming ESA have a higher likelihood of receiving support from NCC services, so it is critical to embed employability activity into this work. Some specialist services within NCC exist to support this group in to work, but they have capacity to deal with only small numbers. Embedding employability awareness into the wider work of social workers and other support staff would significantly raise chances of these individuals living independently.

**We will measure this by:**

<b>Measure:</b>	Reducing the percentage of ESA claimants who claim benefit for more than one year	
<b>Baseline:</b>	71% (2015/16)	
<b>Targets:</b>	2016/17	70%
	2017/18	tba
	2018/19	tba

Target is to be 1% better than the national figure

“The training was excellent and I now have an internationally recognised qualification. Earning money and enjoying your work is great – it was the right route for me”





**3. More people are supported to start and successfully grow their own businesses**

- d) Self-employment also offers another route for individuals to access higher earnings than the Norfolk average. The county has a consistently higher percentage of self-employed people compared to the national average, and regularly above the regional average. Typically these are lifestyle businesses, beneath the VAT threshold.
- e) Norfolk also has a lower business failure rate than regional and national averages. This can illustrate that Norfolk businesses are more robust, but it could also suggest a lack of willingness to take risks – perhaps borne out by the increasing gap between national and Norfolk average weekly earnings.
- f) New Anglia Local Enterprise Partnership (NALEP) set a target, in their Strategic Economic Plan to 2026 of increasing business start-ups by 10,000 than would have happened anyway, 5,300 of these in Norfolk. The main mechanism for increasing these numbers is referrals to the Business Support Advisers at the NALEP Growth Hub, which aims to bridge the gap left by the Government’s dissolution of the national Business Link service.

**We will measure this by:**

<b>Measure:</b>	Delivery of New Anglia Growth Hub’s business start-up targets
<b>Baseline:</b>	New measure – no baseline available
<b>Targets:</b>	Growth Hub business start target for 2016-18, for Norfolk: 343 Hethel Innovation Centre, 2016-18: 21

**4. More people with learning disabilities and mental health issues secure employment**

- a) Our track record on helping people with learning disabilities to find jobs is not good. Compared with the best performing counties, we are behind on this and there is more we could do. Alongside settled accommodation arrangements, having a job and income can bring about a step-change improvement in quality of life and independence for people with a learning disability.

**We will measure this by:**

<b>Measure:</b>	Increasing the percentage of people with a learning disability in paid employment
<b>Baseline:</b>	0.04%
<b>Targets:</b>	5.5% by March 2017 11% by March 2018

**A Good Infrastructure**

**By infrastructure we mean the fundamental facilities and systems necessary for the economy to function. Infrastructure is characterised by technical structures like roads, bridges, water supply, electrical grids, telecommunications and inter-related systems like a travel network. These are essential to enable, sustain and enhance living conditions, underpinning sustainable growth.**

Norfolk is starting to get the investment it has long deserved in infrastructure. The A11 dualling is symbolic of Norfolk being better connected, and across the county the cranes and construction are evidence of progress. But there is still much catching up to do, and pushing for our fair share of the national cake is, and still remains, one of our top priorities.

Good infrastructure contributes to the ease with which people and businesses can move around the County effectively; it helps people get to work or places of learning, and is recognised as a key contributor to improving growth and economic prosperity.

Our environment is a key contributor to Norfolk’s economy and we need to ensure we protect and manage it as part of our growth, including dealing with the impact of climate change, e.g. flood risk. Broadband is essential for all and a basic requirement for the County to operate and compete globally.

**Our whole-council improvement areas for infrastructure are:**

**1. A good transport network and journey times**

- a) Transport is a key driver of economic growth in modern economies. Evidence shows that many businesses derive significant productivity benefits from close proximity to other businesses and to large labour pools. Better travel networks bring firms and workers closer together, and provide access to wider local markets. But they can also address many of the constraints on growth which face areas, such as land and housing availability, environmental quality and congestion.
- b) With a median benefit of £3.5 for every £1 spent (Jacobs 2011, PTEG 2013), the results suggest that small scale public transport investment delivered by local authorities can be very cost effective and have positive economic, health, social and environmental benefits.
- c) Public transport and access is important to the working age population: poorly connected employment sites; mismatches between working hours offered and available public transport; and limited travel horizons. It is also a key factor in maintaining and improving the health and wellbeing of the population and independence.
- d) Local bus punctuality is important because it reflects the operational performance of public bus services to keep to a timetable on the highway network. Bus services from all local bus operators are tracked throughout the day for all days of the week. As these vehicles are subject to the same conditions as other vehicles on the network it provides a good opportunity to monitor the effectiveness of the travel network for all road users.

**We will measure this by:**

<b>Measure:</b>	Increasing the percentage of bus services that are on schedule at intermediate time points	
<b>Baseline:</b>	75% (2014/15)	
<b>Targets:</b>	2016/17	76%
	2017/18	76%
	2018/19	78%

2. All of Norfolk is connected via fast internet

- a) Broadband is the fourth utility, essential to all aspects of modern working, learning and home life. We need to ensure Norfolk moves from having one of the lowest levels of broadband coverage in the UK at 43% (the UK average is over 70%) to achieve the same levels as the best served places.
- b) Our work needs to 'Ensure Better Broadband' for Norfolk implementation continues.
- c) In addition to the 95% of properties expected to benefit from fibre optic improvements, all Norfolk properties will have access to Basic Broadband (2 Mbps+) therefore we must strive to find a Superfast solution for the final 5% of hardest to reach properties.

We will measure this by:

Measure:	Increasing the percentage of Norfolk homes with superfast Broadband coverage	
Baseline:	83% (September 2015)	
Targets:	2016/17	87%
	2017/18	90%
	2018/19	91%

3. Growth from housing developments is delivered sustainably

- a) Planned population growth (16% in next 20 years) requires new infrastructure including housing (65,000 new homes planned in next 10 years), roads and community/recreation facilities. This growth requires careful planning to ensure it is sustainable, such as reducing flood risk, managing impact on our roads and on Norfolk's important natural environment.
- b) Norfolk County Council needs to ensure that our actions, planning advice and consultation responses effectively influence and support decisions by planning authorities and developers to agree necessary infrastructure growth in a way that protects Norfolk's people, built and natural assets, for now and the future.
- c) Norfolk is the 10th greatest area in England most at risk from surface water flooding, with 38,000 (10%) of homes at risk. A similar number of properties are at risk from coastal flooding and erosion.



We will measure this by:

Measure:	Reduction of new and existing properties at high risk (1 in 30 years) of surface water flooding	
Baseline:	14,514 (2014/15)	
Targets:	2016/17	4% reduction*
	2017/18	4% reduction*
	2018/19	4% reduction*
*4% year on year decrease based on 2014/2015 levels		

Measure:	Reducing the percentage of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway	
Baseline:	25% (2015/16)	
Targets:	2016/17	24%
	2017/18	22%
	2018/19	20%

Measure:	Increasing the '% of Local Wildlife Sites (LWS) in positive management'.	
Baseline:	75% (2014/15)	
Targets:	2016/17	tba
	2017/18	tba
	2018/19	tba

4. Households produce less waste and we have lower costs of dealing with it

- a) Norfolk local authorities deal with around 400,000 tonnes of waste a year, with housing growth over the next 10 years expected to increase this figure by 15%. Managing increasing costs will require a step change in reducing the amount of waste produced per household and increasing the proportion of waste that is re-used, recycled and used as a resource.
- b) This requires improved effort on waste reduction, better recycling, behavioural change of residents and close partnership working on the whole system of waste. We will need to implement acceptable and efficient treatment services for residual waste. To contain the expected growth we need to reduce the amount of waste produced by individual households by 10-15% in the next 3-5 years

We will measure this by:

Measure:	Decreasing the kilograms of residual household waste per household per week	
Baseline:	10.4kg (September 2015)	
Targets:	2016/17	10.1kg
	2017/18	9.75kg
	2018/19	9.4kg



## 5. Fewer people are killed or seriously injured on Norfolk roads

- With 6000km of roads – many of which are rural – in Norfolk, keeping people safe remains a significant challenge. Over the last 20 years, the County Council, with partners, has invested many millions in structural changes to make roads safer – new junctions, new road lay-outs, pedestrian crossings.
- Great improvement have been made from the all-time high in the late 1990's (\*baseline is 1994-98) when 862 were killed or seriously injured. However, since 2011, the rate of improvement has reduced and we have seen minor changes in recent years. The main challenge now is driver behaviour, keeping speed down, and alerting people to the dangers of using mobile phones whilst driving.
- Close analysis of data has also shown some specific groups of road users who are at most risk - moped and motorbike riders; pedestrians and cyclists; older drivers (70 and above); younger drivers (17-25). Of these, there has been a renewed focus upon the pedestrian and cyclists group.

### We will measure this by:

<b>Measure:</b>	Reducing the number of people killed or seriously injured on Norfolk's roads	
<b>Baseline:</b>	402 (December 2015 – subject to confirmation)	
<b>Targets:</b>	2016/17	361
	2017/18	347
	2018/19	333

## Supporting Vulnerable People

As our funding diminishes, we need to get even better at targeting the people who most need our help and support. We need to prevent problems happening in the first place and intervene early when they do to make sure we don't allow things to get any worse. In this sphere, more than ever, we need to galvanise our forces, joining up with colleagues in health and other agencies to give the best support possible, promoting independence, dignity and respect.

### Our whole-council improvement areas for supporting vulnerable people are:

#### 1. More children are able to live in a permanent family setting

- Historically, Norfolk has been an authority with a high rate of looked-after children. Norfolk's looked-after children numbers are reducing but it remains a challenge.
- Wherever possible, children need to be brought up safely within their own families or with alternative families who are able to offer legal permanence (e.g. as a result of adoption). The Norfolk philosophy in line with social work and signs of safety values is that families should be assisted to identify the help they need to safely parent their children. The authority believes that families are the experts and as a result they should be at the centre of everything we do.
- There will always need to be a number of children in public care and for those children we need to ensure that their holistic needs are met and that they are offered security and stability. In Norfolk we are committed to improving the quality of our assessment, planning and decision making to ensure that children do not experience delays.
- Through a strategy of early help and prevention, and a clear strategy to improve the quality of intervention at all stages of a child's life, the number of children and young people coming into care and staying in care will be reduced.
- We aim to do better for children and get closer to other comparable councils.

### We will measure this by:

<b>Measure:</b>	Reducing the rate of Looked-After Children per 10,000 of the overall 0-17 population
<b>Current:</b>	62 per 10,000 (1043 in total)

- We are also looking to develop measures to monitor children who have their permanence plans by second review and the point the permanence plans are achieved and also placement stability data.





## 2. More people live in their homes for as long as they can

- a) Historically, compared with other similar councils, we admit proportionately more people to residential care. This is increasingly at odds with what people want; people tell us that they much prefer to stay in their own homes, closer to neighbourhoods and friends and family where this is possible for them. As part of our strategy Promoting Independence we aim to reduce the proportion of people (whose care we fund) who go into permanent residential care, by supporting more people in community settings.

### We will measure this by:

<b>Measure:</b>	Decreasing the rate of permanent admissions of people to residential and nursing care per 100,000 (18-64yrs) Decreasing the rate of admissions of people to residential and nursing care per 100,000 (65+) Increasing the rate of people in receipt of community-based care, broken down by: Supported living and Housing with Care; Home Care; Direct Payments; Day Care; and Other.
<b>Baseline:</b>	See below
<b>Targets:</b>	By the end of three years, our target is to be in line with the average of our comparator family group on the first two measures. For people aged between 18 and 64, this a significant stretch; we place at a rate of 22.5 per 100,000 where the comparator average is currently 15 per 100,000. For people aged 65 and over, the family comparator average rate is currently 640.1 per 100,000; we place at a rate of 724 per 100,000

### The proposed budget savings from shifting from residential placements to a community setting in line with the average of our comparator family group are:

2016/17	£0.120m
2017/18	£0.962m
2018/19	£1.444m

### The reduction in people (aged 18-64) which will achieve this is:

2016/17	8
2017/18	60
2018/19	90

## 3. Fewer people need a social care service from NCC

- a) We have compared our Adult Social services with other similar councils and know that our pattern of service indicates that on a rate per 100,000 population, we do more assessments and we have more people receiving services. It is clear that the substantial change we need to make is in how we respond to people's needs to reduce their call on formal services from Norfolk County Council.
- b) Work has been undertaken to understand the best practice from around the country and to consider how these models could be applied in Norfolk. There is good evidence from other authorities, that approaches which promote independence and community support can be effective in better managing the demand for services and therefore costs.
- c) Our approach therefore is to manage demand for services better by ensuring that people remain independent from public services as long as possible and are provided with preventative, community alternatives to council social care where appropriate. This approach would be consistent with the responsibilities relating to wellbeing and prevention in the Care Act.
- d) When people do need formal services our approach will always be to maximise their independence as far as possible. This is the key principle of the Promoting Independence strategy. The aim is to support as many people as possible to live safely at home and to recognise that at different stages people need different types of intervention.
- e) Currently there are some 13,000 service users receiving support by Norfolk County Council – a higher proportion than comparator councils. Over the next five years we aim to reduce the number of service users receiving support by 22%.

### We will measure this by:

<b>Measure:</b>	<b>Older People</b> receiving support reduced from 5650 to 4393 per 100,000. In absolute terms this equates to 1785 fewer service users receiving support. <b>For people aged 18-64</b> the target reduction will be from 1031 to 806 per 100,000. In absolute terms this equates to 1090 fewer service users receiving support.
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- f) We are considering replacing this measure with one around reducing levels of long term support as this would reflect both changes in demand and in the effectiveness of services designed to prevent the need for ongoing care. Work is underway to determine the targets for such an indicator.







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information in  
large print, or in an  
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please contact  
Norfolk County  
Council on  
0344 800 8020.**



# Policy & Resources Committee

Item No.

<b>Report title:</b>	<b>Syrian refugee crisis – Norfolk response</b>
<b>Date of meeting:</b>	<b>31 May 2016</b>
<b>Responsible Chief Officer:</b>	<b>Debbie Bartlett Head of Business Intelligence and corporate planning</b>
<b>Strategic impact:</b> Local authorities can volunteer to participate in the Syrian Vulnerable Persons Resettlement scheme for humanitarian and compassionate reasons. There is no direct impact on the Council's ambition or four priorities.	

## Executive summary

This report updates members on the outcome of discussions with the Home Office on Norfolk's proposed Syrian Vulnerable Persons Resettlement (VPR) Scheme.

The report highlights the potential financial implications of participating in the VPR scheme, and sets out additional information that elected members will want to take into account before agreeing a recommendation to Full Council. This includes announcements relating to new arrangements for accommodating unaccompanied asylum-seeking children, and the impact of the Immigration Act 2016, which received Royal Assent on 12 May.

### Recommendations:

1. That Policy & Resources Committee consider the report, taking into account the potential cost implications for Norfolk authorities, and recommend that a decision be made by full Council about our participation in the Syrian Vulnerable Person's Resettlement Scheme.
2. That having noted the new arrangements for unaccompanied asylum-seeking children and the Children at Risk programme announced by the Immigration Minister, to seek the advice of the Children's Services Committee on the County Council's response.

## 1. Introduction

### 1.1 The national policy context

- 1.1.1 Since the outbreak of civil conflict in Syria in 2011, around 4.3 million Syrians have fled abroad, mostly to neighbouring countries in the region<sup>i</sup>.
- 1.1.2 The Government's policy is to target international aid<sup>ii</sup> to assistance programmes in the regions neighbouring Syria, arguing that this is preferable to encouraging Syrian refugees to make dangerous journeys to Europe. Alongside this however, it has established a 'Syrian Vulnerable Person's Resettlement Scheme', to provide a route for selected Syrian refugees to come to the UK. On 7 September 2015, the Prime

Minister announced that the scheme would accept up to 20,000 refugees over the next five years.

