

Norfolk County Council

Date: **Monday 16 October 2017**

Time: **10.00 a.m**

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

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Prayers

To Call the Roll

AGENDA

1. Minutes

To confirm the minutes of the meeting of the Council
meeting held on 24 July 2017

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2. To receive any announcements from the Chairman

3. Members to declare any interests

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

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

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

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

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

4 Questions to Leader of the Council

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5 Notice of Motions Page **29**

6 Recommendations from Service Committees

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- Children’s Services Committee – 12 September 2017 Page **56**

7 Reports from Service Committees (Questions to Chairs).

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- Adult Social Care – 4 September 2017 Page **105**
- Business & Property – 8 September 2017 Page **109**
- Children’s Services – 12 September 2017 Page **114**
- Communities – 6 September 2017 Page **116**
- Digital Innovation & Efficiency – 18 September 2017 Page **119**
- Environment, Development & Transport – 15 September 2017. Page **121**
- Policy & Resources – 25 September 2017 Page **125**

Other Committees

- Health Overview & Scrutiny Committee – 20 July and 7 September 2017. Page **130**
- Audit Committee – 21 September 2017 Page **138**

- Health & Wellbeing Board – 27 September 2017 Page **143**
- Standards Committee – 4 October 2017 Page **147**
- Norwich Highways Agency Joint Committee – 20 July and 21 September 2017 Page **150**

8 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

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

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

Date Agenda Published: 6 October 2017

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

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

Norfolk County Council**Minutes of the Meeting Held on Monday 24 July 2017****Present:**

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

Present: 73

Apologies for Absence:

Apologies for absence were received from Ms K Clipsham; Mr S Dark; Mr R Hanton; Mr D Harrison; Mr G Middleton; Mr G Plant; Ms C Rumsby; Mr B Stone; Mrs S Squire; Mrs A Thomas and Mrs S Young.

1 Minutes

- 1.1 The minutes of the Council meeting held on Monday 15 May 2017 were confirmed as a correct record and signed by the Chairman.

2 Chairman's Announcements

- 2.1 The Chairman said he had enjoyed several events since he became Chairman, including the Lord Mayor's procession. He reminded Council that his theme for the year was volunteering for young people, particularly cadets, scouts and guides and he was setting up challenges for both young people and adults to try to encourage more people to volunteer. The Chairman also reminded Council about his summer reception at Gressenhall on Thursday 27 July and said he hoped to see everyone there.

3 Declarations of Interest

- 3.1 M Chenery of Horsburgh declared an interest as he was a Trustee of the Norfolk Record Office Charity.
- 3.2 The following Members declared an interest in item 5 (Notice of Motions – Motion by Mr S Morphew) as they were Members or substitute Members of the Norfolk Police and Crime Panel:

Ms S Butikofer
Mr W Richmond
Mr B Long (Substitute)
Mr Tim Adams (Substitute)
Mr P Duigan (Substitute)

4 Questions to Leader of the Council

4.1 Question from Mr G Nobbs

- 4.1.1 Mr Nobbs asked if the Leader could tell Members what he understood the words "cultural interpretation" meant and did he think the local press was confused?

On being asked by the Leader for clarification, Mr Nobbs stated that the Managing Director had said "the issue of payments to Michael Rosen were the result of confusion in the local press caused by cultural interpretation". He asked if the Leader agreed.

- 4.1.2 The Leader replied that the Managing Director had explained the situation perfectly clearly and he could not add anything further.

4.2 Question from Mr D Roper

- 4.2.1 Mr Roper referred to recent media reports where the Leader had said Norfolk residents were too dependent on council services. He asked the Leader to give some clear examples of which groups of residents he had in mind when he had made that statement.
- 4.2.2 The Leader replied that the point he was trying to make was that there were people who thought the Council could provide everything when it could not. People could help themselves, Norfolk County Council could help them to help themselves but the Council could not do everything.
- 4.3 **Question from Mr B Long**
- 4.3.1 Mr Long asked if the Leader could confirm that the Willows site in King's Lynn would not be disposed of to any party before it was removed from the Norfolk Waste Allocation.
- 4.3.2 The Leader replied "yes".
- 4.4 **Question from Ms A Kemp**
- 4.4.1 Ms Kemp thanked the Leader for the answer to the previous question. She asked if the people of King's Lynn would be consulted on about future use of the Willows site before a decision was made on its disposal.
- 4.4.2 The Leader replied that the Willows site would come out of the waste plan in 2019 and any decision on the future of the site would be made by full Council.
- 4.5 **Question from Dr M Strong**
- 4.5.1 Dr Strong said she had been delighted to hear at Policy & Resources Committee about the Leader's commitment to keep libraries, recycling centres and SureStart centres open, particularly in rural areas. However the Leader had stated that there was a caveat. Dr Strong asked the Leader if there were currently any proposed formats as to the manner in which these services would be kept open and how, and who, would make the final decisions.
- 4.5.2 The Leader replied that it was intended to keep the services maintained to a high level and that everything would be done to provide a quality service. The Leader said that when any changes were made, or were proposed, it was likely that Policy & Resources Committee would make the decisions.
- 4.6 **Question from Mr T Smith**
- 4.6.1 Mr Smith asked if the Leader was aware that, under the Police and Crime Act 2017, Norfolk County Council was legally obliged to co-operate with the Police and Crime Commissioner on any business case he may decide to develop towards taking over the Fire & Rescue Service.
- 4.6.2 The Leader responded that there was nothing we could do other than cooperate.
- 4.7 **Question from Mr B Watkins**
- 4.7.1 Mr Watkins referred to the changes announced by the Conservative Administration to the existing system of governance which involved fewer councillors on a service committee and a strengthened role for Policy & Resources Committee. He added that it was understandable that many opposition Councillors feared that the Administration would take more and more decisions in private and that meaningful discussion of important issues would be

significantly reduced. Mr Watkins asked if the Leader intended to ensure that the principles of open, transparent governance be upheld and that the views of all Councillors were both valued and respected under the Committee system.

4.7.2 The Leader replied that the Committee system involved scrutiny as well as decision-making, whereas he preferred the Cabinet system which separated the scrutiny from the decision-making and those making the decisions could be held to account.

4.8 **Question from Mr M Sands**

4.8.1 Mr Sands asked, should the Fire and Rescue Service move under the auspices of the Police & Crime Commissioner, if that budget element would be removed from the County Council and if it would then transfer into the Office of the Police & Crime Commissioner. He added that his other question, in that it was already known that our fire and rescue service was the second cheapest, or the second least funded service, anywhere in the country, if there would be any moves from the Leader to ensure that funding for this, if it went ahead, would be increased to enhance and improve the Fire and Rescue Service.

4.8.2 The Leader replied that he did not know what the Police and Crime Commissioner was going to do. He added that he had heard that the Police & Crime Commissioner was putting a business case together and when he had, we could then ask questions. He added that until then it was premature to discuss the topic.

4.9 **Question from Mr H Humphrey**

4.9.1 Mr Humphrey asked, in recognising the excellence, professionalism and courage exemplified by the Fire and Rescue Service, if the Leader agreed that protecting the front-line service we all cherished should not mean preserving it in aspic.

4.9.2 The Leader responded that public safety was in the Conservative manifesto and that there was a need to ensure that there was adequate fire service provision for the protection of the public.

4.10 **Question from Mr T Jermy**

4.10.1 Mr Jermy said that several thousand Norfolk residents would be gathering in Norwich on Saturday 29 July to help celebrate equality and diversity as part of the Annual Norwich Pride event. Mr Jermy asked the Leader to confirm if Norfolk County Council would be represented at this event and if he would like to take this opportunity to express a message of support for those residents organising and participating in the event on 29 July.

4.10.2 The Leader replied that he would support everyone doing anything they wanted as well as any organisations involved.

4.11 **Question from Mr D Collis**

4.10.1 Mr Collis referred to the substantial increase in the number of looked after children and the reports from the Administration that this number was likely to grow substantially as the movement of the population changed. Mr Collis said this was a very important factor as it had many implications, mainly on budgets and he asked the Leader for his comments.

4.10.2 The Leader replied that looked after children was an ongoing problem as it was

a demand-led service. He added that the Council was doing the best it could, getting good advice and working with partners to try to resolve the situation.

5 Notice of Motions

5.1 The following motion was proposed by Mr S Morpew and seconded by Mrs Julie Brociek-Coulton:

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

1. Budgets for the Fire and Rescue Service should be protected and enhanced to meet additional costs necessary to maintain the operational effectiveness of the service
2. To review the capacity of the service to meet emergencies like those faced elsewhere in recent months and respond to ensure residents can feel assured the service can meet their needs
3. To lobby government to include flooding response as part of the statutory functions of the Fire and Rescue Service and to increase funding accordingly
4. To retain all current Fire stations, numbers of fire fighters, control room and support staff
5. To produce a costed plan to meet future needs resulting from the planned large scale housing and economic growth in the county
6. To resist the bid by the Police and Crime Commissioner to take over the Fire and Rescue Service so locally elected county councillors can continue to be the local voice for residents on Fire and Rescue issues.
7. To write to the government to urge them to make funding available to help fit sprinkler systems into all schools and public buildings.”

5.1.1 Following debate, and upon being put to a recorded vote (Appendix A), with 25 votes in favour, 47 votes against and 0 abstentions the motion was **LOST**.

5.2 The following motion was **WITHDRAWN** by Miss A Kemp under Part 3.2 of 11.8 in view of the guarantees given by the Committee Chair and Leader of Council, that the Willows site would not be disposed of while it was in the Waste Plan and until the matter was resolved by full Council.

“This Council, deploring the loss of £34 million of taxpayers' money over the failed King's Lynn Incinerator Project of a previous Conservative Cabinet, reaffirms its support for the 2014 Motion by which Council reserved the disposal of the Willows site to itself, and asks the Business and Property Committee not to sell or otherwise dispose of the site out of local control before it comes out of the Waste Plan, to prevent the site becoming vulnerable to a purpose unacceptable to the

people of West Norfolk, who have still not been consulted over the future of the site by the County Council.”

6 Recommendations from Service Committees

6.1 Policy & Resources – 3 July 2017

6.1.1 Mr C Jordan, Chairman of Policy & Resources Committee, moved the recommendations in the report.

6.1.2 Annual Treasury Management Report 2016-17

Council **RESOLVED** to:

Approve the Annual Treasury Management Report for 2016-17 attached at Appendix 1 to the report.

6.1.3 Consents for Council Controlled and Partially Controlled Companies

Council **RESOLVED** to:

Appoint directors to companies owned by Norfolk County Council, set out in Table 1, at Appendix 2 of the report.

Delegate to the Executive Director of Finance and Commercial Services the authority to consent to the debt restructuring proposed by Norwich Airport Limited after undertaking further due diligence.

7 Reports from Service Committees (Questions to Chairman)

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

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

7.1.1. Question from Mr D Roper

Mr Roper asked, given the budget challenge faced, if Members could have assurance from the Chairman that there would be a full and open consultation on the budget going forward, which would involve clear choices for the public rather than the rather limited exercise that had taken place in the previous year.

The Chairman replied that he would do the best he could.

7.1.2 Question from Mr G Nobbs

Mr Nobbs referred to the £70,000 paid to Michael Rosen and said, at the time, the Managing Director had stated “we didn’t pay him off, when people resign they just leave, just like any other person that has a job and resigns. Mr Rosen was not being made redundant so there was no severance cost. He would take with him what you would normally expect under normal employment law”. Mr Nobbs continued that Members were now being told that Mr Rosen was paid £70,000 and the words used in the clarification to Policy & Resources Committee was “to facilitate his early departure”. Mr Nobbs asked the Chairman which of the versions was true.

The Chairman replied that he understood everyone had received a written explanation on this topic.

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

7.2 **Report of the Adult Social Care Committee meetings held on 19 June 2017 & 10 July 2017.**

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

7.2.1 **Question from Mr B Watkins**

Mr Watkins referred to one of the Council's four strategic priorities which was to protect the vulnerable people of Norfolk. He continued by saying that despite the £35m worth of additional government money to fund adult social care over the next three years, none of this would be used to restore cuts made to the building resilience programme, which was agreed at the Council budget meeting in February 2017. Instead, the Council has proposed that better, more targeted use of the reduced funding would help those most in need. Mr Watkins asked if the Chairman could spell out how this new targeted approach would be monitored and what message he would like to give to those vulnerable service users.

The Chairman replied that he was pleased Mr Watkins had mentioned the new money Adult Social Care had lobbied the government for and received. He continued that Adult Social Care committee had voted to spend half of the money on recruiting 50 new social workers, which was a great step forward. He continued that the function ceased to be a statutory duty of Norfolk County Council in 2012 which was why the Adult Social Care Committee voted to cease spending money on an area which was not a statutory responsibility, despite the fact that we continued to do so for some years afterwards. The Chairman reiterated that, at a time of very tight demand, areas where Norfolk County Council had statutory responsibility for a service, it was right to focus the money where our responsibilities were.

7.2.2 **Question from Mr M Sands**

Mr Sands referred to the allocation of £18m, £11m and £6m over three years, which amounted to £35m. He added that it had been intimated by the Chairman that this was a result of lobbying government, although this money had been allocated from the £2bn autumn statement. Mr Sands had recently met with the Executive Director of Adult Social Care, who had spoken with him about how the underspend would fund additional savings and the additional social workers to be employed. He asked the Chairman if a clear budget statement for Adult Social Care could be provided, particularly in light of the item in the media on 23 July concerning £1.8m of funding being withdrawn from residents in sheltered housing, despite keeping people in their homes being a priority in achieving savings. He continued by saying that the savings appeared to be being achieved by making cuts to sheltered housing and that there was no discernible budget that held together for Adult Social Care. He asked if the Chairman would agree that budgets needed to be reviewed as a matter of priority to get them back on track.

The Chairman said that the £2bn extra money was a result of lobbying and he was pleased that the money had been included in the autumn statement and that £35m was an excellent result. The Chairman continued that a financial report had been presented to the last Adult Social Care Committee meeting and suggested that, as Mr Nobbs had substituted for Mr Sands at that meeting, he

could let him have the requested information on the financial situation.

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

7.3 **Report of the Business & Property Committee meeting held on 20 June 2017**

Mr K Kiddie, Chairman of Business & Property Committee moved the report.

7.3.1 **Question from Mrs C Walker**

Mrs Walker said she had asked a question at the Business & Property Committee meeting about apprenticeships in relation to young adults that would be leaving college this year and about implementation of the apprenticeship scheme being opened up to them. She said she had been promised an answer which she had not yet received. Mrs Walker asked if the scheme had commenced yet, if not, why not and when it would be started.

The Chairman thanked all Members of the new Business and Property Committee for their enthusiastic approach to the new Committee and their engagement. The Chairman apologised for not responding to Mrs Walker sooner and promised to speak to her afterwards to provide a response. He added that Norfolk County Council was actively engaged in the apprenticeship scheme and fully supported it.

7.3.2 **Question from Dr M Strong**

Dr Strong referred to the update by the Head of Property on fire safety measures in place at County Hall and the fact that there was an automatic signal that went from County Hall to the fire station in the event of fire. Dr Strong added that it appeared that this signal was not acted upon until the fire station had received a verbal report and she asked for some information on how the system worked and how safe it was.

The Chairman said that according to all the reports he had received Norfolk County Council worked within industry best practice. He promised to let Dr Strong have a written response to her query. The Chairman went on to explain that County Hall had been refurbished and a sprinkler system had been installed; there were two exits from the main tower; it was not a residential building and people were not sleeping there overnight so the risks were substantially different to the recent devastating fire in London.

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

7.4 **Report of the Children's Services Committee meeting held on 26 June 2017**

Mrs P Carpenter, Chairman of Children's Services Committee moved the report.

7.4.1 **Question from Mr E Seward.**

Mr Seward asked whether the Administration's manifesto commitment to protect front line services and focus on educational excellence for all included preserving funding in real terms for 16-plus transport.

The Chairman responded that this would be part of the budget review.

7.4.2 **Question from Ms E Corlett**

Ms Corlett said that she was sure the Chairman would agree that the number of school exclusions this year was an outrage that shamed Norfolk, in particular the 60 primary school-age permanent exclusions. Ms Corlett asked the Chairman to provide an update on how many looked after children were excluded, both primary and secondary age and how many of those excluded children had special educational needs. Ms Corlett also asked for an update on the current figure of how many children and young people were currently without a school place for September 2017. Ms Corlett said this was an equality issue and she needed to question if all schools understood their duties under the Equalities Act.

The Chairman agreed to provide a written response to the question.

7.4.3 Question from Mrs B Jones

Mrs Jones said it was her understanding that Norwich was an opportunity area with an aim of improving social mobility. She asked the Chairman if she would agree that the decision by the Hewitt School, in her division, to close the 6th form and cease offering A-levels would damage social mobility and opportunities for young people in Norwich. Mrs Jones asked if the Chairman would write to the CEO of the Inspiration Trust and the Regional Schools Commissioner to express concern, particularly about the lack of consultation.

The Chairman replied that she would consider the suggestion.

7.4.4 Question from Mr M Smith-Clare.

Mr Smith-Clare said considering the contentious nature of the proposed closure of the Alderman Swindell School in Great Yarmouth, and its recent public consultation, could Council be informed as to when the consultation findings would be made public. He also asked for assurance that if the school was closed, the site would not be sold for housing.

The Chairman responded that the consultation had closed on 21 July and that many responses had been received. She added that the Committee would be presented with another petition at its meeting on 12 September and that all the petitions had to be thoroughly checked for addresses, etc. which could take some time. The Chairman said she hoped to be able to give a set date as to when the information would be available soon, but at the moment Officers were reviewing the responses.