1.1.3 Details of the VPR scheme are set out in **Annex 1**.

## **1.2 The Council's actions so far**

1.2.1 Discussions have taken place with the Home Office and the Local Government Association (LGA) to better understand the VPR scheme, the profile and needs of vulnerable Syrian refugees, and the funding available for local authorities.

1.2.2 The previous Leader<sup>iii</sup> of Norfolk County Council chaired a task force of community leaders across Norfolk to agree a Norfolk response to the crisis. Commitment was secured to resettle 50 Syrian refugees in the Norwich area, subject to Government funding.

1.2.3 As part of this, the County Council led work across district councils to develop a robust resettlement scheme for Syrian refugees - one that is realistic about the specialist support families may need to integrate successfully. This included sound estimates for central Government about the potential costs, in order to be clear about any impact on local services and taxpayers in Norfolk.

1.2.4 Norfolk's scheme sets out detailed arrangements for providing housing, interpretation, education, social care and health services, including mental health services. In drawing up the estimates, statutory agencies in Norfolk have been able to draw on experiences of resettling refugees through the Gateway Programme, and asylum-seekers dispersed to Norwich.

1.2.5 The County Council submitted the proposal to the Home Office in January 2016. The Home Office has welcomed the commitment of statutory agencies in Norfolk to providing a high-quality support and resettlement service. However, as discussions have progressed, it has become clear that participation in the scheme would have financial implications. These are detailed below.

## **2. Financial implications**

### **2.1 Central Government funding for the Vulnerable Persons Resettlement Scheme**

2.1.1 The Government's five-year funding offer to facilitate resettlement of Syrian refugees through the VPR scheme is based on local authorities bearing around 20-30% of the overall costs of the scheme in years 2 to 5. The Home Office is unable to provide any funding for discretionary housing payments (topping-up housing benefit) in areas like Norfolk, where there is significant housing pressure and the monthly cost of large family housing cannot be covered by housing benefit.

2.1.2 Additional funding may be available in Year 1 of the scheme for complex and high needs cases, for example where major adaptations to property are required to make it accessible. This will be subject to a 'reasonableness' test. In years 2 to 5, in exceptional cases, local authorities can apply to the Government for additional funding to meet social care costs, but there are no guarantees.

2.1.3 The funding formula for the VPR scheme was informed in part by Coventry City Council's costs to run the Gateway Protection Programme. Coventry is a city of migration with an established infrastructure for supporting refugees, and low housing pressure. Norfolk does not have such an infrastructure, so costs have been estimated accordingly.

## 2.2 The costs of running the scheme in Norfolk

2.2.1 The latest estimates indicate it will cost a minimum of **£28,553 per refugee** to resettle 50 refugees in Norfolk, equating to a total cost of £1,427,659 over seven years<sup>iv</sup>. These figures are indicative because it is impossible to be sure about the mix of people who would come, or their needs.

2.2.2 This estimate covers programme management and administration, integration and orientation, housing (costs of a housing support officer and one-off housing fit-out costs), interpretation and translation, English language tuition and some social care costs (relating to the provision of family support). It does not cover the one-off investment requested by local health services to coordinate primary health care; specialist provision such as education and mental health, or community hub costs (including any property costs).

2.2.3 As noted above, The Home Office will not provide funding for discretionary housing payments (topping up housing benefits). Therefore, a potential top-up to housing benefit predicted by Norwich City Council is not included in this estimate. However, it still represents a cost pressure and is addressed in Paragraph 2.2.8 below.

2.2.4 The details of projected costs are set out in **Annex 2**.

2.2.5 The basic funding offer by the Government is **£20,520 per refugee** (five years of funding per individual), equating to total funding of £1,026,000 for 50 individuals. It is forecast that this total income will be received over a seven year period, based on an assumed pattern of arrivals over three years.

2.2.6 This leaves a predicted total funding shortfall of **£401,659** over seven years for delivering a basic resettlement service in Norfolk. It is difficult to profile any shortfall, as it depends on the type of refugees and their needs. This shortfall does not allow for any inflation on costs over the seven years, any contingency in the budget, or any associated property and other overhead costs. It is therefore assumed that all other costs, including support service costs (HR, ICT etc) and finance costs relating to the administration of the grant, can be absorbed within existing budgets.

2.2.7 All of the costs identified for the scheme set out in **Annex 2** represent additional (cash) costs. The social care costs represent additional provision to meet specific expected needs. Any other growth in demand for local authority services has not been considered and is not included in the scheme costs (i.e. it is assumed that any further service costs from increased demand are absorbed within existing budgets).

2.2.8 In addition to the predicted funding shortfall of £401,659, as estimated by Norwich City Council, there is likely to be an additional cost for housing providers of approximately **£216,000** to take into account, which relates to the cost of providing top-ups to housing benefit over a five year period<sup>v</sup>.

2.2.9 At the time of writing this report, the County Council is in discussions with districts to identify how this total shortfall could be shared.

### 3. Additional information to be taken into account

- 3.1 This section summarises a range of issues that Members will want to take into account before agreeing a recommendation to full Council about participation in the scheme:

#### 3.2 Unaccompanied asylum-seeking children

- 3.2.1 At the time of writing this report, on 13<sup>th</sup> May 2016, the Minister for Immigration wrote to all local authorities updating them on a range of initiatives (summarised below) regarding unaccompanied asylum-seeking children:
- (i) The **new national transfer scheme**, currently a voluntary initiative, which enables local authorities to transfer responsibilities for looked-after asylum-seeking children to another local authority. This is the mechanism by which authorities such as Kent, Croydon and Hillingdon can relieve pressure by dispersing unaccompanied asylum-seeking children to other areas. The new Immigration Act 2016 (see below) contains measures to enable easier transfer, and empowers the Secretary of State to direct local authorities to take unaccompanied asylum seeking children.
  - (ii) **Regional arrangements** for distributing children across the country – including a benchmark to guide an authority's 'fair share'. The national transfer system will be based on a regional model, rather than council-by-council one, to facilitate a joined up approach to different migratory pressures, such as the Syrian resettlement scheme and asylum dispersal, and allow flexibility in deciding the most suitable host authority for a child, based on local considerations. Strategic migration partnerships will play a key role in facilitating transfer of asylum-seeking children. The model for transfer is likely to entail a region accepting a proportion of unaccompanied asylum-seeking children relative to their total child population.
  - (iii) **Increased funding** that the Government will make available for supporting unaccompanied asylum-seeking children. Each unaccompanied child aged under 16 arriving after 1 July will attract £41,610 per annum, and each unaccompanied child aged between 16 and 17 years will attract £33,215 per annum. Compared with the current national rates, this represents an increase of 20% in funding for under 16s, and 28% for 16 and 17 year olds.
  - (iv) The new **Children at Risk programme**, which will facilitate the Prime Minister's recent commitment to resettle up to 3000 vulnerable children from outside of Europe in the Middle East and North Africa regions. The scheme will not target unaccompanied asylum-seeking children specifically, but will include children who are travelling with extended family or community groups and who have been separated from their parents or close family. This will be in addition to the 20,000 Syrian refugees the Government has agreed to take by the end of this Parliament.
  - (v) The Prime Minister's commitment to take **unaccompanied children who are in Europe**, specifically from Greece, Italy and France, who were registered there before 20 March and where it is in their best interests to do so. This has arisen from the amendment to the Immigration Bill (now Act) moved by Lord Dubs.

- 3.2.2 The Minister has urged local authorities to consider supporting these initiatives.
- 3.2.3 Further details are expected from the Minister and the East of England regional strategic migration partnership shortly.
- 3.2.4 It is proposed to seek views and advice from Children's Services Committee on the implications of this update to help inform the County Council's response.
- 3.2.5 **The Immigration Act 2016** received Royal Assent on 12 May and is due to come into force later this year. The Act introduces new sanctions on illegal immigration. The Act transfers more responsibilities to local authorities to support migrant people whose asylum applications have been refused and who have no further rights of appeal. This has potential to intensify an already upward trend in the number of adults from abroad currently approaching the County Council for support.

#### **4. Alternative options**

- 4.1 The Home Office has advised that over the next 18 months it will continue to assess the costs of running the VPR scheme, to ensure that the funding offer for local authorities remains appropriate. It was reiterated strongly by the Home Office that offers from authorities are encouraged throughout the life of the scheme (the next four years) and not just in the near future.
- 4.2 Given the additional cost pressures faced in Norfolk, the County Council may want to wait until the end of Year 2 or 3 to decide whether or not to participate in the scheme. This would enable information about how the scheme is operating and any further announcements to be taken into account before a decision is made.

#### **5. Recommendations**

- 5.1 That Policy & Resources Committee consider the report, taking into account the potential cost implications for Norfolk authorities, and recommend that a decision be made by full Council about our participation in the Syrian Vulnerable Person's Resettlement Scheme.
- 5.2 That having noted the new arrangements for unaccompanied asylum-seeking children and the Children at risk programme announced by the Immigration Minister, to seek the advice of the Children's Services Committee on the County Council's response.

#### **6. Evidence**

- Home Office/LGA guidance about the VPR scheme
- Prime Minister's announcements
- Office of the United Nations High Commissioner for Refugees report – Mental health and psychosocial wellbeing of Syrians affected by armed conflict (2015)
- Letters from the Immigration Minister of 16<sup>th</sup> April and 13<sup>th</sup> May updating on unaccompanied asylum-seeking children

## 7. Officer Contact

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

**Officer Name: Jo Richardson Tel No: 01603 223816**

**Email address:** [jo.richardson@norfolk.gov.uk](mailto:jo.richardson@norfolk.gov.uk)



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# Annex 1

## 1.1 The Syrian Vulnerable Person's Refugee Scheme

- 1.1.1 The scheme prioritises help for survivors of torture and violence, women and children at risk, and those in need of medical care. It is estimated that around 30 per cent of refugees on the scheme have high needs.
- 1.1.2 The scheme is voluntary.
- 1.1.3 Refugees on the scheme are granted five years' humanitarian protection, with leave to remain in the UK for five years. This gives eligibility for universal benefits, e.g. NHS healthcare, housing and employment benefits and all public funds. At the end of five years, if refugees are unable to return to Syria, they may be eligible to apply to settle permanently in the UK.
- 1.1.4 Refugees selected for the VPR scheme are taken from camps around Syria and elsewhere in Turkey, Jordan and Lebanon. The scheme will not accept people who have already crossed into Europe.
- 1.1.5 Due to the speed at which the Government has had to make provision to accommodate 20,000 Syrian refugees, it is continuing to work out the logistics of the scheme with local authorities and the voluntary sector. However, a funding formula for local authorities has been published (the implications of which are summarised in Section 2 of this report).
- 1.1.6 The Government has also now moved to a regional model for resettling Syrian refugees, co-ordinated by strategic migration partnerships<sup>vi</sup>, to facilitate a more effective regional response to migratory pressures and ensure efforts to accommodate Syrian refugees are integrated with related initiatives, for example, accommodating unaccompanied asylum-seeking children. The regional model is also intended to support economies of scale for support interventions, such as English language provision and therapeutic care.

## 1.2 Other routes to the UK

- 1.2.1 Syrians who have crossed to Europe can claim asylum upon arrival or after-entry to the UK<sup>vii</sup>. They are then dispersed to asylum areas around the country. Norwich is one of three asylum dispersal areas in East Anglia (including Peterborough and Ipswich).
- 1.2.2 More information about asylum dispersal in Norwich is included below.

## 2.1 Number of asylum seekers in Norwich

- 2.1.1 Norwich is one of three asylum dispersal areas in the East of England (including Peterborough and Ipswich), and therefore the only part of the county which takes asylum-seekers. This was agreed with the Government 10 years ago. Asylum seekers are not eligible for public funds, but may be eligible for local authority support<sup>viii</sup>.

- 2.1.2 There are **135 bed places** in Norwich for asylum seekers. UK Visas and Immigration (UKVI) has announced its intention to increase this, but is having difficulties finding affordable accommodation to make it possible.
- 2.1.3 In practice, there are likely to be more than 135 asylum seekers in Norwich at any one time, due to people seeking asylum who are staying with friends or relatives and either claiming support on a subsistence-only basis, or no support at all.
- 2.1.4 Asylum dispersal is a stand-alone process, distinct from refugee resettlement schemes such as the Syrian Vulnerable Person's Relocation (VPR) Scheme, Gateway and Mandate. Asylum dispersal deals with people who have already crossed to Europe to claim asylum.

## **2.2 The Government's other refugee resettlement programmes**

- 2.2.1 In addition to the VPR scheme, the Government runs two programs for the resettlement of refugees: the Gateway Protection Programme and the Mandate Refugee Programme.
- 2.2.2 These schemes are operated by the Home Office in partnership with the United Nations High Commissioner for Refugees (UNHCR). Gateway resettles approximately 750 vulnerable refugees from around the world each year. Mandate allows refugees from around the world with close family ties with the UK to be resettled in the UK.
- 2.2.3 Refugees on Gateway and the VPR scheme can apply to bring family members to the UK through the Home Office's family reunion programme.

# Annex 2

## Revised Costings - 50 Arrivals

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total	Amount per Refugee
Number of individuals arriving	15	20	15	0	0	0	0	50	
Basic Government Funding per Refugee excluding Primary health, Secondary health, Education, SEN and DWP benefits	£127,800	£245,400	£283,300	£183,500	£116,500	£54,500	£15,000	£1,026,000	£20,520
<u>Basic Scheme Costs - NCC Estimates</u>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total	Amount per Refugee
1 x fulltime programme manager	£63,669	£63,669	£63,669	£31,835	£31,835	£31,835	£31,835	£318,345	£6,367
1 x fulltime integration officers	£30,839	£30,839	£30,839	£15,420	£15,420	£0	£0	£123,357	£2,467
1 x full time housing and tenancy support manager plus operational budget to address housing pressures	£75,000	£75,000	£75,000	£30,000	£15,000	£0	£0	£270,000	£5,400
Furnishing and fitting out properties for immediate occupation	£21,600	£28,800	£21,600	£0	£0	£0	£0	£72,000	£1,440
0.5 FTE Volunteers Co-ordinator to work with stakeholders	£15,420	£15,420	£15,420	£0	£0	£0	£0	£46,259	£925
English as a second language (ESOL) tuition	£6,000	£8,000	£6,000	£0	£0	£0	£0	£20,000	£400
Interpretation & translation costs	£4,800	£11,200	£16,000	£16,000	£16,000	£8,000	£4,000	£76,000	£1,520
Travel costs	£2,271	£3,028	£2,271	£0	£0	£0	£0	£7,570	£151
Family support (adults and children's – one lead social worker and one social worker)	£88,295	£88,295	£88,295	£40,469	£40,469	£20,235	£20,235	£386,292	£7,726
Administrative & business support officer	£21,567	£21,567	£21,567	£10,784	£10,784	£10,784	£10,784	£107,836	£2,157
<b>Total Basic Costs</b>	<b>£329,461</b>	<b>£345,818</b>	<b>£340,661</b>	<b>£144,507</b>	<b>£129,507</b>	<b>£70,853</b>	<b>£66,853</b>	<b>£1,427,659</b>	<b>£28,553</b>
<b>FUNDING (SHORTFALL)</b>	<b>-£201,661</b>	<b>-£100,418</b>	<b>-£57,361</b>	<b>£38,993</b>	<b>-£13,007</b>	<b>-£16,353</b>	<b>-£51,853</b>	<b>-£401,659</b>	<b>-£8,033</b>
This shortfall has not allowed for - premises and other overheads, housing costs above the benefit cap, inflation, any contingency.									
Top-up to housing benefit	£12,960	£30,240	£43,200	£43,200	£43,200	£30,240	£12,960	£216,000	£4,320
Indirect client support (e.g. support services and grant administrations costs – Premises, finance, Legal, Audit)	£58,958	£58,958	£58,958	£25,701	£22,701	£12,571	£12,571	£250,418	£5,008
Contingency	£4,763	£8,127	£8,907	£5,920	£5,920	£3,824	£1,696	£39,157	£783
<b>Total Additional Costs</b>	<b>£76,681</b>	<b>£97,325</b>	<b>£111,065</b>	<b>£74,821</b>	<b>£71,821</b>	<b>£46,635</b>	<b>£27,227</b>	<b>£505,575</b>	<b>£10,111</b>
<b>REVISED (SHORTFALL)</b>	<b>-£278,342</b>	<b>-£197,743</b>	<b>-£168,426</b>	<b>-£35,828</b>	<b>-£84,828</b>	<b>-£62,987</b>	<b>-£79,079</b>	<b>-£907,233</b>	<b>-£18,145</b>

- <sup>i</sup> 10% of Syrians who have fled the conflict have sought protection in Europe (United Nations, 2016).
- <sup>ii</sup> The UK has committed over £2.3 billion since 2012 to helping refugees in Syria and the region.
- <sup>iii</sup> Note: Norfolk County Council's political leadership changed on 9th May 2016 following the Council's Annual General Meeting – full details are available on [www.norfolk.gov.uk](http://www.norfolk.gov.uk)
- <sup>iv</sup> The estimate assumes 50 refugees arriving over a three-year period. Changes in the timing of arrivals would have a significant impact on the timing and value of the funding shortfall.
- <sup>v</sup> The top up required would greatly depend on individual family circumstances, but could be up to £300 per family per month (assuming an average rent of £850 - £1200 pcm for a 3-4 bedroom property, with a housing benefit payment of £540 - £795).
- <sup>vi</sup> Strategic migration partnerships are funded by the Home Office and hosted by the regional Local Government Association.
- <sup>vii</sup> Syrian nationals were the fourth-largest group of asylum applicants in the year ending September 2015 (2,204 main applicants). 87% of initial asylum decisions in Syrian cases gave permission to remain in the UK.
- <sup>viii</sup> The majority of asylum seekers do not have the right to work in the United Kingdom and rely on state support, which includes housing and a weekly living allowance, which is coordinated by UKVI.