7.4.5 Question from Mr D Collis

Mr Collis asked when the new special school in King's Lynn was going to be opened as he had received information from Catch 22 that it would be opened in September 2017, although another source of information had put doubt on that date. He continued that there would be 24 places available in September at the school which would increase to 32 places in January 2018. He asked, if there was going to be a delay, what was the acceptable number for entry into the school.

Mr Collis also asked if a child who had been awarded special support financially in a school and then moved to another school, if the finance should move with the child. Mr Collis said it had been confirmed that the finance would move with the child, although he was unsure whether or not Norfolk County Council had the authority to make a school transfer that funding. Mr Collis also said there would need to be a degree of flexibility which may require additional funding to the school as it would be difficult to identify a sum of money to attach to a child when the move took place.

The Chairman agreed to provide a written response to the first question raised as she was not sure which school in King's Lynn Mr Collis was referring to. Regarding the second question, the Chairman said that there were some exceptions not controlled by Norfolk County Council with regard to children with special educational needs excluded from school and she would investigate and provide a comprehensive answer to Mr Collis' questions.

7.4.6 Question from Ms A Kemp

Ms Kemp said her question related to children excluded from primary school and a cross-cutting issue with Communities Committee. She added that one of the most important things schools needed help with was children who had challenging behaviour. She referred to a school in her area that had been told it could take two years to obtain help for children with autism which was far too long for a primary school child. She asked how much this sort of delay could lead to exclusion from school as she had heard that the Child and Adolescent Mental Health Service currently had a 32 week wait which was unacceptable. She said public health came under the remit of Communities Committee and asked if it was possible for more discussions to take place so that waiting lists could be reduced to make sure the right money was used to support schools and children which could also help to reduce the number of excluded children.

The Chairman replied that she could not comment on individual cases, but would find out and provide a written response.

7.4.7 Question from Mr M Sands

Mr Sands said he wished to draw Council's attention to the fact that Norfolk County Council had not properly implemented the Autism Act 2009.

7.4.8 The Chairman said she was pleased to announce that Norfolk County Council had recruited a new Executive Director of Children's Services. Sara Tough had 32 years' experience and would be joining Norfolk County Council at the end of October 2017 from Dorset where she had held the position of Director of Children's Services. The Chairman also took the opportunity to thank Matt Dunkley for his excellent work whilst he had been Interim Director.

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

7.5 Report of the Communities Committee meeting held on 22 June 2017.

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

7.5.1 Question from Ms J Barnard

Ms Barnard said the Arts Council England had recognised Norfolk's library service and praised in particular the work to tackle community isolation for the over 65's which was something Norfolk County Council could be proud of. Ms Barnard asked if the Chairman could confirm her commitment to the service and services like this provided by the libraries and to the necessary funding and resources required to continue to provide this nationally recognised service.

The Chairman replied that libraries were flexible and could be used in a variety of ways. Work was taking place right across the board, from children to older people. Work with older people was taking place in an attempt to prevent isolation and loneliness and a writing scheme, reading scheme and maths with families' initiatives had been taking place for children. The Chairman added that libraries were very

flexible, providing computers and books which could be used in a variety of ways. She added that there were still lots of ideas being received about how libraries could be used and these were being explored.

7.5.2 Question from Mr D Roper

Mr Roper said that there had been a lot of discussion about the excellent Norfolk fire service. Mr Roper asked the Chairman, if the Police and Crime Commissioner made a bid to take over the service, if she would personally welcome such a bid.

The Chairman replied “no”.

7.5.4 Council RESOLVED to note the report.

7.6 Report of the Environment, Development and Transport Committee meeting held on 21 June 2017.

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

7.6.1 Question from Mr T Jermy

Mr Jermy stated that when EDT Committee met on 21 June, it was the first occasion that the Committee was made aware that there was a high likelihood there would be a significant overspend in relation to the Northern Distributor Route (NDR). He asked the Chairman of EDT to confirm when he personally first became aware that the NDR was likely to be significantly overspent.

The Chairman replied that he was made aware at the pre-meeting with the Director which was about the same time as his fellow Members on EDT and that Mr Jermy would have found out at a similar time.

7.6.2 Question from Mr T East

Mr East referred to the last meeting of the Waste Advisory Group (WAG) having taken place on 4 November 2016. He added that WAG had originally been commissioned and properly constituted to look at the environmentally friendly recycling options available after the incinerator fiasco and asked when the next meeting of WAG would be held.

The Chairman replied that he would let Mr East know.

7.6.3 Question from Ms A Kemp

Ms Kemp suggested that when the Waste Advisory Group did next meet, a discussion could take place as to why the plastics contract at King’s Lynn recycling centre had been terminated. She added that people in her division had become very concerned and had complained that the plastic was now going into general household waste. She suggested that ways of being innovative and using plastic as a raw material to produce goods should be explored.

Ms Kemp then went on to ask about the Large Local Majors Fund as the government had recently written to her regarding the concerns she had raised about the A10 by-pass, particularly at West Winch and Setchy. The Department for Transport had advised that there was a fund called the large Local Majors fund and had suggested Norfolk County Council could apply to that for funding for roads.

The Chairman replied that he would be happy to look into the problem about plastics as he agreed plastic should be recycled to be used for something useful.

He added that he would find out about the Large Local Majors fund and reply to Ms Kemp.

- 7.6.4 Council **RESOLVED** to note the report.

Other Committees

- 7.7 **Report of the Audit Committee meeting held on 15 June 2017.**

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

- 7.8 **Report of the Health and Wellbeing Board meeting held on 12 July 2017.**

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

- 7.9 **Reports of the Norfolk Joint Museums Committee meeting held on 30 June 2017.**

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

- 7.10 **Report of the Norfolk Records Committee meeting held on 30 June 2017**

Mr P Duigan, moved the report. Council **RESOLVED** to note the report.

8 Report of the Constitution Advisory Group

- 8.1 Council received the report setting out a recommendation made by the Constitution Advisory Group (CAG) at its meeting held on 12 July 2017, which was introduced by the Chairman of the Group. In introducing the report the Leader nominated Mr T Garrod as Chairman of the Digital Innovation and Efficiency Committee, and Mr D Bills as Vice-Chairman.

- 8.2 Upon being put to a vote, with 55 votes in favour, 15 votes against and 0 abstentions, Council **RESOLVED** to:

Establish a Digital Innovation and Efficiency Committee with Terms of Reference as set out in Appendix A of the report and that Full Council appoints and Chair and Vice-Chair of the Committee.

Agreed the following appointments:

Chairman: Mr T Garrod

Vice-Chairman: Mr D Bills

- 8.3 Mrs C Walker queried whether or not the Chairman of the County Council should be allowed to be the Chairman of another Committee. The Chief Legal Officer would check the Constitution and provide a response to Mrs Walker.

9 Proportional Allocation of Seats on Committees

- 9.1 Council received the report by the Head of Democratic Services setting out the consequential requirements to review the overall allocations of committee places to political groups, following Council's approval to establish a Digital Innovation and Efficiency Committee (Item 8 above).

- 9.2 The Leader confirmed that the additional Conservative places on Committees would be taken up as follows:

One Liberal Democrat Group representative removed from each of the Children's Services Committee, Communities Committee and Environment, Development & Transport Committee and one Labour Group representative to be removed from each of Policy & Resources Committee and Business and Property Committee.

- 9.3 Council **RESOLVED** to:

- **Determine** the political composition of the Committees as set out in the report.
- **Agree** that the group leaders notify the Head of Democratic Services by 31 July 2017 of their proposed changes to appointments to reflect the new political composition of committees and the appointments then formally be made by the Head of Democratic Services under the delegated powers set out in the Constitution.

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

Council **agreed** the following:

Digital Innovation & Efficiency Committee:

Labour: Mr D Rowntree (spokes)

Dr C Jones

Lib Dem: Dr M Strong (spokes)

Business & Property Committee:

Labour: Remove Mr T Jermy

Great Yarmouth Area Museums Committee

Labour: Mr M Smith-Clare to replace Mr M Castle.

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

11.1 **Question from Mr S Morphew.**

At Policy and Resources Committee the Leader guaranteed no library closures, no museum closures, and no fire station closures. The Chair of Communities Committee confirmed at the same meeting that the number of Fire Fighters increasing and the Chair of Children's Committee confirmed no children's centres would close. Those welcome commitments came with the Leader saying the Conservative administration would continue to provide services but not necessarily in the same way. He asked if the Leader would use this opportunity to set out in writing exactly what that meant?

The Leader replied that you could not guarantee anything.

11.2 **Question from Mr S Morphew.**

'Commercialisation' as a tool to increase funding for front line services was now widely seen to include bringing back in-house services that had been contracted out. This could save money and allow councils to compete with the private sector to sell services in the open market. Would the Leader confirm this aspect of commercialisation will be a priority for him, and reassure the county there will

be no proposals from the Conservative administration to introduce new charges for care?

The Leader responded that it was part of the bigger picture and not just one part.

11.3 Question from Mr T Jermy.

What steps has the chair of EDT taken to ensure future monitoring of NDR costs was improved to reduce the risk of overspends and provide public confidence in future proposals for major spending on capital schemes?

The Chairman of Environment Transport and Development (EDT) Committee replied that, as Cllr Jermy was aware, EDT had set up a cross party working group to review the NDR costs. Their conclusions would help inform the Committee on how to best develop future capital schemes

11.4 Question from Mr T Jermy.

Public transport provided a lifeline for many who could not, or preferred not to, drive cars, without which they risked isolation or difficulty getting to family, work, education or services like doctors and hospitals. Did the chair of EDT agree that public transport should be given equal priority to road building and that in deciding new road schemes priority should be given to new roads that enabled improvements to public transport?

The Chairman of EDT acknowledged the sentiment in Cllr Jermy's question and said he fully supported the key role that public transport played in many lives in Norfolk. In developing any scheme, there was a range of social, environmental and economic issues that must be considered in the whole. Public transport was one of these and as an example, the Chairman said he looked forward to further improvements in public transport provision and reliability in Norwich, which would come forward as a consequence of the construction and completion of the NDR.

11.5 Question from Mr M Sands.

At the next meeting of Council Labour would be bringing forward a proposal to develop a Carers Charter. For too long carers contributions to Norfolk had been undervalued. We will be proposing a charter to help give recognition to carers in their communities, in employment and to young carers in education. Would the chair of ASC commit to working with us and the Lib Dems if they are so minded to bring forward an agreed scheme to council to finally give carers the recognition they are due?

The Chairman of Adult Social Care Committee replied that Norfolk had a well-developed framework for carer influence with Norfolk Young Carers Forum, Healthwatch and Carers Council Norfolk. We worked with such organisations to use the voice of carers, and their experiences to drive improvements and formulate best practice. Locality Groups existed and drew together local family carers and those that worked with, and for, them to discuss their issues, views and concerns and influence and improve the policies and services that affected their lives.

Norfolk County Council already recognised the enormous contribution that carers made across health and social care and the recently awarded contract (which will commence in Oct 2017) would build on this best practice intending to 'make Norfolk a leader for carer influenced services'. We have proposed, and

Adult Social Care Committee has already agreed, to use some of the additional social care funding to improve identification of hidden carers and support services to carers. The Chairman added that the Harwood Charter, which had been in place for some years, also covered carers.

Councillor Julie Brociek-Coulton had acted as the Carers Champion, a non-political position, for a number of years and the Chairman said he was pleased that the Committee had supported her retention in that role even though she was no longer on the Adult Social Care Committee.

Given that good cross-party working on this topic was already in place, the Chairman proposed that Mrs Brociek-Coulton consulted with the Carers Council on whether a Care Charter would provide any additional support to carers and aid greater collaboration between the public and voluntary sector in supporting carers, as it may sit better with the Carers Council. The Chairman added that the real value of a Charter may be in the ability to get wider departments, organisations and agencies to sign up to a Charter as a much wider ownership than just social care was required.

11.6 Question from Ms E Corlett.

Would the Chairman of Children's Services Committee invite the incoming Regional Schools Commissioner, Sue Baldwin, to committee on 12 September to discuss Norfolk's inclusion crisis? There are currently over 100 children without a school place. Last academic year saw 269 permanent exclusions from Norfolk schools, and there have been 289 so far this year (as of 12 July). Recently Open Academy attempted to close its Specialist Resource Base for children with autism, with the Head Teacher writing to parents that the school being inclusive had led to "a significant reduction in our GCSE results, a dip which has affected Ofsted judgements and coverage in the local media". Inspiration Trust school Thetford Academy last week singled out the parents of children with English as Additional Language and sent them a letter that was received by many as discriminatory.

The Chairman agreed to invite the Regional Schools Commissioner, Sue Baldwin, to the Children's Services Committee meeting on 12 September 2017 to discuss the issues raised in relation to academies. The Chairman added that this was in keeping with the role of the Commissioner to act as scrutineer of the school landscape in terms of education providers including local authority and maintained schools, academies and free schools.

The meeting concluded at 11.55am.

Chairman



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Norfolk County Council
24 July 2017

ITEM NUMBER: 5 – Notice of Motions (Motion proposed by Mr S Morpew, seconded by Mrs J Brociek-Coulton).

For	Against	Abstain		For	Against	Abstain	
X			ADAMS Timothy	X			KEMP Alexandra
	X		ADAMS Tony		X		KIDDIE Keith
X			AQUARONE Steffan		X		KIDDLE-MORRIS Mark
	X		ASKEW Stephen		X		LONG Brian
X			BARNARD Jess		X		MACKIE Ian
	X		BILLS David	Absent			MAXFIELD Edward
	X		BORRETT Bill	Absent			MIDDLETON Graham
	X		BOWES Claire		X		MOONEY Joe
	X		BRAME Roy	X			MORPHEW Steve
X			BRODIEK-COULTON Julie	X			NOBBS George
X			BUTIKOFER Sarah		X		OLIVER Judy
	X		CARPENTER Penny		X		OLIVER Rhodri
X			CASTLE Mick		X		PECK Greg
	X		CLANCY Stuart	Absent			PLANT Graham
Absent			CLIPSHAM Kim		X		PRICE Richard
X			COLLIS David		X		PROCTOR Andrew
	X		COLMAN Ed		X		RICHMOND William
X			CORLETT Emma	X			ROPER Dan
Absent			DARK Stuart	X			ROWNTREE David
	X		DEWSBURY Margaret	Absent			RUMSBY Chrissie
	X		DIXON Nigel	X			SANDS Mike
X			DOUGLAS Danny	X			SEWARD Eric
	X		DUIGAN Phillip		X		SMITH Carl
	X		EAGLE Fabian		X		SMITH Thomas
X			EAST Tim	X			SMITH-CLARE Mike
	X		EYRE Simon		X		SPRATT Bev
	X		FISHER John	Absent			SQUIRE Sandra
	X		FITZPATRICK Tom	Absent			STONE Barry
	X		FOULGER Colin		X		STONE Margaret
	X		GARROD Tom		X		STOREY Martin
	X		GRANT Andy	X			STRONG Marie
	X		GURNEY Shelagh		X		THIRTLE Haydn
Absent			HANTON Ron	Absent			THOMAS Alison
Absent			HARRISON David		X		THOMSON Victor
	X		HORSBRUGH Michael Chenery of	X			TIMEWELL John
	X		HUMPHREY Harry		X		VINCENT Karen
	X		ILES Brian	X			WALKER Colleen
	X		JAMIESON Andrew		X		WARD John
X			JERMY Terry	X			WATKINS Brian
X			JONES Brenda		X		WHITE Tony
X			JONES Chris		X		WILBY Martin
	X		JORDAN Cliff	Absent			YOUNG Sheila

With 25 votes in favour, 47 votes against and 0 abstentions the motion was LOST.

Questions requiring written responses from the Council Meeting - 24 July 2017

	Question and response:
Question to the Chairman of Business & Property Committee from Mrs C Walker	<p>Mrs Walker said she had asked a question at the Business & Property Committee meeting about apprenticeships in relation to young adults that would be leaving college this year and about implementation of the apprenticeship scheme being opened up to them. She said she had been promised an answer which she had not yet received. Mrs Walker asked if the scheme had commenced yet, if not, why not and when it would be started.</p> <p>Reply by the Chairman. Jan Feeney, Employment and Skills Manager, would contact Mrs Walker to arrange a meeting to discuss apprenticeships going forward.</p>
Question to the Chairman of Business & Property Committee from Dr M Strong	<p>Dr Strong referred to the update by the Head of Property on fire safety measures in place at County Hall and the fact that there was an automatic signal that went from County Hall to the fire station in the event of fire. Dr Strong added that it appeared that this signal was not acted upon until the fire station had received a verbal report and she asked for some information on how the system worked and how safe it was.</p> <p>Reply by the Chairman: NCC has installed a new modern fire detection system across the building. Throughout the building, if smoke or fire is detected it will sound the alarm and immediately start the evacuation of the building.</p> <p>However, there are a few areas in the building, where there is a more sophisticated system that operates known as a 'double-knock' system. These are <u>only</u> located in areas where you might have activities that could set off a standard fire system, such as in a commercial kitchen. The advantage of this system is that it avoids unnecessary evacuations</p> <p>A double knock system works when two devices are both activated – but an evacuation can be sounded at any time by 'breaking the fire alarm point'.</p> <p>NCC have undertaken an evacuation in May 2017 when the fire system was triggered <i>An incident occurred in the switch room (which houses part of our electrical system) – a secure part of the building, which operates a double-knock system. An initial 'detection' was picked up and our staff secured the area and corridors around this area. There can be a number of benign issues that would cause a single fire detector to activate in this area, if two systems are activated this would have automatically sounded the alarm. Upon investigation, NCC staff felt that an evacuation would be appropriate and sounded the alarm by pushing the button.</i></p>