## Update for Full Council

1. As requested by Policy & Resources Committee on 31<sup>st</sup> May, this note updates elected members on the commitments made by the City, Borough and District councils, and relevant local organisations to explore ways of meeting the financial shortfall and support the resettlement of Syrian refugees in Norfolk.

2. The latest position is as follows:

### City, district and borough councils

3. The City, borough and district councils have agreed to consider how the **predicted housing shortfall of £216,000** could be shared. At the time of writing this update, the following is confirmed:

- **Norwich City Council** - £4,400 per annum for 7 years (equating to a maximum of £30,000)
- **South Norfolk** - £4,400 per annum for 7 years (equating to a maximum of £30,000), subject to all the local authorities in Norfolk match-funding
- **Broadland** - £4,400 per annum for 7 years (equating to a maximum of £30,000), subject to all the local authorities in Norfolk match-funding
- **Breckland** - £4,400 per annum for 7 years (equating to a maximum of £30,000). This offer is conditioned on Norfolk County Council meeting the social care, education, etc. related shortfall and subject to all the local authorities in Norfolk match-funding.

4. A further update will be provided as soon as it is available.

### Offers of support from other relevant local organisations

5. Norfolk Sanctuary has confirmed the following (see the next page):

# sanctuarynorfolk

SancturyNorfolk  
C/O The Bridge Plus  
Sackville Place,  
44-48 Magdalen St,  
Norwich NR3 1JU  
[sanctuarynorfolk@yahoo.co.uk](mailto:sanctuarynorfolk@yahoo.co.uk)

5 July 2016

Mr Cliff Jordan  
Council Leader  
Norfolk County Council  
County Hall  
Martineau Lane  
Norwich  
NR1 2DH  
[cliff.jordan@norfolk.gov.uk](mailto:cliff.jordan@norfolk.gov.uk)

Dear Cllr Jordan,

I understand that Norfolk County Council will vote on refugee resettlement in Norfolk on the 25 of July. I am writing on behalf of Sanctuary Norfolk to confirm the services that our members and their organisations will be able to offer should Norfolk County Council agree to accept 50 Syrian refugees. I would appreciate it if this information could be shared with council members who will participate in the vote.

1. Tutors in the **University of East Anglia's department of Politics, Philosophy, Language and Communication Studies** will offer English language tuition to incoming refugees at no cost, for as long as necessary. Several members of staff who are qualified ESL teachers have offered their expertise and time free of charge.

This proposal was initially sent to the County Council via email in September 2015 from Head of School, Professor Lee Marsden. These English classes will offset the projected costs for tuition currently in the budget. Professor Marsden also indicated that he would seek additional funding in order to compensate the volunteers for their time.

Additional support will be offered by the instructor of the Arabic language course, Nassima Atmaoui-Fischer who is keen to set up language exchanges for collaborative learning amongst UEA students and the incoming refugees. Ms Atmaoui-Fischer is happy to manage the programme, providing further language tuition at no additional cost for the county.

2. The **Norfolk Liberal Jewish Community** will offer free weekly music therapy sessions with the potential that additional further therapy sessions, such as drama therapy, will be confirmed later.

In addition, the NLJC will commit to offering befriending support and help with forms and applications as required by the incoming refugees.

NLJC will also offer language support & furniture/ maintenance donations although awaits confirmation on final numbers.

There is the potential that NLJC members will be able to donate social work hours, also to be confirmed when need is established.

3. **Mothers Union** have identified the following projects they might fund at a diocesan level:

- Training volunteer befrienders via the New Routes programme if that is deemed necessary
- And/or Fund some of the travel costs for refugees attending appointments using the bus ticket scheme First have agreed with City Reach
- And/or Fund an after-school or weekend event to help refugee children mix with local children
- Branches could be asked to provide specific items eg new bedlinen/bedding and will continue to support the Bishop of Norwich's refugee fund.
- Mothers Union will work closely with City Saints, English Plus, Bridge Plus, Red Cross, City Reach, Neesa and New Routes to identify needs when they arise
- MU will compile a list of MU and Parish run toddler, youth, and friendship drop-in groups close to the envisaged city refugee hu

4. The **Neesa Project** will help orienting and befriending any refugees into the community. The project has over 350 members on the email list and has the ability to help support needs as follows:

- Assistance with form-filing and interpreting.
- Access to TEFL teachers who speak Arabic/English who will help with language tuition;
- One of the committee members will help with job hunting skills - if refugees have specific skills there is a possibility of casual work within the community via the Neesa network.
- Monthly socials which will help the incoming refugees make friends.
- Links with Dereham Road and Chapelfield Mosques.
- A sewing club and arrange various activities to which refugees will be invited and transported.

The Neesa Project has links with other Syrians in the Norfolk and Suffolk areas. Project members are very good at rallying around to get clothes and household items for those in need, stating 'we are blessed with a generous community who step up to help when required to do so.'

5. **The Roman Catholic Cathedral of St. John the Baptist** will be able to assist in collaboration with associated organisations **Justice & Peace** and the **St Vincent de Paul** societies, which will provide practical assistance in the form of material goods such as 'starter' backpacks for incoming refugees similar to those they currently

provide to asylum seekers in the area. They also offer care provision such as access to counselling, sympathetic female GPs, and language teaching.

The Bishop's Office and the Cathedral Parish Council are being approached regarding potential financial support, and there is planned an appeal from the pulpit for suitable accommodation within the wider community.

6. The recently established and active **East Anglia Syria Society** will provide a crucial social community, assisting with social integration, Arabic translation and introducing the newcomers to relevant wider communities such as the **Muslim Association in Norwich and Norfolk** and the Syrian community in the UK.

If any of the incomers are health professionals, the **Syrian British Medical Society** will provide free career advice as appropriate.

7. The **Ihsan Mosque** at Chapelfield is a diverse community of British-born Muslims, studying Arabic to varying degrees, and Arabic-speakers from East/North Africa and the Middle East. Members are active within the Norwich scene and are renowned for the hospitable atmosphere. The mosque is keen to welcome these refugees into Norfolk, and provide both a place of worship and a community resource. There is an adequate kitchen from which community meals are frequently served, and a coffee morning on a Sunday is open to all.

The **Norwich Well-Being Centre** next to the mosque is also ready to provide support where it can. It is a hub of activity for various recreational, therapeutic and counselling services and could help with the provision of services or serve as a potential venue.

8. The **British Red Cross** has a long tradition of supporting vulnerable refugees and asylum seekers, after they flee trauma, persecution and conflicts. It's the biggest single provider of this support in the UK, reaching out to more than 13,000 people every year, in 60 towns and cities. The BRC helps people adjust to life here in a number of ways: from giving friendly and confidential advice to those settling in a new, unfamiliar place, to providing emergency food and clothing. The BRC partnership with the Refugee Council and NCC in the recent Gateway programme in Norwich made the project one of the most successful in the UK in term of best service provision and client satisfaction.

We again would like to urge council members to vote favourably on this issue. In the current climate, we feel that it is important to stand united against xenophobia and show the world that Norfolk is a welcoming community, willing to help the most vulnerable in need.

Yours faithfully,

Alexandria Innes  
On behalf of Sanctuary Norfolk

**6. The Rt Revd Graham James has confirmed the following on behalf of the Diocese of Norwich**

**From:** Bishop of Norwich [<mailto:bishop@dioceseofnorwich.org>]

**Sent:** 28 June 2016 10:39

**Subject:** RE: Syrian Refugees

Dear Cliff

Thank you for your e-mail earlier this month related to the proposed Syrian resettlement scheme.

As I am sure you will know, there is widespread support within the churches of the Diocese of Norwich for the settlement of some Syrian refugees here in Norfolk's best tradition of welcoming strangers. Last September I began to get unsolicited donations towards Syrian refugees and established this as a formal fund. With little effort and no publicity for a long time it is well into five figures. Alongside this we have a list of people who have offered accommodation and who are willing to be of help in integrating refugees into our communities. I doubt much of the accommodation would be appropriate, but the willingness to help should not be ignored.

I am sure it would not be difficult to attract many further donations. What I think would be the most likely scenario is for any fund established by the Diocese to remain independent with bids made for particular help in relation to the resettlement scheme, e.g. for things as varied as white goods for families on arrival, education and training or translation services. What I think is unlikely is for the fund in its entirety simply to be passed over to the County Council or for it to be used to fund public sector employment.

In addition I am sure the Norfolk Community Foundation, with which I have been so closely associated since its inception, would also be of help. While we need to be careful that the Diocese and NCF do not duplicate or replicate fundraising work in this area unnecessarily, there are different and complementary forms of fundraising in church and community and we would be well able to work together.

I hope this helps. I cannot give you an overall figure since much would depend on the generosity of the people in our churches. But the generosity they have shown already is significant though there has been some impatience at how slow the Syrian refugee resettlement scheme has been in getting established.

I wish you well at the full Council meeting on July 25<sup>th</sup> and will keep you and the whole Council in my prayers.

Yours sincerely,  
+Graham

The Rt Revd Graham James  
Lord Bishop of Norwich



**The Bishop of Norwich**  
The Rt Revd Graham James

 **THE CHURCH  
OF ENGLAND**  
Diocese of Norwich

This message (and any attachments) may contain confidential information. If you are not the intended recipient please notify us and delete it from your computer.

## **Officer Contact**

Update provided by:

**Officer Name:** Jo Richardson      **Tel No:** 01603 223816  
**Title:** Corporate Planning & Partnerships Manager  
**Email address:** jo.richardson@norfolk.gov.uk

## Report of the Policy and Resources Committee meeting held on 31 May 2016

### 1 Devolution.

- 1.1 The Committee received a verbal update on the devolution proposals that were to be considered at the special Council meeting convened for 27th June 2016.

### 2 Revenue Budget 2016-17 – Proposals for Allocation of Transitional Funding and Rural Services Delivery Grant

- 2.1 The Committee received a report by the Executive Director of Finance that provided a summary of the proposals for the use of Transition Grant funding and additional Rural Services Delivery Grant held in the budget for 2016-17, in respect of the services which fell under its responsibility.
- 2.2 The Committee **RESOLVED** to:
1. Note the proposals, and proposed priority ranking, relating to services which fall under its responsibility;
  2. Note the slightly amended timetable for the approval of proposals for the whole Council, in July 2016.

### 3 Queen's Speech - May 2016

- 3.1 The Committee received a report by the Head of Business Intelligence and Corporate Planning that provided an outline of some of the key Bill's announced in the Queen's Speech delivered on 18 May 2016.
- 3.2 The Committee **RESOLVED** to note the report.

### 4 NORSE Group Business Plan 2016-2020

- 4.1 The Committee received a report by the by the Managing Director of the Norse Group Ltd that included the Norse Group Business Plan for 2016-2020 for sign-off by the Committee in accordance with new governance arrangements.
- 4.2 The Committee **RESOLVED** to confirm that the Business Plan reflected the aspirations of the Shareholder.

## 5 Disposals and leasing of properties

5.1 The Committee received a report by the Executive Director of Finance that sought approval for the disposal of two land holdings by private treaty in pursuance of the Council's economic and social priorities. In addition, the report sought approval for the Committee to formally declare a further 80 properties surplus to Council requirements so that the Head of Property could continue with the assessment of options for development or immediate disposal for each asset. Final decisions on the method of disposal of each asset would be subject to a further decision process in accordance with Financial Regulations.

5.2 The Committee **RESOLVED** to:

1. Formally declare Carrow House surplus to council requirements and instruct the Head of Property to bring forward options and recommendations for development or disposal to a future P&R Committee meeting.
2. Formally declare Kings Street Stores surplus to council requirements and instruct the Head of Property to bring forward options and recommendations for development or disposal to a future P&R Committee meeting.
3. Formally declare the 11 other service buildings and sundry land holdings (Appendix 1 to the report) surplus to council requirements and instruct the Head of Property to bring forward proposals for development or disposal at future P&R Committee meetings.
4. Formally declare the 67 former Highway landholdings (Appendix 2 to the report) surplus to council requirements and authorise the Head of Property to implement a programme of property disposals to maximise income for the council.
5. Approve disposal of a part or the whole of Land at London Road, Attleborough to Eastern Attachments Ltd. at full market value and terms to be approved by the Executive Director of Finance in consultation with the Chair of this Committee.
6. That in respect of the Horsford Playing Fields and former Manor House (currently leased): approve the marketing of the land for recreation use and invite financial bids with proposals for the development of facilities so that the decision can take account of community benefits.

## 6 Internal and External Appointments

6.1 The Committee make appointments to those external bodies, internal bodies and Champions position that were set out in a report from the Executive Director of Resources.

## **7 Broadband for Schools Member Working Group**

- 7.1 The Committee was assured that each school had been advised as to what was considered to be the best deal for them under the County Council's Broadband for Schools contract and that the new arrangements meant that most schools were likely to see reduced costs and an improved service.

7.2 The Committee **RESOLVED:**

That, after having carefully considered the motion approved by the County Council in April 2016 that relates to the broadband for schools contract, and having carefully considered the issues that it raises, the Broadband for Schools Working Group was unable to recommend to Policy and Resources Committee a workable, equitable and transparent solution.

## **8 Finance Monitoring 2015-16 Outturn**

- 8.1 The Committee received a report by the Executive Director of Finance that gave Members an overview of the overall financial position of the Council, including the budgets for which this Committee was directly responsible. The report also included the Annual Treasury Management Report which formed an important part of the overall management of the Council's financial affairs.