	<p>Question and response:</p> <p><i>Throughout the whole incident, it should be noted that staff were safely monitoring the area and only sounded the alarm, when it was appropriate to do so. It is important to note:</i></p> <ul style="list-style-type: none"> <i>• The fire detection system worked exactly as it was meant to.</i> <i>• Norfolk Fire and Rescue have reviewed the incident and have no areas of concern.</i> <i>• NCC fully followed procedures and the building was evacuated in a controlled and safe way.</i>
<p>Question to the Chairman of Children's Services Committee from Ms E Corlett</p>	<p>Ms Corlett said that she was sure the Chairman would agree that the number of school exclusions this year was an outrage that shamed Norfolk, in particular the 60 primary school-age permanent exclusions. Ms Corlett asked the Chairman to provide an update on how many looked after children were excluded, both primary and secondary age and how many of those excluded children had special educational needs. Ms Corlett also asked for an update on the current figure of how many children and young people were currently without a school place for September 2017. Ms Corlett said this was an equality issue and she needed to question if all schools understood their duties under the Equalities Act.</p> <p>Reply by the Chairman:</p> <p>There were 16 pupils in total permanently excluded this academic year who had an EHCP or statement (one of which was a LAC).</p> <p>There were a total 98 permanent exclusions, where the school notified us that the child or young person had a special educational need. Of these, six pupils were LAC). There are 3 further cases where the school notified us that the pupils has a known special educational need (none of these are LAC), which are still in process.</p> <p>For Sept 2017, it is not possible to give an exact figure at this stage because the local authority is currently in the process of securing school places for young people who are already in the Short Stay School for Norfolk in readiness for September. We are also commissioning additional provision through NCC procurement processes. This activity will free up spaces in the Short Stay School and will impact on the overall numbers of children without a school place. We will be able to report more comprehensively on this at the start of September.</p> <p>As for schools awareness of their duties under the Equalities Act, we would of course expect that governors and leaders are fully aware of their duties. The regulator (Ofsted) as well as other agencies routinely check this as part of their work</p>

<p>Questions to the Chairman of Children's Services Committee from Mr D Collis</p>	<p>Question and response:</p> <p>Mr Collis asked when the new special school in King's Lynn was going to be opened as he had received information from Catch 22 that it would be opened in September 2017, although another source of information had put doubt on that date. He continued that there would be 24 places available in September at the school which would increase to 32 places in January 2018. He asked, if there was going to be a delay, what was the acceptable number for entry into the school.</p> <p>Reply by the Chairman:</p> <p>Fen Rivers Academy, a special school for children with social, emotional and mental health difficulties, was due to open in January 2018 with a first intake of 24 students across Year Groups 1-3. The location of the school is the current West Norfolk Professional Development Centre which is being remodelled and renovated during the autumn term 17/18. The school growth plan is co-dependent upon the development of plans to relocate St Edmund's School, currently located on the same site as the West Norfolk PDC where Fen Rivers will co-opt in order to become the 96 place all through school that has been awarded to Catch 22 to operate. However, we have recently been advised by Norfolk Property Services about delays to the renovation of West Norfolk PDC which will mean a small delay of a matter of weeks for the initial opening and first intake of the school. We are in discussion with NPS regarding this, but anticipate that this will not delay the school opening beyond the start of the Summer term 17/18 at the latest. As soon as the building becomes available we will be moving to admit pupils immediately and we are actively working with NPS, Catch 22 and other local schools on the infrastructure (staffing, identification of pupils, etc) to enable the school to open as soon as the building is ready. Unfortunately, the renovations do need to be completed in their entirety before the local authority seeks to admit pupils, we would not be able to consider a smaller cohort of pupils being admitted to the school whilst renovations of the site are underway.</p> <p>Question 2</p> <p>Mr Collis also asked if a child who had been awarded special support financially in a school and then moved to another school, if the finance should move with the child. Mr Collis said it had been confirmed that the finance would move with the child, although he was unsure whether or not Norfolk County Council had the authority to make a school transfer that funding. Mr Collis also said there would need to be a degree of flexibility which may require additional funding to the school as it would be difficult to identify a sum of money to attach to a child when the move took place.</p> <p>Reply from the Chairman:</p> <p>The Local Authority operates funding system for complex needs schools based on national regulations. This is different to mainstream and funding does move with the student in real time. Under normal circumstances if a child moves from a special school the funding linked to the pupils assessed need (top up funding) is removed from the school and returned to the high needs block. The special school under DFE regulations still retains the £10,000 place funding, this gives the school stability in its budget, to cover staffing and fixed overheads costs until another child fills the place.</p> <p>However as Fen Rivers is a new school, building to full capacity on a phased intake, they will not have enough pupils to</p>
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	<p>Question and response:</p> <p>cover the fixed costs of running the school site. There are interim arrangements to cater for the start-up and growth of a new special school. Therefore for the first 5 years until the school is at full capacity we have agreed that there will be a set amount of funding for each year, based on the required staffing level and fixed overhead costs. If a pupil leaves the funding will not follow the pupil, as to reduce the funding would mean the school does not have the required funding level to pay the staff employed and the cost of running the site.</p>
<p>Question to the Chairman of Children's Services Committee from Ms A Kemp</p>	<p>Ms Kemp said her question related to children excluded from primary school and a cross-cutting issue with Communities Committee. She added that one of the most important things schools needed help with was children who had challenging behaviour. She referred to a school in her area that had been told it could take two years to obtain help for children with autism which was far too long for a primary school child. She asked how much this sort of delay could lead to exclusion from school as she had heard that the Child and Adolescent Mental Health Service currently had a 32 week wait which was unacceptable. She said public health came under the remit of Communities Committee and asked if it was possible for more discussions to take place so that waiting lists could be reduced to make sure the right money was used to support schools and children which could also help to reduce the number of excluded children.</p> <p>Reply by the Chairman:</p> <p>The local authority recognises that effective assessment and identification of children's special educational needs is critical. This ensures that schools can plan and implement provision, in full collaboration with the child's parents, to meet those needs. This is particularly important for children, especially young children, who exhibit challenging behaviour, which can often be the external presentation of an unmet special educational need. A child with special educational needs cannot be denied a place in a mainstream school on grounds that it is "unsuitable" and there is a general presumption in law the right of any child with SEND to access a mainstream education. Schools and other settings have a duty under the SEN Code of Practice to use their best endeavours to secure the special educational provision needed by children with SEND using the graduated approach to identify and assess children's special educational needs and then arrange and review appropriate provision to meet these needs – this is known as "SEND Support". Children with highly complex needs, usually those which require provision that can only be made within a specialist setting, will have their SEND arrangements met through an Education, Health and Care plan.</p> <p>The local authority has since 2012, delegated 100% of its "top up" higher needs funding directly to mainstream schools to work together in groups of schools, known as clusters. This was done to enable schools to respond more quickly and flexibly under an autonomous school led, early intervention model to identify, assess and meet the needs of children with SEND. Schools have absolute freedom over this funding and can use it to commission professional assessments, learning support, specialist equipment, facilities and resources, therapeutic intervention, targeted teaching programmes, specialist training for teachers (including pupil specific support from Norfolk special schools via the "School to School" programme). This also enables them to do this in full collaboration and co-production with parents and carers under the principles of person centred planning. The arrangements for how a school arranges this locally is set out in the school's SEN Information report, which the local authority would expect to detail the provision secured with this funding for children with SEND. The SEN Information report can be found on the school's website.</p>

	<p>Question and response:</p> <p>The local authority is aware that local practice between clusters is variable and this was identified in a recent peer review undertaken by neighbouring local authorities and, as a result, the Children's Services will be undertaking a review of the approach to cluster funding using best practice from clusters who utilise their funding effectively, demonstrating highly inclusive practice and managing a more complex profile of need. In addition, we are also undertaking work directly with the Head Teacher's Associations in response to Norfolk's high rate of permanent exclusions; the key focus of this is support for schools in managing challenging behaviour which including children with neurodevelopmental disorders whether or not they have a formal diagnosis.</p> <p>Whilst the ASD diagnostic pathway is commissioned by our colleagues in Health via the 5 Norfolk Clinical Commissioning Groups and not the local authority, we work in close partnership with them to meet the needs of children and young people with SEND. Clinical waiting times for ASD assessment and diagnosis are under routine review. Additionally, the local authority jointly commissions CAMHS provision with Norfolk's 5 CCGs. The CAMHS service is currently undergoing a wholesale review as part of the commissioning cycle and a key theme of this recommissioning exercise will be looking at the relationship between schools and clinical practitioners so that schools are able to access expert professional input, advice and support in meeting needs of children who require clinical intervention with a focus on early intervention because children's needs escalate to a level where specialist clinical input is required.</p>
<p>Question to the Chairman of EDT from Mr T East</p>	<p>Mr East referred to the last meeting of the Waste Advisory Group (WAG) having taken place on 4 November 2016. He added that WAG had originally been commissioned and properly constituted to look at the environmentally friendly recycling options available after the incinerator fiasco and asked when the next meeting of WAG would be held.</p> <p>Reply by the Chairman:</p> <p>Given that the Group had already completed the key actions it was set up for there was no need to re-establish it at the start of the current Council cycle and it has therefore been discontinued.</p>
<p>Question to the Chairman of EDT from Ms A Kemp</p>	<p>Ms Kemp suggested that when the Waste Advisory Group did next meet, a discussion could take place as to why the plastics contract at King's Lynn recycling centre had been terminated. She added that people in her division had become very concerned and had complained that the plastic was now going into general household waste. She suggested that ways of being innovative and using plastic as a raw material to produce goods should be explored.</p> <p>Ms Kemp then went on to ask about the Large Local Majors Fund as the government had recently written to her regarding the concerns she had raised about the A10 by-pass, particularly at West Winch and Setchy. The Department for Transport had advised that there was a fund called the large Local Majors fund and had suggested Norfolk County Council could apply to that for funding for roads.</p> <p>Reply by the Chairman.</p> <p>1) All residents in Norfolk are now able to recycle plastic bottles, pots, tubs and trays at the kerbside each fortnight. Regarding the recycling centres unfortunately in April we had to suspend the trial of rigid plastic recycling at</p>

	Question and response:
	<p>recycling centres, including the King's Lynn site, as it was no longer viable. This was because the facility where the material was sent was not able to accept the volume of material we were delivering and no longer wanted our material which included a highly variable range of plastics such as pipes, garden furniture, guttering, toys etc. We are exploring cost effective alternatives and hope to reintroduce our trial when possible.</p> <p>*****</p> <p>2) We are aware of the government's Large Local Majors Fund and our proposed strategy for achieving a longer West Winch bypass that also relieves Setchey is as follows:</p> <ul style="list-style-type: none"> i. Continue to pursue the West Winch Relief Road as set out in the KL&WN Local Plan (early scheme development work is about to commence using joint funding from the pooled business rates, BCKL&WN and NCC) with a view to adding the Setchey section to this in due course from other funding sources to be explored ii. Review the A10 study work recently carried out by Cambridgeshire County Council iii. Review the progress of the consultation on the governments proposed new 'major road network', which would be supported by a share of the annual National Road Fund, funded by Vehicle Excise Duty (VED), given to local authorities to improve or replace the most important A-roads under their management iv. Keep under review a possible bid to governments Large Local Majors Fund, prioritising it alongside other known NCC scheme priorities such as the Great Yarmouth Third River Crossing, Long Stratton Bypass and Norwich Western Link

Procedure for Leader's Question Time

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

Agenda Item 4 – Questions to the Leader of the Council

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

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

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

Notice of Motions

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

1. Proposed by Alexandra Kemp

This Council appreciates and acknowledges all the Waste Advisory Group's good work in setting Norfolk on the road to recycling and therefore RESOLVES to reconstitute it with immediate effect; the WAG has a strategic role in leading the Norfolk Waste Partnership and was formed to draft Strategy and Policy for the County Council; this approach led to the full Council adopting 20 Waste Policies, committing the Council to the Moving Towards Zero Waste Delivery Plan; the WAG oversaw procurement of Residual Waste Contracts for Services, that led to the end of reliance on landfill for the first time; the valuable input of the WAG in the process was widely recognised and would be lost if the WAG is disbanded.

2. A New Deal for Counties

Proposed by Steve Morpew, seconded by Emma Corlett

Council welcomes the publication of the County Council Network report 'A New Deal For Counties: Our Plan For Government'. On devolution and the industrial strategy, CCN is calling on the government to prioritise county economies and their role in securing economic growth. They argue that the manifesto commitment on the removal of the mayoral requirement for devolution deals and promise of a 'common devolution framework' should be delivered.

Norfolk County Council agrees to adopt the principles set out in the report and commits to join in with other authorities to lobby the government to agree to the Fairer Funding Formula as a matter of urgency.

3. Public Sector Pay

Proposed by Emma Corlett, seconded by Terry Jermy

Norfolk County Council supports moves to remove the pay cap for public service workers. These workers have had real term pay cuts as pay settlements have been significantly below inflation. Council calls upon the government to fully fund agreements made by pay review bodies and through negotiated agreements within the recognised collective bargaining system.

4. Unpaid Carers Charter

Proposed by Mike Sands, seconded by Julie Brociek-Coulton

Norfolk County Council believes carers deserve a fair deal. Council recognises that carers can face difficulties with their employers, young carers in their education and all carers potentially risk becoming more isolated because they cannot take advantage of social activities because of their caring responsibilities.

To help combat these three problems council agrees to a cross party commission with representatives of appropriate interests including carers to produce a Carers Charter with recommended standards for employers, educational establishments and community organisations. These standards could include but not be restricted to

- a) Carer friendly practices employers could adopt to enable employees with carer responsibilities to work more flexibly
- b) Support that schools could provide to students with caring responsibilities whose studies and participation in school life might be adversely affected
- c) Support that the county council can offer or be part of to support community organisations in providing respite and social activities for carers who activities may be restricted by caring responsibilities

Council agrees to establish the Commission no later than December 2017 with a target date to report by June 2018.

5. Alderman Swindell school

Proposed by Mike Smith-Clare, seconded by Colleen Walker

Council believes the concerns expressed by the parents and community during the consultation on the future of Alderman Swindell School should be fully discussed and debated by all members of the Children's Services Committee before any decisions are made under delegated powers by the Director of Children's Services.

6. Protecting Jobs and Brands for Norwich

Proposed by Steve Morphew, seconded by Chris Jones

Council welcomes the campaign to protect the jobs and keep the iconic brands manufactured by Britvic and Unilever where they belong in Norwich. They are a crucial part of the city and county's manufacturing base and economy. Robinsons, one of Britvic's brands, has been based in Norwich for

more than 90 years, while Unilever produces arguably Norwich and Norfolk's most iconic brand, Colman's Mustard, made in the city for more than 200 years.

Council commits to support the campaign and use its powers and influence to keep those jobs and brands in Norwich.

Recommendations of the Policy and Resources Committee meeting held on 25 September 2017

1 New Anglia Economic Strategy

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

1.2 **The Committee RESOLVED to RECOMMEND to the County Council
(with 9 votes in favour, 2 votes against and 2 abstentions):**

- 1. The New Anglia Economic Strategy for endorsement as part of the Council's policy framework.**
- 2. Note that a Norfolk investment plan will be developed.**

2 Consents for the appointment of company directors – Repton Property Developments

2.1 The Committee received the report at Appendix 2 to this report.

2.2 **RESOLVED to RECOMMEND to the County Council:**

The appointment of nominated directors to Repton Property Developments as set out in the report enclosed as Appendix 2 to this report.

3 Petition Scheme- Trigger Points

3.1 The Committee received the report at Appendix 3 to this report.

3.2 **RESOLVED to RECOMMEND to the County Council:**

- 1. The petition scheme is amended to reduce the number of signatures on a petition for a Council debate as set out in the report to 0.5% of the population to the nearest 100;**
- 2. The provision for a petition to require a senior officer to attend a service committee meeting and give evidence/answer questions is deleted.**

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

Report title:	New Anglia Economic Strategy
Date of meeting:	25 September 2017
Responsible Chief Officer:	Tom McCabe, Executive Director, Community and Environmental Services
<p>Strategic impact</p> <p>The Council is a key partner in the New Anglia Local Enterprise Partnership (NALEP) and has worked with the partnership to shape its new economic strategy for Norfolk and Suffolk. The strategy builds on a refreshed economic evidence report, as well as current Government policy and technology developments. It seeks to ensure the area's growth ambitions and investment priorities are clearly articulated to Government and other stakeholders.</p>	

Executive summary

The Strategic Economic Plan (SEP) for Norfolk and Suffolk, submitted to Government in March 2014, was based on data and baselines dating from 2012. The current government has removed its requirements around when and how SEPs should be produced, so New Anglia partners have chosen to refresh the SEP this year, as the data is five years old and much has changed since it was published. The first stage was the production of an updated [economic evidence report](#), which was tested in workshops with local authority leaders, chief executives and economic development officers, as well as business groups and academic institutions. The report will continue to evolve and be updated and will guide future action and investment decisions across all relevant organisations.