8.2 The Committee **RESOLVED:**

1. To note the Revenue outturn of an underspend of £0.052m on a net budget of £318.428m;
2. To note the General Balances of £19.252m at 31 March 2016, including the 2015-16 underspend of £0.052m;
3. To note the transfers to reserves of CES underspends set out in Appendix 1 paragraph 6.8 to the report, as reported to 11 May 2016 Communities Committee and 20 May 2016 EDT Committee;
4. To note the financial information in respect of Resources and Finance budgets which are the responsibility of this Committee, as set out in Appendix 2 to the report;
5. To note the expenditure and funding of the 2015-15 and future capital programmes as set out in Appendix 3 to the report;

## **9 Delivering Financial Savings 2015/16**

- 9.1 The Committee received a report by the Executive Director of Finance that provided details of the outturn position in respect of the delivery of the 2015-16 savings agreed by the County Council at its meeting on 16 February 2015.

9.2 The Committee **RESOLVED to note:**

- a) the final total shortfall of £13.676m in 2015-16, which has been addressed through actions taken within service budgets, as detailed in paragraph 2.8 of the report;
- b) the budgeted value of 2015-16 savings projects rated as RED of £18.865m, of which £5.023m were delivered;
- c) the savings shortfall on AMBER rated projects of £0.204m; and
- d) the over-delivery of GREEN and BLUE rated projects totalling £0.370m.

## 10 **Notifications of Exemptions under Contract Standing Orders**

### 10.1 The Committee **RESOLVED:**

That as required by paragraph 9.12 of the Council's Contract Standing Orders, Policy and Resources Committee note the exemptions that were granted under paragraph 9.11 of Contract Standing Orders by the Head of Procurement and Head of Law in consultation with the Chairman of Policy and Resources Committee that are over £250,000.

## 11 **Asset Management Plan**

### 11.1 The Committee received a report by the Executive Director of Finance that summarised progress over the past year against the Asset Management Plan 2015-18 work plan and highlighted changes to service requirements as well as other developments in asset management that had implications for property priorities going forward.

### 11.2 The Committee **RESOLVED:**

1. That the priority areas outlined in paragraph 7 of the report form the basis of the new AMP Work Plan 2016-19.
2. That the Head of Property be instructed to prepare and publish a new AMP document for 2016-19 incorporating the updated context, priorities and work plan.

## 12 **County Hall Programme**

### 12.1 The Committee received a report by the Executive Director of Finance that provided details about the completion of the county hall programme, details of the challenges that remained and how these were being overcome. The report also highlighted the need for future ongoing investment in the maintenance of the building to ensure that the benefits of the major investment made by the County Hall Programme were delivered over the next 25 years.

### 12.2 The Committee **RESOLVED:**

1. To Note the completion of the County Hall Programme.
2. That a further report be commissioned on future planned maintenance at County Hall.

**13 Decisions Taken Under Delegated Authority**

- 13.1 The Committee noted a report by the Managing Director that set out decisions taken in relation to property matters by officers under the “hierarchy of decision making” since the report to the previous meeting.

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

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

### **A Items from the meeting held on 16 May 2016**

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

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

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

- 2.1 The Executive Director of Adult Social Services reported that a review had started in the department by the Social Care Institute of Excellence who had been chosen as they had written guidance on the Care Act. The Committee would be updated on the review as it progressed.
- 2.2 The Committee were informed that the new care unit at Bowthorpe Care Village was open and operational.
- 2.3 The Better Care Fund discussion were continuing. Clinical Commissioning Groups (CCG's) had been given clear direction from NHS England that they should be cautious on the amount of money given to social care. Norfolk funding had not been agreed and had not met the deadline to submit a full plan at the beginning of May. Since then, progress had been made and it was hoped that it would be resolved by the end of May. If this was not the case then a national escalation process would be engaged.
- 2.4 The procurement of the new social care system was underway with a statement of requirements having been agreed. It was hoped that the replacement would be live from March 2018.
- 2.5 Work was being carried out to review Cramner House with the NHS with the view to achieve more effective way of providing the rehabilitation and respite service. There would be a consultation undertaken before any decisions were made.

#### **3. Chair's Update**

- 3.1 The Chair reported on meetings she had attended.

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

- 4.1 The Executive Director of Adult Social Services reported that there had been a decision taken to set service user charges linked to the benefit update of 2.54% as per normal practice.

## **5. Adult Social Care Finance Outturn Report Year End 2015-16**

- 5.1 The Committee received the annexed report (12) which updated them with financial monitoring information, based on information to the end of March 2016. It provided an analysis of variations from the revised budget, recovery actions taken in year to reduce the overspend and the use of Adult Social Care reserves.

- 5.2 The Committee **NOTED**;

- The outturn position for 2015-16 Revenue Budget of an overspend of £3.168m.
- The progress against the action plan and continuation of actions into 2016/17.
- The use of reserves.
- The outturn position for the 2015-16 Capital Programme.

## **6. Revenue Budget 2016-17 – Proposals for Allocation of Transitional Funding and Rural Services Delivery Grant**

- 6.1 The Committee received the annexed report (13) which provided the Committee with details of proposals for the use of Transitional Funding and the additional Rural Services Delivery Grant held in the budget for 2016-17, which had been identified in respect of the services which the Committee were responsible for. The report also set out the timetable for the process to agree the use of this funding in 2016-17.

- 6.2 The Committee **RESOLVED** to;

Recommend the proposed use of additional funding as set out in this report to enable Policy and Resources Committee to consider proposals in this round and make a recommendation on the use of this funding to County Council.

## **7. Performance Management Report**

- 7.1 The Committee considered and **NOTED** the report which was the performance management report to the committee that was based upon the revised performance management system, which was implemented as of 1<sup>st</sup> April 2016.

## **B. Items from the meeting held on 4 July 2016**

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

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

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

- 2.1 The main priority of the department continued to be implementing the Care Act and managing the resources to be able to do that effectively.
- 2.2 The first draft of the Sustainability and Transformation Plan had been submitted to and would be presented to the NHS in the near future. It would be available to Members with an action plan which could be monitored.
- 2.3 The consultation on the cost of care proposals had finished, with discussions now taking place on the fee uplift.

### **4. Chairman's Update**

- 4.1 The Chair reported on meetings she had attended.

### **5. Internal and External Appointments**

- 5.1 The Committee considered the report by the Head of Democratic Services setting out the outside and internal appointments relevant to Adult Social Care Committee, together with the current Membership. Members were asked to review and make appointments to those external bodies, internal bodies and Champions positions, as set out in Appendix A of the report.
- 5.2 The Committee **RESOLVED** to make appointments to external bodies, internal bodies and champions' positions as set out in Appendix B of the minutes.

### **6. Adult Social Care Finance Monitoring Report period 2 (May) 2016-17**

- 6.1 The Committee considered the report which provided them with financial monitoring information, based on information to the end of May 2016. It provided an analysis of variations from the budget and the actions being taken by the service to reduce the overspend.
- 6.2 The Committee **RESOLVED**;
- To note the forecast outturn position at period 2 for the 2016-17 Revenue Budget of an overspend of £7.763m
  - To note the planned actions being taken by the service to reduce the overspend.

- To note the planned use of reserves.
- To note the forecast outturn position at period 2 for the 2016-17 Capital Programme.
- To recommend that Policy and Resources agree to use the Corporate Risk Reserve in line with previously reported budget risks for the service, specifically to fund;
  - £5.155m to manage the identified additional budget pressures from the cost of care review and national living wage;
  - £5m to protect social care due to a reduction in funding allocated within the Better Care Fund.

## **7. Integration, Better Care Fund and the Sustainability and Transformation Plan**

- 7.1 The Committee considered and **NOTED** the report from the Executive Director of Adult Social Services which provided information on work streams in Norfolk to address the integration of health and care services to better provide for the individual. The report highlights progress in three key areas; operational integration, the sustainability and transformation plan (STP) and the Better Care Fund (BCF).
- 7.2 The Committee **RESOLVED** to approve the assessment of the impact of savings required in the Better Care Fund for 16/17.

## **8. Performance Management Report**

- 8.1 The Committee considered and **NOTED** the report from the Executive Director of Adult Social Services which presented current performance information against the committee's vital signs indicators, based upon the revised performance management system which was implemented as of 1 April 2016.
- 8.2 The Committee **RESOLVED** to approve the recommended changes to the vital signs indicator list.

## **9. Pressures on Adult Social Care services in Norfolk**

- 9.1 The Committee considered and **NOTED** the report from the Executive Director of Adult Social Services which reviewed the factors that drove pressures on the Adult Social Care budget.

## **10. Risk Management**

- 10.1 The Committee considered the report from the Executive Director of Adult Social Services which provided Members with an update of the most recent changes to the risk register.
- 10.2 The Committee **RESOLVED** to approve the removal of two risks which had been achieved.

**11. Promoting Independence update**

- 11.1 The Committee considered and **NOTED** the report from the Executive Director of Adult Social Services which provided Members with an update on Promoting Independence which had been agreed previously as the strategy for transforming adult social care in Norfolk.

**12. Transport**

- 12.1 The Committee considered the report from the Executive Director of Adult Social Services which provided an update on the transport savings and project as requested by the Committee.
- 12.2 The Committee **RESOLVED** to request Officers to consider a wider review of arrangements for Adult Social Care transport looking at best practice elsewhere.

**13. Adult Social Care and Support Quality Framework Annual Report**

- 13.1 The Committee considered and **NOTED** the report from the Executive Director of Adult Social Services which updated Members on the on the implementation of the previously adopted quality framework and included the first annual quality report.
- 13.2 It was **AGREED** that an interim report would be brought to the Committee before six months.

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

## **Report of the Children's Services Committee Meetings held on 10 May and 28 June 2016**

### **A: Report of the Children's Services Committee meeting held on 10 May 2016**

#### **1 Integrated performance and Finance Monitoring Report.**

- 1.1 The Committee considered and **noted** the report by the Executive Director of Children's Services. The report was the first performance management report to the Committee based upon the new Performance Management System, implemented from 1 April 2016 and the committee's 12 vital signs indicators.

#### **2 Revenue Budget 2016-17 – Proposals for Allocation of Transitional Funding and Rural Services Delivery Grant.**

- 2.1 The Committee received and considered the report by the Executive Director of Children's Services providing the Committee with details of proposals for the use of Transitional funding and additional Rural Services Delivery Grant held in the budget for 2016-17, which had been identified in respect of the services for which the Committee was responsible. The report also set out the timetable for the process to agree the use of the funding in 2016-17.

- 2.2 The Committee **RESOLVED** to recommend the proposed use of additional funding as follows, to enable Policy & Resources Committee to consider the options and make a recommendation on the use of this funding to County Council.

CSE01 – Parent and Infant mental Health Services (PIMS) and Compass Outreach.

CSE03 – Increase capacity (temporary staff (within the LAC team to improve outcomes.

CSE02 – Youth Work.

CSE04 – Virtual School and Education Inclusion.

CSE05 – Funding towards the cost of improving routes from residential areas to schools or public transport links.

### **3 Social Care Recording System – Verbal Update**

- 3.1 The Committee considered and **noted** the verbal update from Don Evans, Assistant Director Performance and Challenge, during which it was noted that the invitation to tender would be issued shortly. The invitation to tender detailed the particular requirements across Children's Services, Adult Social Care and Finance departments.
- 3.2 The Assistant Director Performance and Challenge informed the Committee that it was anticipated that the contract would be awarded in August 2016.

### **4 Re-Commissioning Short Breaks for Disabled Children (Play, Leisure, Home-based).**

- 4.1 The Committee considered the report by the Executive Director of Children's Services requesting changes to how short breaks were commissioned moving from a block contract approach to individual budgets (direct payments) and provider framework.
- 4.2 The Committee **RESOLVED** to agree to:
1. Expand the current Direct Payment scheme to enable families of disabled children to self-manage and access short breaks support within the community using an individual budget.
  2. Establish a dynamic purchasing system which enables a range of existing and new short break providers to be available to purchase services from on behalf of disabled children and families.
  3. Align funding with adult services and open the market up for post 16 providers, who are already providing day opportunities on a framework basis.
  4. Phase implementation from September 2016 to enable transition.

### **5 Developing Norfolk's self-improving school system in the light of the White Paper 'Educational Excellence Everywhere'.**

- 5.1 The Committee considered and noted the report by the Executive Director of Children's Services summarising the new White Paper alongside other recent changes in the education landscape. It highlighted issues that would be relevant to ongoing efforts to provide 'A Good Education for Every Norfolk Learner' which included consideration of how the approach to self-improvement 'Norfolk Better to Best' might enable the development of an associated multi-academy trust.

### **6 Schools Capital Programme 2016-19**

- 6.1 The Committee considered the report by the Executive Director of Children's Services proposing the annual roll-forward of the schools' capital programme, originally approved by Cabinet in April 2014 for the period 2014-17. The report detailed the new funding allocations received from the Education Funding Agency and proposed how funding should be applied to priority capital schemes. The report also provided an update on the significant capital investment

programme for Great Yarmouth to support the town's primary reorganisation. The programme was being reviewed on the basis of current admissions patterns and this report proposed the basis for revisions to the investment programme. The report was based upon the advice and recommendations of the Capital Priorities Group at their meetings in January, March and April 2016.

6.6 The Committee **RESOLVED** to approve:

- The proposed roll-forward of the schools' capital programme, as set out in Appendix 1 of the report to become the working 2016-19 programme.
- The proposed revisions to the Great Yarmouth capital investment programme at the schools listed in 4.3, subject to continuing consideration by CPG as indicated.
- The inclusion of funding for the land acquisition of St George's Primary school in the capital programme land acquisition block fund at Appendix 1 of the report.

## **B: Report of the Children's Services Committee meeting held on 28 June 2016**

### **1 Items of Urgent Business**

- 1.1 The Executive Director of Children's Services informed the Committee that positive feedback had been received following the recent Ofsted Monitoring Inspection. Once the report had been published it would be available on the Ofsted website.
- 1.2 The Executive Director updated the Committee on the progress with the Parker Review. The draft report had identified that there were some issues with regard to how foster carers had been treated and, although changes had been made, further work was necessary. Once the report had been checked for accuracy it would be presented to Children's Services Committee at its meeting in September 2016.

Discussions were taking place with the Norfolk Foster Care Association to ensure all the issues identified in the report were being addressed.

- 1.3 There would be a Celebration of Achievement event for Norfolk's Looked After Children on Saturday 9 July, from 1pm to 4pm at St Andrews Hall in Norwich. If any Member of the Committee wished to attend this invitation only event, they could contact the Virtual School Team which would be pleased to issue an invitation.

## **2 Integrated performance and Finance Monitoring Report 2016-17.**

- 2.1 The Committee considered the report by the Executive Director of Children's Services containing the report cards and other key performance information.
- 2.2 The Committee **NOTED** the report and **RESOLVED** to convene a working group to consider all the issues surrounding children excluded from schools. The following Members of the working group were agreed:
- |                 |                    |
|-----------------|--------------------|
| Emma Corlett    | Mark Kiddle-Morris |
| Richard Bearman | James Joyce        |
| Judy Leggett    |                    |

## **3 The White Paper 'Educational Excellence Everywhere': the way forward to achieve 'A Good Education for Every Norfolk Learner.'**

- 3.1 The Committee considered the report by the Executive Director of Children's Services giving an overview of the key local authority recommendations regarding future developments of 'A Good Education for every Norfolk Learner', in the context of the White Paper. The report included a consideration of how the core elements and key activity of the Local Authority would be developed in the light of the government proposals.
- 3.2 The Committee **RESOLVED** to note the report and support the direction of travel in relation to the way forward for 2016-17.