The strategy itself (executive summary at **Appendix A**) is high level, focussing on seven ambitions, delivered through five themes, in, broadly, eight 'priority places' (where the evidence shows there are the greatest opportunities and commitment for continued growth). For Norfolk these growth locations are the 'Energy Coast' (Great Yarmouth / Bacton / Lowestoft and Sizewell), the Norwich-Cambridge corridor, Norwich and its surrounding area, the A47 (from Great Yarmouth to King's Lynn) and King's Lynn and the A10 and rail corridor to Cambridge.

In terms of targets, by 2036 the Strategy envisages that Norfolk/Suffolk economy will have grown by £17.5bn, with 88,000 new jobs, 30,000 new businesses, 140,000 new homes, median wages of £200 more per week and 66% of the population educated to NVQL3+ standard.

Of necessity, with a strategy that focusses on two whole counties and a small number of priority places, there are elements of Norfolk's own priorities that cannot be captured in such a high level document. While many of these priorities are set out in local plans, there is currently no single investment plan for Norfolk that brings them together. It is proposed that the Norfolk Strategic Growth Group (the chief executives of Norfolk's local authorities, plus the LEP) develops such a plan, in conjunction with the Council's Business and Property Committee.

Recommendations:

Members are requested to:

- i) **Recommend the Strategy to Council for endorsement at its 16 October meeting, as part of the Council's policy framework.**
- ii) **Note that a Norfolk investment plan will be developed.**

1. The New Anglia Economic Strategy

- 1.1 Government requested that Local Enterprise Partnerships (LEPs) produce a Strategic Economic Plan (SEP) for their area, which was used to negotiate a six year 'Growth Deal'. The Deal gave access to a Local Growth Fund, worth £2bn nationally, which was designed to contribute to financing economic growth priorities. Norfolk and Suffolk's current allocation (Growth Deal 3) is £69m.
- 1.2 The SEP was required to be submitted by 31 March 2014, but was based on evidence and baselines dating from 2012. The time is now right for a new economic strategy for Norfolk and Suffolk for a number of reasons, including the change of Government and its revised policy around housing and industry, as well as the country's decision to leave the European Union and the implications of this for business.
- 1.3 The process was kicked off at a meeting on 9 February of Norfolk and Suffolk local authority leaders, LEP board members and chairs of the Norfolk and Suffolk sector groups, who examined the current political and economic context, as well as anticipated future trends. These groups have also been involved in a number of workshop sessions since then, to help shape the strategy, including a final one on 4 September to agree the actions for inclusion in the strategy.
- 1.4 A first output from the process has been a revised [economic evidence report](#) for the two counties. This was overseen by a team of expert users of data from local authorities and New Anglia (the 'practitioners' group'). In addition to the data practitioners' group, the Council has been represented on the strategy's delivery team and steering group, to help shape the document.

The new data was examined alongside existing local plans and projections of future trends. The Strategy will not replace local plans, but rather sit above them, as an umbrella framework. The executive summary is attached at **Appendix A** and the full strategy document can be found [here](#) (*this link will be live from 19 September*).

- 1.5 If Policy and Resources Committee is happy to endorse the refreshed strategy, it will be added to the County Council's policy framework, for consideration, at Full Council on 16 October. It will also be launched by New Anglia later that month. While all Norfolk and Suffolk local authorities are key partners in the LEP, they are not required to approve this business-led strategy, but their endorsement of it is keenly sought by New Anglia.
- 1.6 Of necessity, as a strategy for two counties, the focus is on high level priorities and the most important interventions in those areas due to experience significant growth. It is therefore proposed to produce a Norfolk plan, drawing on the new economic evidence report, as well as local plans, to identify and promote the county's investment priorities to key audiences, such as Government officials, ministers and Norfolk's MPs.

The plan would be developed in conjunction with the Norfolk Strategic Growth Group (the Chief Executives of Norfolk's local authorities, plus the LEP) and the Council's Business and Property Committee.

2. Overview of the strategy

2.1 Ambitions, themes and priority places

The strategy comprises seven ambitions (rather than a single vision), delivered through five major themes and, broadly, focussing on eight priority places:

7 ambitions, with investment focussed on...	5 major themes...	8 priority places*
<ul style="list-style-type: none"> • The place where high growth businesses with aspirations choose to be • An international-facing economy with high value exports • A high performing, productive economy • A well-connected place • An inclusive economy, with a highly skilled workforce • A centre for the UK's clean energy sector • A place with a clear, ambitious offer to the world 	<ul style="list-style-type: none"> • Our offer to the world • Driving business growth and productivity • Driving inclusion and skills • Collaborating to grow • Competitive clusters, close to global centres 	<ul style="list-style-type: none"> • Norwich and the surrounding area • Ipswich and its surrounding area • The Norfolk and Suffolk Energy Coast (including Bacton, Gt Yarmouth, Lowestoft and Sizewell) • The Norwich – Cambridge corridor, connecting two global centres of research • East-West corridors (A47, Gt Yarmouth to King's Lynn and A14, Felixstowe to Cambridge) • King's Lynn - and the A10 and rail corridor to Cambridge

* places where the evidence shows there are the greatest opportunities and commitment for continued growth.

The next two sections flesh out the Ambitions, Themes and proposed actions.

2.2 The Seven Ambitions

These seven ambitions collectively form a vision for Norfolk and Suffolk to be:

- **The place where high growth businesses with aspirations choose to be**, with excellent sites to locate, grow and innovate and easy access to support and finance. This will drive business growth, jobs growth and GVA (gross value added – a measure of business productivity).
- **An international-facing economy with high value exports**, where sectors are producing and exporting more value-added goods and services and entering new global markets capitalising on new trade links to other economies. This will drive exports and GVA.
- **A high performing productive economy**, where business has invested in new technology, skills, new techniques, and innovation leading to productivity improvements year on year. This will drive productivity and GVA.
- **A well-connected place**, locally, national and internationally. Investment in housing, roads, rail and broadband is coordinated to build the communities and connections that people and businesses need. This will drive housing and GVA.
- **An inclusive economy with a highly skilled workforce**, where everyone benefits from economic growth and wage levels rise above the national average. Norfolk and Suffolk will continue to promote collaboration between business, higher and further education, schools and the public sector to provide the training opportunities and work experience that enable businesses and people to fulfil their full potential. This will drive skills, employment rate and median wage.
- **A centre for the UK's clean energy sector**, capitalising on the strength and diversity of the sector and supply chain, its strategic location, skills base and

connectivity to other regions. This will drive GVA.

- **A place with a clear, ambitious offer to the world**, which showcases the strengths of Norfolk and Suffolk to the UK and beyond, together with a strong culture and leisure offer, and a clear sense of why people and business chose to live and work here. This will drive GVA, businesses and jobs growth.

2.3 The Five Themes and proposed actions

2.3.1 Norfolk and Suffolk's offer to the world

Build a strong overarching offer, supported by the area's unique brands and culture but reflective of its diversity. Specifically:

- Integrate our inward investment and business location offer, campaigning at scale in new markets and working with national Government.
- Work to ensure that investment markets have the information they need to take the decision to invest in infrastructure of all kinds.
- Use consistent place branding, with an overarching offer, supported by our unique places, culture and diversity.
- Work with Government to ensure that the contribution of the area's energy sector and resources is well understood and supported.
- Improve digital connectivity, especially superfast in rural areas and reliable mobile phone coverage.
- Build the right kind of housing and commercial space where it is needed.
- Develop a year-round visitor offer by investing in strategic projects such as attractions, heritage and cultural institutions that also increase visitor spend.

2.3.2 Driving business growth and productivity

The work to support business is driven by three goals – increasing investment, driving productivity and helping firms move into new markets and products:

- Develop the business support offer, to ensure it meets the changing needs of business, adapting to new ways of working and technology. This includes development of leadership skills and the 'ecosystem' (supporting physical and digital infrastructure and an innovative environment) firms need, to share knowledge and services across sectors.
- Enable SMEs (small and medium enterprises) to grow and increase exports by focusing grant programmes and other support, on growth, innovation and productivity. Linked to this, provide improved access to finance, with a new 'front door' for investment funding support.
- Lead a cross-sector 'trade global, supply local' campaign, to open up the supply chain and collaboration opportunities for local businesses.
- Prioritise digital and physical infrastructure projects to support businesses to develop and provide the space that new and existing businesses need to grow.
- Set up new schemes to help high growth businesses and make it easier to access advice and funding for commercial innovation and commercialising business and university R&D (research and development).
- Establish new centres of excellence to improve productivity and innovation, providing new skills for business leaders and employees.