## **4 Educator Solutions**

- 4.1 The Committee considered the report from the Executive Director of Children's Services setting out the proposal to continue Educator Solutions (a trading function of Norfolk County council) which provided services to schools, academies and other education providers, including support for teaching and learning and governors and leaders, as well as for finance and HR.
- 4.2 The Committee **RESOLVED**
- To approve the continued provision of services to education as a focussed trading enterprise, competing as flexibly as possible under the brand name Educator Solutions for the remainder of 2016/17 and provisionally into 2017/18.
  - In September 2016, officers will bring to Children's Services Committee an update, including a detailed income and expenditure account, along with an outline business plan. This will be followed up in April 2017 with a detailed and full business case including any structural inhibitors to be resolved. From this:
    - If elected members are satisfied that Educator Solutions has a robust and sustainable business model, annual income and expenditure account and medium-term financial plan, and are satisfied that risks are being effectively identified and managed, it is recommended that the Children's Services Committee advises the Policy and Resources Committee to

approve Educator Solutions to operate as a private limited company, wholly owned by NCC from 1<sup>st</sup> April 2018.

- If elected members are not satisfied at that point that the above has been or can be achieved and/or if the business profitability is declining and the strategic, operational or financial risk is deemed too great, it is recommended that the Children's Services Committee advises the Policy and Resources Committee to approve that Educator Solutions be given a further year (2018/19) to operate in the 'transitional phase' or otherwise be wound down and fully returned to being a division of NCC Children's Services.
- That Children's Services Committee advises Policy and Resources Committee to retrospectively approve the creation of a dormant / shelf private limited company (wholly owned by NCC) with the name Educator Solutions Ltd, with Stuart Mullineux as Director and County Hall as the designated registered office/company address.

## **5 Development of a Norfolk Youth Support Model (Consultation Update).**

5.1 The Committee considered the report by the Executive Director of Children's Services providing an update on the outcomes of the consultation on the development of a new youth support model for Norfolk as requested by the Committee on 15 March 2016 and built on the proposal to remove the Youth Support savings from the budget which was made at Children's Services Committee on 26 January (agreed at Policy & Resources Committee on 2 February and ratified at full Council on 22 February 2016).

5.2 The Committee **RESOLVED** to agree to

1. Maintain current contract commitments in respect of Positive Activities and returning the management of Positive Activities commissioning to Norfolk County Council Children's Services from April 2016.
2. Appoint the following Members to the Task and Finish Group to consider the responses within the consultation feedback and inform the approach going forward:

Emma Corlett

James Joyce

Richard Bearman

Barry Stone

Judy Leggett

Judith Virgo

## **6 Proposals announced by the Immigration Minister – unaccompanied asylum-seeking children.**

6.1 The Committee considered the report by the Executive Director of Children's Services updating the Committee on proposals announced by the Immigration Minister on 13 May 2016 relating to new arrangements for accommodating unaccompanied asylum-seeking children (UASC).

6.2 The Executive Director informed the Committee that, since the report had been written, there had been a change to the draft details. The consultation carried out

by the Home Office was due to finish on 29 June, after which the Home Office would issue details for implementation on 1 July 2016.

- 6.3 The Committee **RESOLVED** to note the verbal update from the Executive Director of Children's services which superseded the report and **DECLINED** to make a recommendation to full Council. The Executive Director of Children's Services was asked to make a recommendation to Council based on the new information from the Home office once it became available.

## **7 Internal and External Appointments**

- 7.1 The Committee considered the report by the Head of Democratic Services setting out the outside and internal appointments relevant to Children's Services Committee, together with the current Membership. Members were asked to review and make appointments to those external bodies, internal bodies and Champions positions, as set out in Appendix A of the report.
- 7.2 The Committee **RESOLVED** to make appointments to external bodies, internal bodies and champions' positions as set out in Appendix B of the minutes.

## **8 Exclusion of the Public**

- 8.1 The Committee considered excluding the public whilst agenda item 14 (Strategic Partnerships) was discussed and was presented with the following public interest test, as required by the 2006 Access to Information Regulations for consideration by the Committee:

"Exclusion of the press and public in relation to agenda item 14 (Strategic Partnerships) is sought under paragraph 3 of part 1 of schedule 12A to the Local Government Act 1972 as it contained information relating to the financial or business affairs of a particular person including the person holding that information.

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

## **9 Strategic Partnerships**

- 9.1 The Committee received the confidential report by the Executive Director of Children's Services.
- 9.2 The Committee **RESOLVED** to agree the recommendations contained in the confidential report.

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

## **Report of the Communities Committee Meetings held on 11 May 2016 and 29 June 2016**

### **A. Items from the meeting held on 11 May 2016**

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

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

#### **2. Progress Made in Community Learning Services**

- 2.1 The Committee considered the report from the Executive Director of Community and Environmental Services which provided the Committee with the latest information on service improvements and in particular the two strategic objectives previously determined for 2015/16 for the Service.
- 2.2 The Committee **RESOLVED** to;
- Approve the further improvement and development of NCLS as Norfolk's 'second chance' learning provider.
  - Note the service's improvement and progress as acknowledged by Ofsted.

#### **3. Risk Management Report**

- 3.1 The Committee considered the report from the Executive Director of Community and Environmental Services which provided the Committee with latest full Communities risk data available as at end of March 2016 following the latest review conducted during late March 2015.
- 3.2 The Committee **RESOLVED** to;
- Note the progress with risk management since the last meeting.
  - Note the latest risks being reported by exception as outlined in appendix A of the report and the reconciliation of risks from the last Committee report and the progress with mitigating the risks.
  - Agree a workshop should be held to review the risks in more detail.

#### **4. Performance Management Report**

- 4.1 The Committee considered the report from the Executive Director of Community and Environmental Services which reported the first performance management data that was based upon the revised performance management system which was implemented as of 1 April 2016 and the Committee's vital signs indicator.
- 4.2 The Committee **NOTED**;
- The performance data, information and analysis presented in the vital Sign report cards and determined that the recommended actions identified were appropriate.

#### **5. Finance Monitoring Report**

- 5.1 The Committee considered the report from the Executive Director of Community and Environmental Services which provided the Committee with information on the out-turn position for the Committee for 2015-16. It also provided information on any over and underspends and the use of reserves.
- 5.2 The Committee **RESOLVED** to;
- Note the revenue outturn position for 2015-16 and the variances as set out in section 2 of the report
  - Note the capital outturn position for the 2015-16 capital programme
  - Note the movement of reserves as shown in section 4 of the report.
  - Approve the recommendation from the Executive Director of CES that the net underspend be carried forward in reserves to support the following:
    - Libraries – for capital improvements at Norfolk Millennium Library and Wymondham and additional trial sites for self-service technology
    - Fire – provision for training in management of hazardous material £0.090m
    - NCLS – provision to help manage the risk relating to managing income across the academic year (which spans two financial years) and to support the ongoing transformation of the service £0.100m

#### **6. Revenue Budget 2016-17 – Proposals for Allocation**

- 6.1 The Committee considered the report from the Executive Director of Community and Environmental Services and the Executive Director of Resources which provided the Committee with details of proposals for the use of Transitional Funding and additional Rural Services Delivery Grant held in the budget for 2016-17, which had been identified in respect of the services for which the Committee was responsible. The report also set out the timetable for the process to agree the use of this funding in 2016-17.
- 6.2 The Committee **AGREED** to;
- Ask Officers to draw up a proposal which seeks to ask Policy and Resources to reinstate the £300k for the 16/17 revenue budget and remove

the cuts of £600k of the 2018/19 revenue savings budget which are currently planned for the fire and rescue service.

## **7. Library and Information Service – Music Sets**

7.1 The Committee considered the report from the Executive Director of Community and Environmental Services which provided the Committee with an update on discussions between the Library and Information Service and representatives of music groups in the County which were aimed at developing a sustainable music sets library service for the future.

7.2 The Committee **RESOLVED** to;

- Authorise officers to continue to explore opportunities for developing an efficient way of delivering a music sets service that is cost neutral.

## **8. Norfolk Fire and Rescue Service – water rescues, flood and shipping activities**

8.1 The Committee considered the report from the Executive Director of Community and Environmental Services which outlined whether NFRS should continue to provide water rescue and flood response capabilities for the period 2017-2020.

8.2 The Committee **RESOLVED** to;

- Support NFRS continuing to provide water rescues and flood response capabilities for the period 2017-2020, but tasked the Chief Fire Officer with arranging a meeting with the DEFRA Secretary of State, Rt Hon Elizabeth Truss MP, to press her to continue providing grant funding for flood/water rescue. Agree in relation to ship fires, that in order to fulfil our statutory responsibilities for ship fires, on harbour and inland waters, in the short term, we participate in the national scheme. This would also allow the support of incidents offshore. There would be an additional cost of £12,000 which would be found from existing national resilience grant funding within the current NFRS budget.

## **B. Items from the meeting held on 29 June 2016**

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

1.1 The Committee considered and **NOTED** the report from the Executive Director of Community and Environmental Services which provided the Committee with fortnightly updates on key issues and activities. The report also set out other relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of the Committee since the last meeting on 16 March 2016 if appropriate.

### **2. Finance Monitoring Report**

2.1 The Committee considered the report from the Executive Director of Community and Environmental Services which provided information on the budget position for

the Committee for 2016-17. It provided information on any forecast over and underspends and the use of forecast use of reserves.

2.2 The Committee **NOTED**;

- The revenue budget for 2016-17
- The capital budget for the 2016-17 capital programme
- The balance of reserves as shown in section 4 of this report.

3. **Appointments to Internal and External Bodies**

3.1 The Committee considered the report by the Head of Democratic Services setting out the outside and internal appointments relevant to Communities Committee, together with the current Membership. Members were asked to review and make appointments to those external bodies, internal bodies and Champions positions, as set out in Appendix A of the report.

3.2 The Committee **AGREED** to those external bodies, internal bodies and member champions as set out in Appendix A of the report with no changes.

4. **Norfolk Community Learning Services (NCLS): Update on Progress**

4.1 The Committee considered the report from the Executive Director of Community and Environmental Services which provided the Committee with the latest information on service improvements and strategic objectives.

4.2 The Committee **APPROVED** the further improvement and development of NCLS as Norfolk's 'second chance' learning provider through:

- Completing all post Ofsted actions as set out in the service's current Quality Improvement Plan
- Fully implementing the new structure and operating model for the service
- On-going monitoring of achievement of targets including increasing numbers of learners from disadvantaged communities, achieving income targets for full cost ('Leisurestream') provision and increasing the number and quality of apprenticeships across Norfolk.

5. **Norfolk Library and Information service – report on self-service access pilot**

5.1 The Committee considered and **noted** the initial impact of the pilot at Acle Library and the installation of self service access technology at further libraries to increase access to libraries for customers.

6. **Performance Management Report**

6.1 The Committee considered and noted the report from the Executive Director of Community and Environmental Services which was based upon the revised Performance Management System, which was implemented as of 1 April 2016

6.2 The Committee **AGREED** to;

- Remove the 'Apprenticeship Funding utilisation' vital sign, as identified in section 2.2 of the report, from the list for this committee.

**7. Risk Management Report**

- 7.1 The Committee considered and **noted** the report from the Executive Director of Communities and Environmental Services which provided the Committee with the latest Communities Risk Register as at the beginning of June 2016.

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

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

### **A – Items from the meeting of 20 May 2016**

#### **1 Member Questions**

- 1.1 Mr B Spratt asked a question about the policy for verge cutting and the hazards caused for both pedestrians and motorists if verges were not maintained regularly. In response, the Assistant Director Highways and Transport said that the standards for grass cutting had previously been debated and agreed by the EDT Committee and that Members had approved the introduction of intermittent cutting.

The Committee noted that the verge grass cutting programme was dependant on weather conditions, although the yearly number of cuts was known so a notional timescale for first, second and third cuts throughout the year could be planned.

The Assistant Director advised that the current verge cutting policy was determined with consideration of the safety of all road users and road casualty data was used to help determine the cutting areas.

#### **2 Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on.**

Mr T East circulated a written update on A47 Norwich Western Link Working Group.

#### **3 Update from Economic Development Sub-Committee**

- 3.1 The Committee received a verbal update from the Chair of the Economic Development Sub-Committee meeting held on 12 May 2016.

#### **4 Great Yarmouth Third River crossing**

- 4.1 The report by the Executive Director Community and Environmental Services was received and considered. The report asked the Committee to approve the submission of a bid to government for funding of scheme development work for the Great Yarmouth Third River Crossing.

During the presentation of the report, the Principal Infrastructure Growth Planner drew Members' attention to the financial implications and said that Mouchel was currently working on a bid submission and until the scope of the work was known, the quoted figures of £965k must be treated as an estimated cost.

- 4.2 The Committee **RESOLVED** to:

1. Approve submission of a bid to government for funding of scheme development work for the Great Yarmouth Third River Crossing (deadline 31 May).
2. Note that work required to support submission of the funding bid has been funded

from economic development budgets, a cost of some £60,000.

3. Note the financial implications should the scheme proceed to delivery. There is no current financial commitment to these, which would be subject to further reports and approval by Full Council.

## **5 £1.5m Member allocated revenue funding 2016-17 – highway maintenance and small projects.**

- 5.1 The Committee considered the report by the Executive Director of Community and Environmental Services setting out the proposals to spend £1.5m of additional funding from Norfolk County Council. The report also confirmed the terms and conditions regarding an additional £1.616m capital funding from the Department for Transport (DfT) which was to be spent on potholes or the prevention of potholes.

- 5.2 The Committee **RESOLVED** to:

1. review and comment on the proposals for spending £1.5m of additional revenue funding.
2. note the criteria for spending DfT pothole capital funding.

## **6 Revenue Budget 2016-17 – Proposals for Allocation of Transitional Funding and Rural Services Delivery Grant.**

- 6.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing it with details of proposals for the use of Transitional Funding and additional Rural Services Delivery Grant held in the budget for 2016-17, which had been identified in respect of the services for which the Committee was responsible.

- 6.2 The Committee **agreed** the following as its list of priorities:

EDT03 – Investment in LED street lighting technology.  
EDT08 – support for business innovation and Traded Services.  
EDT06 – Promoting awareness and education of responsibilities of riparian owners.  
EDT04 – Digitisation of records.  
EDT09 – Economic Development support to resource the Corporate Bid Team.  
EDT02 – Car Lease Scheme.  
EDT05 – Improving access.  
EDT07 – Pathmakers CIO.

- 6.3 The Committee **RESOLVED** to:

- recommend the proposed use of additional funding as set out above, to enable Policy and Resources Committee to consider proposals in the round and make a recommendation on the use of this funding to County Council.

## **7 Norfolk Minerals and Waste Local Plan – Development Scheme.**

- 7.1 The Committee considered the report by the Executive Director, Community and Environmental Services setting out the draft Minerals and Waste Development Scheme.

7.2 The Committee **RESOLVED**:

1. That the revised Minerals and Waste Development Scheme shall have effect from 1 June 2016.
2. That the revised Minerals and Waste Development Scheme timetable be included in the Minerals and Waste Monitoring Report 2014-15.

**8 Decisions taken under delegated authority.**

- 8.1 The Committee considered and **noted** the report by the Executive Director of Community and Environmental Services setting out relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of the Committee, since the last meeting in March 2016, up to 3 May 2016.

**9 Finance Monitoring**

- 9.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing it with information on the out-turn position for the relevant services from the Community and Environmental Services department, for 2015-16. It also provided information on variances from the original budget (revenue and capital).

9.2 The Committee **RESOLVED** to:

1. note the out-turn position for the Environment Development and Transport Committee.
2. Approve the recommendation from the Executive Director of CES that the £0.360m of the net underspend be carried forward in reserves as a Winter Maintenance contingency funding.

**10 Performance Management**

- 10.1 The Committee considered and **noted** the report by the Executive Director of Community and Environmental Services setting out the performance management report based upon the revised Performance Management System, which was implemented from 1 April 2016, together with the Committee's 15 vital signs indicators.

**11 Risk Management Report**

- 11.1 The Committee considered and **noted** the report by the Executive Director of Community and Environmental Services providing it with the latest risk data available as at the end of April 2016, following the latest review conducted during late April 2016.

**12 Inland and Coastal Flooding – Member Working Groups**

- 12.1 The Committee considered the report by the Executive Director of Community and Environmental Services setting out proposals to merge the Coastal Flooding Working Group and the Inland Flood Working groups.

12.2 The Committee **RESOLVED** to:

1. replace the existing Coastal and Inland Flood Member Working Groups with a single cross-party Flood and Coastal Management Member Working Group, with Terms of Reference as set out in paragraph 1.1 of the report.
2. agree the Membership of the Working Group to be as follows:  
Mr R Bird  
Mr M Castle  
Mr B Long  
Ms C Bowes  
Dr M Strong

**13 Norfolk County Council Local List for Validation of Planning Applications**

- 13.1 The Committee considered the report by the Executive Director of Community and Environmental Services containing the proposed Norfolk County Council Local List for Validation of Planning Applications 2016 and setting out the information required to support planning applications made to the County Council over the next two years.
- 13.2 The Committee **RESOLVED** to formally adopt the Norfolk County Council Local List for Validation of Planning Applications 2016.

**14 Norfolk Local Access Forum – Recruitment**

- 14.1 The Committee considered the report by the Executive Director of Community and Environmental Services setting out the proposed Appointees to the Norfolk Local Access Forum.

14.2 **The Committee RESOLVED to**

Approve the proposed appointees, as set out in the report, to the Local Access Forum.

**15 Forward Plan**

- 15.1 The Committee considered and **noted** the report by the Executive Director of Community and Environmental Services setting out the Forward Plan for the EDT Committee.

**16 Better Broadband for Norfolk – Update**

- 16.1 The Committee considered and **noted** the report by the Executive Director of Community and Environmental Services providing an overview to overall contract management and the more detailed assurance processes used to oversee the contract.
- 16.2 The Committee received and **noted** the presentation from the Programme Director, Better Broadband for Norfolk.

## **17 Exclusion of the Public**

- 17.1 The Committee considered excluding the public whilst the presentation for Better Broadband for Norfolk was received and was presented with the following public interest test, as required by the 2006 Access to Information Regulations for consideration by the Committee:

“Exclusion of the press and public in relation to Better Broadband for Norfolk is sought under paragraph 3 of part 1 of schedule 12A to the Local Government Act 1972 as it contained information relating to the financial or business affairs of any particular person (including the authority holding the information).

The Committee **RESOLVED** to exclude the public from the meeting during the presentation.

- 17.2 The Committee **noted** the presentation.

## **B – Items from the meeting of 8 July 2016.**

### **1 Urgent Business**

- 1.1 The Chair read out a statement about the rapid growth of grass verges along rural roads during the current rainy summer conditions and the impact this could have on safety and visibility on rural roads. The Chair proposed, seconded by Mr A White, that a full cut of rural grass verges on bends, straight sections of road and at road junctions, should take place during the scheduled second annual grass cutting programme in July and August 2016.

The Committee also requested a report be brought to a future meeting, so Members could evaluate and consider the current grass cutting policy. The proposals were **AGREED**.

Members also expressed concern about the verge growth along the Acle Straight and asked the Executive Director to write to Highways England expressing the concerns of the Committee.

- 1.2 The Chair read out a statement about Minerals Site Specific Allocations Development Plan Document (DPD) – Single Issue Silica Sand Review.

The Executive Director Community and Environmental Services clarified that if modifications were required to the DPD, an additional consultation exercise would be conducted.

### **2 Member Questions**

- 2.1 With regard to the recent occupation of a site at Barnard Bridge in Great Yarmouth by travellers, the Committee was reassured that everything possible was being done to resolve the problem. The Executive Director for Community and Environmental Services reassured Members that the Gypsy Traveller Roma Team were very experienced and had good links with the Gypsy Traveller community. Members

requested some information be published on the Norfolk County Council website giving details of the law and information about timescales for moving illegal occupants off private land. The Committee also requested the views of the new Police and Crime Commissioner be sought on what could be done in future instances of illegal occupation.

2.2 Mr Bird gave an update on the North West Norfolk Project.

### **3 Transport for Norwich (TfN) and NDR Update Report**

3.1 The Committee considered a report by the Executive Director of Communities and Environmental Services updating it on the progress made so far on the Norwich Area Transport Strategy (NATs) since the last update report in July 2015.

3.2 The Committee received and **noted** a presentation on the programme and progress of the Norwich Northern Distributor Road by the Major Projects Manager,

3.3 The Committee **RESOLVED** to:

- i) Note the projects set out in the report as part of the ongoing commitment to deliver the Transport for Norwich plan.
- ii) Agree the additional works proposed at Postwick junction to improve the operation of one of the existing roundabouts and to provide improved pedestrian and cycle access from the junction to/from the Broadland Business Park.
- iii) Note the latest update on progress of the Northern Distributor Route (NDR) Project.
- iv) Agree to a review of the Norwich Highways Agreement to ensure it continued to be fit for purpose and efficiencies are realised.

### **4 Norwich Western Link Project**

4.1 The Committee considered the report by the Executive Director Community and Environmental Services setting out the potential that an intervention would provide, taking into account other strategic factors, including delivery of the NDR (now in construction) and delivery of the North Tuddenham to Easton dualling of the A47 (now funded and being progressed by Highways England).

4.2 The Committee **RESOLVED** to:

1. Agree to the proposed staged approach to deliver the project, taking into account the timescales set out and with a requirement to receive update reports at the completion of each stage/milestone.
2. Linked to the above, Agree the first step in the process, to gather further evidence to fully understand the extent of traffic problems in the Norwich western quadrant.
3. Agree to the funding proposal for up to £425,000 to be drawn down from the A47 reserve to fund study works up to June 2017 as set out in paragraphs 3.1.1 and 3.1.2 of the report.
4. Ensure that the A47 Reserve is maintained at a sufficient level to meet the County Council's requirements in progressing this strategic improvement

## **5 Finance Monitoring**

- 5.1 The Committee considered and **noted** the report by the Executive Director of Community and Environmental Services providing the Committee with information on the budget position for the relevant services from the Community and Environmental Services department for 2016-17. It provided information on the original budget (revenue and capital).

## **6 Norfolk Waste Partnership Development Plan and Update from Waste Advisory Group.**

- 6.1 The Committee considered the report by the Executive Director of Community and Environmental Services setting out the focus of the Norfolk Waste Partnership to deliver a wide range of inter-linked and varied waste services.
- 6.2 The Committee **RESOLVED** to:
- i) Support the Norfolk Waste Partnership's programme of system change including the evaluation of alternative approaches to delivering waste services that are capable of improving performance and reducing costs.
  - ii) Note that the County Council's approach to its longer term residual waste services, ie beyond 2020, was only established after the direction of services provided by the Norfolk Waste Partnership was clear.
  - iii) Note whether, in relation to the devolution process, any actions are required to safeguard the County Council's policy that 'any proposed waste treatment facility in Norfolk will reduce dependence on landfill and must be further up the waste hierarchy than incineration' and it was concluded that no action was required at this time.

## **7 Broadband and Mobile Phones – Update from the Member Working Group**

- 7.1 The Committee considered the report by the Executive Director, Community and Environmental Services setting out an update from the Broadband, Mobile Phone and Digital Members Working Group in relation to mobile phone and digital coverage in Norfolk.
- 7.2 The Committee **RESOLVED** to:
- 1. Note the information provided and the progress being made.
  - 2. Agree that the next update to Committee will be in November 2016.

## **8 Appointments to Internal and External Bodies**

- 8.1 The Committee considered the report by the Executive Director of Resources setting out the outside and internal appointments relevant to the Committee, together with the current Membership. The Committee was asked to review and, where appropriate, make appointments to those external bodies, internal bodies and Champions positions as set out in appendix A of the report.
- 8.2 The Committee **RESOLVED** to make appointments to those external bodies, internal bodies and Champions Positions.

**9 Re-establishment of the Greater Norwich Development Partnership (GNDP) Board.**

9.1 The Committee received the report by the Executive Director of Community and Environmental Services asking it to endorse the re-establishment of the GNDP Board in accordance with the terms of reference at appendix 1 of the report and propose three Members to serve on the Board.

9.2 The Committee **RESOLVED** to:

1. Endorse the re-establishment of the GNDP Board in accordance with the terms of reference at Appendix 1 of the report, and
2. Agree the following Members to serve on the GNDP Board:  
Mr M Wilby                      Mr S Clancy                      Mr T East

**10 Risk Management Report**

10.1 The Committee considered and **noted** the report by the Executive Director of Community and Environmental Services providing it with information from the latest EDT Risk Register as at the beginning of June 2016, following the latest review conducted at the beginning of June 2016.

**11 Performance Management Report**

11.1 The Committee considered and **noted** the report by the Executive Director of Community and Environmental Services providing it with the latest performance management information.

**12 Highway Parish Partnership Programme – unparished wards**

12.1 The Committee considered the report by the Executive Director of Community and Environmental Services setting out options and recommendations to extend eligibility for the parish partnership programme.

12.2 The Committee **RESOLVED** to:

1. Support options 1 and 3, with an upper limit on any individual Norfolk County Council contribution of £25,000.
2. Invite unparished wards to submit bids (via their elected County Council Member).
3. Instruct Officers to engage with Borough/City Councils to explore potential match funding/financial support for bids.

**13 Decisions taken under delegated authority.**

13.1 The Committee considered and **noted** the report by the Executive Director of Community and Environmental Services setting out other relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of the Committee, since the last meeting in May 2016, up to 16 June 2016.

**14 Forward Plan**

- 14.1 The Committee considered and **noted** the report by the Executive Director of Community and Environmental Services setting out the Forward Plan for the EDT Committee.

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

## **Report of the Economic Development Sub-Committee Meeting held on 12 May 2016**

### **1 Update from Member Working Groups**

1.1 The Sub-Committee received verbal updates from members regarding the following outside bodies:-

#### **1.2 Norfolk, Suffolk, Essex China Partnership**

There had not been a meeting of the Partnership since the Sub-Committee had last met.

#### **1.3 Scottow Enterprise Park Working Group**

- The project was going well and Mr S Coward's input was proving to be invaluable.
- Two large companies would be moving to the Scottow Enterprise Park in the near future.
- The buildings around the site had been brought up to a higher standard.
- Existing bases at the site were being relent.

#### **1.4 Norfolk Rail Group**

There were no new issues reported at this meeting. Councillor Tim East had been nominated as Chairman of the Group.

#### **1.5 North West Norfolk Economic Development Working Group**

It was noted that this Working Group had come to an end.

### **2 Norwich Aviation Academy**

2.1 The Sub-Committee received and **noted** a detailed presentation from David Dukes, Economic Development Manager, about the International Aviation Academy - Norwich.

### **4. Finance Monitoring Report**

4.1 The Sub-Committee received and **noted** a report from the Executive Director, Community and Environmental Services that provided the Sub-Committee with the financial position for the service to the end of the 2015-16 financial year, including the planned use of reserves. The report also provided an overview of the budget for 2016-17.

### **5. Performance Management Report**

5.1 The Sub-Committee received a report from the Executive Director, Community and Environmental Services that was based upon the revised Performance

Management System, which was implemented as of 1 April 2016, and the Sub-Committee's 4 vital signs indicators.

- 5.2 It was **RESOLVED** that the Sub-Committee receives at its next meeting a baseline report (that forms the basis for a series of annual reports) from the Executive Director, Community and Environmental Services about the correlation between new homes built throughout Norfolk (including housing site completion figures) in the preceding 12 months and the impact that this has had on the creation of jobs in the local economy

## **6. Year End Update on EU Funding programmes, excluding France (Channel) England**

- 6.1 The Sub-Committee received a report from the Executive Director, Community and Environmental Services, and a presentation from Eliska Cheeseman, Programme Manager, about securing EU funding for Norfolk. The presentation explained the work of the EU team in securing additional funding for NCC and organisations across Norfolk.
- 6.2 The Chairman said that he would like the information included in the presentation and in the report about the wide range of EU funding that both NCC and Norfolk's businesses and organisations could benefit from to be shared with County Councillors (through Members Insight) and Parish Councils in Norfolk (through appropriate links).
- 6.3 The Sub-Committee **noted** the annual report and that following the initial investment of £250K:
- the FCE (France (Channel) England) programme will see the council managing a €209m programme;
  - EU Bids valued in excess of £21.3m from across Norfolk are currently being assessed.
  - £7.4 m secured by NCC for direct delivery to businesses in rural areas
  - £13m secured to manage programme delivery and provide support to future applicants in the coming years.

## **7 Apprenticeships – Update**

- 7.1 The Sub-Committee received a verbal update from Jan Feeney, the Employment and Skills Manager, about the work that was being done to increase the number and levels of apprenticeships in Norfolk.
- 7.2 The Sub-Committee **noted** the report and placed on record their appreciation of the high level of work that was being done by Jan Feeney and her team to support apprenticeships in Norfolk that was seen as a flagship activity of the County Council.

## **8 Forward Plan and delegated decisions**

The Sub-Committee received the report from the Executive Director, Community and Environmental Services which set out the Forward Plan and other relevant

decisions taken under delegated powers by the Executive Director within the Terms of Reference of the Sub-Committee since the last meeting on 24 March 2016.

- 8.1 The Sub-Committee **noted** the forward plan subject to the following additions:  
At the meeting on 14 July 2016:
- To receive a report from the County Farms Advisory Board
  - To receive a baseline report (that forms the basis for a series of annual reports) from the Executive Director, Community and Environmental Services about the correlation between new homes built throughout Norfolk (including housing site completion figures) in the preceding 12 months and the impact that this has had on the creation of jobs in the local economy.
- 8.2 The Sub-Committee **noted** the delegated decisions
- 8.3 The Sub-Committee also **supported** a request that Councillor C Walker made in the meeting that she be provided with an opportunity to be included in a County Council delegation to Parliament in support of a 3<sup>rd</sup> river crossing for Great Yarmouth.

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

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

### **1. Initiatives to Address NHS Workforce Issues in Norfolk**

- 1.1 The Committee received a suggested approach from the Democratic Support and Scrutiny Team Manager to an update report from Norfolk and Suffolk Workforce Partnership/Health Education East of England (HEE) on local initiatives to address NHS workforce Issues in Norfolk that had been reported to the Committee in July and October 2015.
- 1.2 The Committee received evidence from the Head of Norfolk and Suffolk Workforce Partnership and a representative for Health Education East of England (HEE).
- 1.3 The Chairman reminded Members that as neither HEE nor its regional or local branches were commissioners or providers of local NHS services, they were outside the scope of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013, which meant that their engagement with the Committee was on a voluntary basis.
- 1.4 In the course of discussion the following key points were made:
  - Members received a PowerPoint presentation about the vision that the Norfolk and Suffolk Workforce Partnership and Health Education East of England (HEE) had for a more targeted, responsive and collaborative approach to workforce planning in Norfolk. (*Note: A copy of the presentation can be found on the County Council website alongside the NHOSC agenda papers and minutes for this meeting*).
  - The HEE took care to ensure that its local and national plans were aligned with the service planning processes of NHS providers and commissioners so that it was able to turn the service strategies and visions of its key partners into a reality.
  - The HEE had set its targets on critical areas such as planning for more doctors, dentists and physician's associates and providing new training opportunities for adult and mental health nurses, therapists and paramedics.
  - With the introduction of self- funding for non-medical students announced as part of the comprehensive spending review the HEE would no longer be commissioning non-medical education from 2017. The HEE would, however, still have a statutory requirement to protect NHS workforce supply.
  - Some of the key decision-making points for workforce planning were more driven by the length of time that it took for students to complete health and care training courses (and the academic cycle of universities in general) than they were by the financial annual planning round of the NHS.
  - Initiatives were being developed locally with the Workforce Partnership Board to address workforce gaps and meet future service needs in terms of education.
  - The balance in the relationship between the Universities and the employer organisations was changing. With the change to self-funding for student nurses from 2017 onwards, providers would be able to negotiate to provide

placements to universities. Student numbers would be limited by provider trusts' capacity to provide adequate supervision rather than HEE's capacity to commission places.

- The HEE had been working for some time with recognised experts to commission a wider range of medical courses than it had in the past that would result in increased activity in General Practice by 2020.
- The "fall out" rate for students failing to complete health and care training courses at the UEA had declined for several years. The attrition rate for these kind of courses was now estimated at approximately 8%.
- Those UEA health and care training students who were failing to complete their courses were leaving university earlier in the academic year than was the case in the past.

1.5 The witness **agreed** to provide further information for Members about:-

1. The rates of attrition of students in health and care training in Norfolk.
2. Where students went to work after they had graduated from training in Norfolk.
3. The UEA evaluation of the Collaborative Learning in Practice (CLP) pilot (referred to in the presentation).

## 2 **Forward work programme**

2.1 The Committee received a report that set out a proposed forward work programme for the remainder of 2016.

2.2 The Committee:

1. **Agreed** its forward work programme as set out in the report.
2. **Agreed** to fill a vacancy for a formal link member with the Norwich CCG (following the departure from the Committee of Mr Bert Bremner). Mrs Margaret Stone was appointed as NHOSC link member with Norwich CCG and Ms Emma Corlett was appointed as substitute.
3. **Agreed** to take up an offer of an informal meeting with Dr Ian Newton, Department of Health, on the issue of development of a primary care education and training tariff. This informal meeting would be arranged separately from the NHOSC timetable of meetings and open to all committee Members who wished to attend. Dr Wendy Thomson, Managing Director of Norfolk County Council, would also be invited to attend.
4. **Noted** that at the next meeting Members would be able to consider how they wished to receive feedback from the Children's Services Committee Task and Finish Review Group (of which Margaret Stone was a Member) that was undertaking a review of access to support and interventions for children's emotional wellbeing and mental health.
5. **Noted** that a representative of Norse had been invited to attend a Committee meeting of North Norfolk District Council to discuss the issue of Cranmer House, Fakenham and the establishment of Supported Care Service community-based teams. Feedback would be given to NHOSC Members through the Member briefing note.
6. Members who had any other items which they wished to have considered for inclusion in the forward work programme were asked to contact Maureen Orr, Democratic Support and Scrutiny Team Manager, in the first instance.

**Michael Carttiss Chairman**

## Report of the Audit Committee Meeting held on 16 June 2016

### 1 Election of Chairman

Mr I Mackie was elected Chairman of the Audit Committee for the ensuing year.

### 2 Election of Vice-chairman

Mr R Smith was elected Vice-Chairman of the Audit Committee for the ensuing year.

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

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

3.2 The Committee would review arrangements for the France Channel England Interreg Programme, subject to the outcome of the EU Referendum.

3.3 The Committee **RESOLVED** to note:

- the overall opinion on the effectiveness of risk management and internal control was 'acceptable' and therefore considered 'sound'.
- Satisfactory progress with the traded schools audits and the preparations for an Audit Authority for the France Channel England Interreg Programme.

### 3 Local Government Association Presentation (Audit Procurement and the Sector Led Body).

3.1 The Committee considered and **noted** a presentation by Mr Alan Finch, Principal Advisor, Finance and Productivity with the Local Government Association.

### 4 Monitoring Officer Annual Report 2015-16

4.1 The Committee considered the report by the Head of Law and Monitoring Officer summarising the internal governance work carried out by the Monitoring Officer in 2015-16 and providing assurance that the organisation's control environment, in the areas which were the responsibility of the Monitoring Officer, were adequate and effective. The annual report supported the assurance statements included in the draft

Annual Governance Statement for 2015-16 (the 'Annual Governance Statement').

- 4.2 The Committee **noted** the contents of the report, in particular the key messages in the Executive Summary and appendix A, section 2.1 of the report.

## **5 Audit Committee Chairman's Report**

- 5.1 The Committee considered the report by the Chairman summarising the work of the Audit Committee from 1 January 2016 to 30 April 2016, confirming that during 2015-16 its function has been consistent with best practice, demonstrated the impact of its work and explained how it added value.

- 5.2 The Committee **noted** that the Committee:

- Was independent of the executive function, reported directly to full Council and had terms of reference that were consistent with CIPFA's guidance and best practice.
- Provided effective challenge across the Council and independent assurance on the system of internal control, including the management of risk, to members and the public.
- Could demonstrate the impact and value of its work, and
- Was monitoring the Future of Local Public Audit proposal.

## **6 Audit Committee Terms of Reference**

- 6.1 The Committee received and **noted** the report by the Executive Director Finance, introducing the Committee's Terms of Reference. The terms of reference for the Committee were considered as part of a regular formal review.

## **7 Norfolk Audit Services Annual Internal Audit Report 2015-16.**

- 7.1 The Committee received the report by the Executive Director of Finance setting out the significant contribution Internal Audit's work had made to the Council's priorities.

- 7.2 The Committee considered and **noted** the key messages from the Annual Report, that

- The overall opinion on the effectiveness of risk management and internal control for 2015-16 was 'Acceptable' and therefore considered 'sound'.
- The internal audit function had fulfilled its Terms of Reference, Strategy and provided assurance and added value through its delivery of the Committee's approved revised Internal Audit Plan for 2015-16, including traded schools audits and grant certifications and unplanned audits.
- Work was continuing to manage performance and the cost of audit assignments.

- The work of Norfolk Audit Services for the year and the assurance provided assisted the Committee to reasonably assess the risk that the Financial Statements were not materially mis-stated due to fraud.
- The Annual Governance Statement for 2015-16 would make reference to the report and would be reported to Audit Committee in September 2016 for approval.
- The Internal Audit Function continued to comply with the Accounts and Audit Regulations 2015 and recognised standards including the United Kingdom Public Sector Internal Audit Standard (UKPSIAS).
- During the year the responsibility for Corporate Risk Management passed to the Chief Internal Auditor.

## **8 Risk Management Report**

- 8.1 The Committee considered the report by the Executive Director of Finance providing the Committee with the corporate risk register at June 2016, along with an update on the Risk Management Strategy 2016-19, and other related matters, following the latest review conducted during May 2016.
- 8.2 The Committee **noted** the progress with Risk Management since the last Audit Committee meeting and the changes to the Corporate Risk Register and the progress with mitigating the risks.

## **9 Project Risk Update - Northern Distributor Route**

- 9.1 The Committee considered the report by the Executive Director of Finance providing a project risk update for the Northern Distributor Route (NDR) Project, as requested by the Audit Committee.
- 9.2 The Chairman welcomed Mr Tom McCabe, Executive Director of Community and Environmental Services and Mr Brett Rivett, Commercial Manager, NDR Team, who attended the meeting to respond to questions from the Committee.
- 9.3 The Committee **noted** the risk management arrangements for the NDR Project.

## **10 Verbal Update on finalising the Statement of Accounts 2015-16 and Annual Governance Statement 2015-16.**

- 10.1 The Committee received and **noted** the verbal update from the Executive Director of Finance on finalising the Statement of Accounts 2015-16 and Annual Governance Statement 2015-16.

## **11 County Farms Update**

- 11.1 The Committee considered the report by the Executive Director of Finance updating the Committee on progress since the meeting held on 21 April 2016.
- 11.2 During the presentation of the report, it was noted that the Economic Development Sub-Committee did not have a meeting scheduled in

September 2016. Subject to the recommendations from the Improvement Board and County Farms Advisory Board, the Committee felt a meeting should be convened before September.

11.3 The Committee **noted** the update report.

## **12 Norfolk Pension Fund – External Auditor’s Audit Plan 2015-16.**

12.1 The Committee considered the report by the Executive Director of Finance introducing the External Auditor’s Audit Plan 2015-16 and welcomed Mr D Riglar from Ernst & Young to the meeting.

12.2 The Committee **RESOLVED** to note:

- the External Auditor’s Audit Plan.
- The scope and fees of the external auditors for audit, inspection and other work.
- That the plan would be reviewed by the Pensions Committee for its approval.

## **13 Audit Committee Work Programme**

13.1 The Committee considered and **noted** the report by the Executive Director of Finance setting out the programme of work for the Committee and agreed the following items to be included on the agenda for the September meeting:

- Update on data quality and information security.
- Update on County Farms.
- Update from the Assistant Director Education on Risk RM014a (Amount spent on home to school transport at significant variance to predicted best estimates).
- Update on Risk RM014B (Savings to be made on Adult Social Services transport are not achieved).

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

## **Report of the Planning (Regulatory) Committee Meetings held on 10 June and 15 July 2016**

### **A: Report of the Planning (Regulatory) Committee meeting held on 10 June 2016**

#### **1 Election of Chairman**

Mr M Sands was elected Chairman of the Planning (Regulatory) Committee for the ensuing year.

#### **2 Election of Vice-Chairman**

Mr C Foulger was elected Vice-Chairman of the Committee for the ensuing year.

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

#### **3 Broadland District: C/5/2016/5003: Strumpshaw HWRC, Stone Road, Strumpshaw: Installation of a reuse shop, for onsite sale of items suitable for reuse, and change of use to a mixed use development to allow the ancillary small scale sale of non-recycled products (compost bins, green waste sacks, Christmas trees and logs).**

3.1 The Committee considered the report by the Executive Director of Community and Environmental Services seeking planning permission to enable the existing Strumpshaw Household Waste Recycling Centre (HWRC) to install a reuse shop on site and to facilitate the small-scale sale of non-recycled products such as compost bins, green waste sacks, Christmas trees and logs in order to promote the recycling service and generate a small income to offset the cost of running the service.

3.2 The Executive Director of Community and Environmental Services was authorised to:

- i) Grant planning permission subject to the conditions outlined in section 12 of the report.
- ii) Discharge conditions (after discussion with the Chairman and Vice-Chairman of the Committee) where those detailed in the report required the submission and implementation of a scheme, or further details, either before development commenced, or within a specified date of planning permission being granted.
- iii) Delegate powers to officers (after discussion with the Chairman and Vice-Chairman of the Committee) to deal with any non-material amendments to the application that may be submitted.

## **B: Report of the Planning (Regulatory) Committee meeting held on 15 July 2016**

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

- 1 Breckland District Council: Y/3/2016/3004 : Attleborough: New 630 pupil primary school and associated external works and a standalone 52 place nursery building. Director of Children's Services.**
  - 1.1 The Committee considered the report by the Executive Director of Community and Environmental Services seeking planning permission for the construction of a new 63 pupil primary school, associated external works and a standalone 52 place nursery building in Attleborough, Norfolk.
  - 1.2 The Executive Director of Community and Environmental Services was authorised to:
    - i) Grant planning permission subject to the conditions outlined in section 12 of the report and a Section 106 Legal Agreement in respect of linking this site to the employment application approved by Breckland District Council. The legal agreement will require the employment land to be available and marketed for sale for a one year period following commencement of development of the school site, unless otherwise agreed with Breckland District Council.
    - ii) Discharge conditions (after discussion with the Chairman and Vice-Chairman of the Committee) where those detailed in the report required the submission and implementation of a scheme, or further details, either before development commenced, or within a specified date of planning permission being granted.
    - iii) Delegate powers to officers (after discussion with the Chairman and Vice-Chairman of the Committee) to deal with any non-material amendments to the application that may be submitted.
- 2 Borough Council of King's Lynn and West Norfolk: Y/2/2016/2001: King's Lynn Fire Station, Kilhams Way, King's Lynn, Norfolk, PE30 2HY: Provision of additional car parking for non-operational staff and visitors to site: Norfolk Fire and Rescue Service.**
  - 2.1 The Committee considered the report by the Executive Director of Community and Environmental Services seeking to utilize an area of grassland located off Jeffrey Close, King's Lynn to provide 29 parking spaces for non-operational staff and visitors to the King's Lynn Fire Station.
  - 2.2 The Executive Director of Community and Environmental Services was authorised to:
    - i) Grant planning permission subject to the conditions outlined in section 12 of the report.

- ii) Discharge conditions (after discussion with the Chairman and Vice-Chairman of the Committee) where those detailed in the report required the submission and implementation of a scheme, or further details, either before development commenced, or within a specified date of planning permission being granted.
- iii) Delegate powers to officers (after discussion with the Chairman and Vice-Chairman of the Committee) to deal with any non-material amendments to the application that may be submitted.

**Mike Sands**

Chair, Planning (Regulatory) Committee

## **Report of the Personnel Committee Meeting held on 21<sup>st</sup> June 2016**

### **1. Election of Chairman**

- 1.1 Mr Cliff Jordan was elected as Chairman for the ensuing year.

### **2. Election of Vice Chairman**

- 2.1 Mrs Alison Thomas was elected as Vice Chairman for the ensuing year.

### **3. Pay awards for centrally employed teachers**

- 3.1 Norfolk County Council directly employs 104 teachers, known as centrally employed teachers (CETs), in our music service, sensory support, virtual school and in providing teaching interventions. They form a countywide service which sits under the local authority rather than in schools. Although the pay of teachers is governed by national arrangements, which are determined by the Department for Education (DfE), from 2013 the DfE introduced discretion on some elements of Teachers' pay to "relevant bodies". The County Council is the relevant body for CETs.
- 3.2 The County Council's pay policy for CETs was developed in 2013. Pay scales replicate the former national pay scales, pay reference points (incremental progression steps), and pay progressions arrangements, but with a requirement for good performance to progress.
- 3.3 With one exception the discretions to be exercised are within existing powers delegated to Officers. The exception is the new discretionary element of applying locally any national pay increases arising from changes to the School Teachers' Pay and Conditions Document (STPCD).
- 3.4 The Committee has agreed to empower the Executive Director of Children's Services to determine the annual pay award element of the national STPCD, in consultation with the Head of Human Resources and Organisational Development having regard to:
- Affordability, including the pay inflation provided for in the employment costs element of the Department's budget
  - Changes to the National Framework for teachers pay, which sets the boundaries
  - Any Government guidance on setting the level of pay awards
  - Green Book national settlement and local senior management awards
  - Maintaining consistency where possible with local schools and academies
  - Any other factors deemed relevant by the Department.

#### **4. Pay arrangements for Adult Education Tutors**

- 4.1 In December 2015, the Committee resolved to endorse the proposed direction of travel for changes to Norfolk Community Learning Services (NCLS) Tutors' pay arrangements, to inform further consultation and negotiations. Consultation with staff and trade unions on these final proposals is now complete with only a small change to the original proposals.
- 4.2 The Committee noted that the proposals would be 'broadly cost neutral', as funding for shorter courses had moved from being funded from central government to a full cost model.
- 4.3 The Committee has agreed to sign off the proposals endorsed at the December 2015 meeting and to authorise the Head of Human Resources to sign off final details of the package and to reach a collective agreement with relevant trade unions.

#### **5. Pay Policy Statement**

- 5.1 This report was withdrawn from the agenda.

#### **6. National and local pay negotiations**

- 6.1 The Committee considered a confidential report updating them on the national pay settlements, and the relevance to local pay negotiations for senior manager grades. The Committee has agreed the negotiating parameters for the pay review for senior managers and has authorised the Head of Human Resources to make a local pay award offer to unions.

#### **7. Managing Director pay review**

- 7.1 The Committee considered a confidential report providing information on national pay settlements and the relevance to local pay negotiations for the Managing Director role. The Committee determined the negotiating parameters for the pay review for the Managing Director for 2016/17 and 2017/18 and has authorised the Head of Human Resources to make a local pay award offer to the Managing Director.

**Cliff Jordan**  
**Chairman**

## Report of the Personnel Committee Meeting held on 11 July 2016

### 1. Management Review

- 1.1 The Committee received a report from the Managing Director in relation to the deletion of a Chief Officer post.
- 1.2 The Committee noted that a review would be undertaken by the Managing Director, to establish an operating model for Resources functions within the spending limits agreed for the 2016/17 budget and that interim management arrangements would be necessary for the functions currently reporting to the Executive Director of Resources.
- 1.3 The Committee **RECOMMENDS** Full Council to consider the attached report of the Managing Director and to agree that the post of Executive Director of Resources be deleted with effect from 18 September 2016.

Cliff Jordan  
Chairman

## **Management Review**

### **Report by Managing Director**

The Personnel Committee recommends that full Council agrees to the deletion of the Chief Officer post of Executive Director of Resources with effect from 18 September 2016, incurring severance costs of over £100,000.

#### **1 Executive Summary**

- 1.1 This report recommends the deletion of the Chief Officer post of Executive Director of Resources, because the scale and scope of the future Resources functions will not be such as to justify a senior manager post at the same pay grade.
- 1.2 A change to the number of Chief Officers is a matter for decision by Full Council.
- 1.3 The proposal would incur severance costs in excess of £100,000, and the Council's policy requires that the Managing Director consult the members of the Personnel Committee on any such proposal and that the matter be referred to Full Council. The Personnel Committee considered the matter on 11 July and recommends the proposal to Full Council for decision.

#### **2 Context and case for change**

- 2.1 The nature of the challenges facing the Council and its workforce requires reshaping of the corporate functions presently in the Resources department. The requirement in future will be for a smaller, more cohesive and focused Resources function.
- 2.2 Changes already made include the transfer out of the department of Public Health (to Communities and Environmental Services department). Reduction in size of the department will continue; the department's target net budget savings for 2016/17 to 2019/20 are £5.68m, 24.5% of the 2015/16 net budget. 98% of the savings are planned to come from efficiency savings.
- 2.3 Together these changes mean that a management post at the level of the Executive Director will not be justified. I therefore recommend that the post be deleted with effect from 18 September 2016.

#### **3 Implications for the post of Executive Director of Resources**

- 3.1 Deletion of the post will mean that the postholder will be redundant, and will be entitled to redundancy payments and early release of pension benefits without reduction. This will incur estimated costs as follows:

#### Payments to the individual

Statutory redundancy pay	£77,004.75
Pay In Lieu of Notice	£13,895.59

#### Payment to Norfolk Local Government Pension Scheme

to compensate for early payment of pension	£159,271.70
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Total	£250,172.04
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- 3.2 In addition contractual payments may be due, such as payment for outstanding holiday pay. The final confirmed payments would be reported in the Council's Statement of Accounts.

### **4 Interim Management Arrangements**

- 4.1 I propose to commission a short organisational review of the Resources services, reporting before the end of 2016. During that time interim management arrangements will be made as follows:
- Head of IT & Information Management, and Head of Procurement, to report to the Executive Director of Finance,
  - Head of Law, Head of HR and Head of BIPPP (Business Intelligence, Performance, Planning and Partnerships) to report directly to me.

### **5 Financial and other implications**

- 5.1 The Executive Director of Resources is graded Scale S, and the annual cost of salary, pension contributions and employer's national insurance is £178,925.22.
- 5.2 The estimated severance costs resulting from redundancy of the post are set out above, totalling £250,172.04. This would be funded from the Council's corporate transformation fund. The notional payback period (after which salary savings would exceed the one-off cost) is 17 months.
- 5.3 These severance costs are due solely to statutory, contractual and pension fund obligations resulting from the redundancy of the postholder.
- 5.4 Deletion of the post is expected to contribute to the realisation of savings, through savings on the salary itself and by facilitating the realisation of the planned budget savings through an improved operational model for Resources.

### **6 Recommendations**


- 6.1 Council is recommended to agree to the deletion of the post of Executive Director of Resources with effect from 18 September 2016.

## Background Papers

The Council's Pay Policy Statement	<a href="https://www.norfolk.gov.uk/what-we-do-and-how-we-work/open-data-fois-and-data-protection/open-data/senior-staff-pay">https://www.norfolk.gov.uk/what-we-do-and-how-we-work/open-data-fois-and-data-protection/open-data/senior-staff-pay</a>
Policy & Resources Committee 26 October 2015 - Strategic and Financial Planning 2016-17 to 2018-19 (two reports)	<a href="http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/377/Committee/21/Default.aspx">http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/377/Committee/21/Default.aspx</a>

## Officer Contact

If you have any questions about matters contained in this paper please contact:

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 <p>If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 and ask for Wendy Thomson, or textphone 0344 800 8011 and we will do our best to help.</p>		

## **Report of the Norfolk Joint Museums Committee meeting held on 1 July 2016**

### **1 Norfolk Joint Museums Service – Integrated Finance and Risk Monitoring Report for 2016/17**

1.1 Members received a report that covered the NMS revenue budget out-turn for 2015/16, reserves and provisions and the capital programme, and savings applied to the revenue budget for 2016/17. The report also provided the Committee with an update on progress with the management of risk within the NMS.

1.2 The Joint Committee **resolved** to note –

- (a) The final revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2015/16.
- (b) Progress with the management of risk within the NMS.
- (c) The proposed savings for 2016/17 and beyond.

### **2 Norwich Area Museums Committee**

2.1 The Joint Committee received a report of the meeting of the Norwich Area Museums Committee held on 14 June 2016 which was noted.

### **3 Norfolk Joint Museums Service – Performance and Strategic Update Report**

3.1 The Joint Committee received a report that provided progress with performance against the NMS agreed service plans for 2016/17 and plans for the delivery of the 2016/17 budget, progress regarding the Voices from the Workhouse project at Gressenhall Farm and Workhouse, Norwich Castle Keep and other capital developments, details as to museum education and learning programmes, the teaching museum programme, marketing and PR, partnership programmes, commercial developments, NMS fundraising, the Arts Council England consultation on the new funding programme for 2018-22 and the leadership role of the NMS within the wider museum sector across the East of England.

3.2 During discussion of the report, the following key points were noted:

- Visits by members of the public across all 10 NMS sites for the period 1<sup>st</sup> April 2016 to 30<sup>th</sup> April 2016 are slightly down on the equivalent period in the previous year. The difference has been attributed to where Easter fell and the late half term holiday in 2016, as well as the fact that Gressenhall was not fully operational in April 2016 following large scale development work.
- The hard work of the learning teams across the county has led to a positive start being made with school visits. The numbers of school visits to NMS museums went against the national trend. Many Local Authority museums are suffering from declining school visits as a result of changes in the National Curriculum.

- Going forward, with the opening of the new *Voices from the Workhouse* project at Gressenhall and a strong exhibitions and events programme across the county, the NMS is hopeful of meeting its challenging performance targets. Commercial income strands including conference and banqueting, conservation and design services and weddings continue to develop positively and are a key focus for the current year. Recent high profile events have included the EU Referendum debate, filmed for Channel 4 in the Castle Keep and broadcast on 6<sup>th</sup> June 2016.
- The NMS visitor programme for 2016/17 is strong. The highlights of that programme include:
  - **A Viking's Guide to Deadly Dragons:** exhibition at Norwich Castle, which ran until 30 May 2016
  - **Halfway to Paradise – The Birth of British Rock:** exhibition at Time and Tide Museum, Great Yarmouth, which ran until 2 October 2016
  - **Art of the Mart: exhibition at Lynn Museum,** King's Lynn, which ran until 2 July 2016
  - **Memorial Cottages:** exhibition at Museum of Norwich at the Bridewell, which had run until Spring 2016
  - **17th Century Tokens:** exhibition at Museum of Norwich at the Bridewell, which ran until 2 July 2016.
  - **'To watch the corn grow, and the blossoms set':** the art of Claughton Pellew: exhibition in the Colman Project Space, Norwich Castle which ran until the Autumn
  - **Flint Rocks: exhibition at Ancient House, Thetford** which ran until 29 October 2016.
  - **British Art Show 8 which ran until 4 September 2016.** The campaign to promote the British Art Show is underway, with promotional material across East Anglia and in London, including on all major transport routes. The exhibition is expected to have a very significant impact in terms of benefits to the wider Norfolk economy.
- In the autumn the NMS will be focusing on the Olive Edis exhibition at the Castle Museum. An update will be provided at the next Joint Committee meeting.
- Members were pleased to hear of comments made by Sir Neil MacGregor, the ex-Director of the British Museum, at a meeting of the DCMS *Countries of Culture* Select Committee held in May 2016. Sir Neil MacGregor spoke positively about the work of the NMS and the exemplary partnerships that exist between the NMS and other institutions. His comments show that the hard work NMS staff put into partnership work with other museums in the region is recognised at the nation level.
- The NMS has received an initial development grant of £462,400 from the HLF for the *Norwich Castle: Gateway to Medieval England* project. A further £8.7 million has been earmarked towards the project and a second application for the full grant is expected to be made at a later date.
- Members spoke about how the NMS has historically benefited from European programmes and has built up substantial expertise in designing, managing and delivering museums projects and programmes to make maximum benefit of EU funding. To date there is little information about how projects and programmes that have benefitted from EU funding will be managed in the run up to Britain leaving Europe. The preferred scenario is that projects and programmes that are currently underway will continue to operate as normal and run to their natural conclusions and this approach is being taken up with the DCMS through the County Council.

- The Joint Committee noted that the Museum of Norwich is the first museum in the region to host 150 artefacts on the Google Cultural Institute Website. This is a prestigious and very developmental new partnership for the Service. Other NMS sites are expected to follow over the coming months, beginning at the Lynn Museum with artefacts relating to the whaling industry.
- At the request of Members, the Head of Museums will provide details at the next meeting about the work undertaken by the NMS with the Youth Offending Team in Norfolk to encourage young people at risk of offending to engage in a range of cultural activities.
- The NMS is tasked with a national leadership responsibility for the Arts Council's Goal 4 Diversity and Skills. This will involve coordinating a national conference in the autumn and a publication containing case studies drawn from NMS's work and that of 5 other Major Partner Museums across England. The NMS is also working with Kids in Museums, the national charity, to develop a new Takeover Day programme aimed at introducing children from diverse backgrounds to the idea of working in museums and the cultural sector.
- The NMS continues to deliver its current Arts Council funding programme (2015-18) while at the same time consulting with the Arts Council about the new funding round in the autumn that is likely to be a 4 year settlement for the period 2018-22. The Arts Council is expected to bring museums into line with the rest of the arts portfolio in terms of having one major funding programme (but with the potential of three levels of investment giving different stages of responsibilities).

### 3.3 The Joint Committee **resolved to note:**

1. Performance against the NMS agreed service plans for 2016/17.
2. Progress regarding development of the Keep at Norwich Castle.
3. Plans for 2016/17 including the main exhibition and events programme and plans for achieving a balanced budget.
4. Progress regarding the Voices from the Workhouse project at Gressenhall Farm and Workhouse.
5. Performance for the financial year 2015/16 and plans for the delivery of the 2016/17 budget.
6. The Arts Council England consultation on the new funding programme for 2018-22.

## 4 The Stories of Lynn project

The Joint Committee received a presentation about the *Stories of Lynn* Heritage Lottery Fund project for King's Lynn Town Hall which was led by the Borough Council of King's Lynn and West Norfolk and delivered in close partnership with Norfolk Museum Service and Norfolk Record Office. Members had been presented with an opportunity to view the exhibition prior to the meeting. The "Stories of Lynn" exhibition was open to the public 10am to 4pm seven days a week.

**John Ward**  
**Chairman**

## Report of the Norfolk Records Committee Meeting held on 1<sup>st</sup> July 2016

### 1. Finance and Risk Report

- 1.1 The Committee received the report by the Executive Director of Community and Environmental Services which covered the final financial position and risk management for the Norfolk Records Committee in 2015/16 as at 31st March 2016.
- 1.2 The Committee:
- **considered** the performance with the revenue budget and reserves and provisions for 2015/16
  - **considered** the management of risk for 2015/16
  - **noted** the proposed budget savings for 2016/17 and beyond

### 2. Government Policy on Archives

- 2.1 The Committee received the report by the Executive Director of Community and Environmental Services giving background information on the development of a new Government policy on archives by The National Archives.
- 2.2 The Committee **NOTED** the report and supported the County Archivist in his outreach work.

### 3. The Norfolk Archives and Heritage Development Foundation

- 3.1 The Committee received the report by the Executive Director Community and Environmental Services giving information on the Norfolk Archives and Heritage Development Foundation, known as NORAH, and the next steps now that it had been registered by the Charity Commission.
- 3.2.1 The Committee **RESOLVED** to:
- 3.2.2 **NOTE** the report
- 3.2.3 **REQUEST** further updates be brought to future meetings, and to be informed of the final membership of the charity. The annual fundraising strategy would be brought to Norfolk Records Committee each year

Dr C. J. Kemp, Chairman

# Norfolk County Council

Item No. 8

<b>Report title:</b>	<b>Norse – Appointment of Director of Norse Commercial Services – Report of Decision taken under Urgency Procedure</b>
<b>Date of meeting:</b>	<b>25 July 2016</b>
<b>Responsible Chief Officer:</b>	<b>Managing Director</b>
<b>Strategic impact</b> Norse requires the consent of the County Council before it can make certain decisions, including the appointment of directors. The appointment to the post of Managing Director of Norse Commercial Services was made under the urgency provision set out in Part 7.1 of the constitution given the need to make an appointment in a timely manner.	

## Executive summary

**Council is recommended to:**

- 1. Note the decision taken under the urgency procedure by the Managing Director (following consultation with the Chairman and Vice Chairman of the Policy and Resources Committee) to approve the appointment of Martin Hopkins as Managing Director of Norse Commercial Services (NCS).**

## 1. Background

1.1 Financial Regulation 5.10.6 states that “*The appointment of directors to companies / trusts in which the County Council has an interest must be made by County Council, having regard to the advice of the Executive Director of Finance.*”

1.2 Where a decision is urgent, a decision reserved to a Committee/Council may be taken by the relevant Chief Officer, following consultation with the relevant Chairman and Vice Chairman if the requirements of the urgency procedure are met.

1.3 The Monitoring Officer was consulted and agreed, following consultation with the Chairman and Vice Chairman of the Council that this was an urgent decision as this was a key appointment and it would not be in the interest of the Council or the public to delay pending a meeting of the Full Council.

1.4 The Constitution sets out the procedure for taking urgent decisions. In this case, there is a need to move swiftly to secure the preferred candidate. Delay in confirming the appointment risks having a financial impact on the Norse Group and therefore on the Council for the reasons set out below. Cllr Stone, the Shareholder representative for Norse was a member of the appointment panel and supports the case for an urgent decision.

1.5 The decision to appoint to this post was taken by the Managing Director, following consultation with the Chairman and Vice Chairman of the Policy and Resources Committee. The appointed candidate is Martin Hopkins. Mr Hopkins is currently Sector Director at Costain where since 2011 he has led the development of a new business operating renewable energy and waste to energy facilities. Martin has held several roles at CEO level in comparably sized organisations to NCS. He is highly experienced with a strong track record of success and was the unanimous choice of the appointment panel.

1.6 The decision is reported to the Council for information.

## **2. Financial Implications**

2.1 There are no direct financial implications for the County Council as a result of this decision.

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

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