2.3.3 Driving inclusion and skills

The overarching aim is to raise and support aspiration across all ages, provide the right training for increasingly hi-tech sectors and support the development of leadership in the business community:

- Through the development of sector skills plans, produce clear statements about what skills are needed, now and in the future, to influence providers, business investment and personal choices by new students and those already in the workforce.
- Develop an integrated skills offer for businesses, to make it easier to navigate and access the initiatives and providers available. A focus of this work will be long term development of technical skills in the existing workforce.
- Prioritise capital investment on provision that will deliver the future skills that sectors and the workforce need, taking a commissioning approach and using higher level apprenticeships and skills deals to drive innovation.
- Prioritise leadership support for entrepreneurs and those in new high growth businesses, through business mentorship and providing the ecosystem new entrepreneurs need to succeed.
- Deliver the Youth Pledge – an integrated offer that inspires young people about the opportunities available and provides support into employment.
- Work with Government to establish an Institute of Technology that builds on the area's strengths and meets the increasing need for higher level technical skills in key areas such as energy, engineering and manufacturing.
- Develop new approaches and remove barriers to get people back into work, especially those furthest from the job market, and provide support for all into sustained employment.

2.3.4 Collaborating to Grow

The ability to work across sectors, organisations, geographic and administrative boundaries will be critical to the area's future success:

- Work across sectors to help businesses cooperate on increasingly common requirements for technical know-how and access to new markets and techniques across sectors that might once have been more distinct, such as telecoms, agricultural and food technology and logistics.
- Work between public and private sectors to explore innovative approaches to funding and finance, driving returns on investment in infrastructure. Partners are also committed to implementing a smoother planning system, linking housing, utilities and infrastructure provision and flexible and integrated investment plans.
- Work with other regions on regional, national and international opportunities, such as transport and new nuclear - partners are working with the South West to maximise the opportunities associated with the proposed Sizewell C nuclear power station in terms of supply chains, employment and skills opportunities and inward investment.

2.3.5 Competitive clusters, close to global centres

This theme brings all the above actions to bear in driving the further growth of Norfolk and Suffolk's major sectoral clusters (Clean Energy, Finance & Insurance, Digital and Life Sciences/Biotech), ensuring there is a clear and focussed plan for each that:

- Encourages new companies and commercial investment
- Establishes global and national links

- Maximises local supply chain benefits
- Markets the commercial opportunity
- Develops the ecosystem that enables the cluster to thrive

2.4 Targets

Indicator	Target growth rate	Result (all by 2036)
GVA	2% annual growth	Grow our economy by £17.5bn in real terms
Productivity	1% annual growth	GVA per hour of £39
Jobs	0.5% annual growth	88,000 net new jobs
Businesses	2% annual growth	30,000 new successful businesses
Housing	Meet the objectively assessed need	140,000 new homes
Inclusive Growth: Median Wages	1.7% annual growth	£200 more per week
Inclusive Growth: Employment rate	Consistently higher than national average	A higher proportion of people engaged in the labour market than across the UK
Inclusive Growth: Skills	Increase NVQ3+ qualifications by 1.4% average (over each 5 year period)	66% of the population with NVQ3+

2.5 Delivering the Strategy

A number of mechanisms will ensure that the Strategy is delivered:

- Short term (four-year) delivery plans, aligned to the above targets.
- A common investment prioritisation framework, to assess projects and actions.
- A shared inclusive growth toolkit, to provide assurance that projects are also judged consistently by their capacity to deliver positive impacts for residents.
- Ongoing monitoring of the above targets, coupled with an annual stocktake of progress by New Anglia partners, to review where changes are needed to reflect new economic or policy circumstances.

3. Background

3.1 [Cabinet Paper on the March 2014 New Anglia Strategic Economic Plan](#) (pages 99-114)

Officer Contact

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

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Email address : tracy.jessop@norfolk.gov.uk



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

Appendix A to report taken to P&R

THE > EAST

NORFOLK AND SUFFOLK
ECONOMIC STRATEGY

A STRATEGY FOR
GROWTH AND OPPORTUNITY
EXECUTIVE SUMMARY

OUR POTENTIAL

GROW OUR ECONOMY BY



**£17.5
BILLION**

IN REAL TERMS BY 2036



GVA PER HOUR OF

£39

BY 2036

30,000

NEW SUCCESSFUL
BUSINESSES BY 2036



66%

OF THE
POPULATION
WITH NVQ3+
BY 2036



INCREASED
MEDIAN
WAGES BY

£200

MORE PER
WEEK BY 2036

88,000

NET NEW
JOBS BY 2036

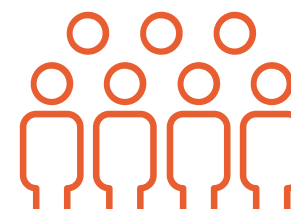


140,000

NEW
HOMES
BY 2036



A **HIGHER** PROPORTION
OF PEOPLE ENGAGED IN THE
LABOUR MARKET
THAN ACROSS
THE UK BY 2036



OUR PLACE

KEY

-  Clean Energy Cluster
-  Finance & Insurance Cluster
-  Digital Cluster
-  Life Science, Advanced Food Tech & Biotech Cluster
-  Universities
-  Enterprise Zone
-  Oil Rig
-  Wind Farms
-  Gas Terminal
-  Nuclear Power Station
-  Airport
-  Shipping Port
-  The National Stud
-  RAF Base





FOREWORD

Our economy contributes over £35bn to UK plc, growing by 9% since 2010, faster than many “powerhouse” areas. We have higher than average levels of economic activity and rapidly growing sectors and businesses across our diverse economy. We are well connected to Cambridge, London, European and global markets. Ambitious for further growth we will work with Government and private investors to achieve it.

We have an excellent understanding of our economy and the opportunities ahead. New technologies, techniques and collaborations across sectors will further drive growth, raising productivity and moving firms into new products and markets. Our strategy is to support growth across all sectors, focussing on creating high value, highly skilled jobs and industries, whilst also providing the technical skills, access to innovative techniques and support that all businesses and the wider workforce needs to succeed.

Norfolk and Suffolk have a number of key centres of economic activity, with fast growing urban centres, historic market towns and a large rural economy. Our natural landscape and our rich cultural heritage give Norfolk and Suffolk its distinctive character. We are forward looking and our economy is well positioned to capitalise the opportunities created by further advances in technology and digital connectivity.

We are determined that growth will be inclusive, benefiting all our people. We are looking ahead to the Government’s Industrial Strategy, working together as business leaders, local authorities, the voluntary

and community sector, Universities and Colleges to drive future success as a place where businesses and residents can thrive and succeed. We are exploring new models of funding and financing the infrastructure we need, because the evidence shows we can deliver returns and growth.

We are confident in our ambitions because they are built on the success of our original 2014 Strategic Economic Plan. This has delivered more jobs, new businesses and housing. **The numbers tell the story.** Since 2014, **43,600 more jobs** and **5,710 new businesses** have been created and **18,850 new homes built. Over £350m of Government funding** has been **secured** and will be invested in the region by 2021 in a wide range of projects to improve skills, drive innovation, support growing businesses and enhance transport and other infrastructure. **Over £260m of private sector funding** has also been **unlocked**, outstripping our original commitment of £199m by 2021.

Collaboration and hard work from all partners has been at the heart of this success. We have achieved much, but there is more to do. Our Economic Strategy reflects the evolving needs and opportunities of our growing local economy and how it responds and succeeds in a fast changing world.

Douglas Field

DOUG FIELD
Chairman of
New Anglia Local
Enterprise Partnership



THE STRATEGY

Our strategy looks ahead to 2036, but focusses on the actions we need to take over the next four years to help secure long term success. It is a dynamic and living blueprint to guide the work and investment of many partners. Together we have:

Examined the evidence, making sure we understand our economy in detail and how it works and is changing.

Set challenging but achievable ambitions, which are based on the evidence and describe the place and economy we want Norfolk and Suffolk to be.

Agreed the themes under which we are going to prioritise action and investment.

Agreed the priority places where investment and action is most likely to deliver a strong return.

Identified Economic Indicators and set targets to measure success and drive delivery.

“Our Economic Strategy reflects the evolving needs and opportunities of our growing local economy and how it responds and succeeds in a fast changing world.”

OUR SECTORS

CLEAN ENERGY

Global all energy expertise with 50 years expertise in the oil and gas sector, nuclear new build, and the world's largest windfarms in development off our coastline with globally competitive renewables supply chain and support industry.



LIFE SCIENCES

International expertise in the field of food, health and the microbiome, an advanced cluster of animal health and emerging pharmaceutical manufacture on the Cambridge Norwich Corridor.



DIGITAL CREATIVE AND ICT

Centred around Norwich's fast-growing digital creative hub and the world-leading centre of innovation in communications technology at Adastral Park and Innovation Martlesham near Ipswich. We are at the forefront of digital innovation, with strengths in telecoms, cyber security, quantum technology, Internet of Things and UX design, with business coming together under the Tech East brand.



HI-TECH AGRICULTURE, FOOD AND DRINK

Home to some of the most significant food and drink companies in Europe, with a world-leading research base centred at Norwich Research Park (NRP).



FINANCIAL SERVICES AND INSURANCE

One of the largest financial services and insurance clusters in Europe, with growing start up financial service businesses building on a heritage going back 200 years.



VISITOR ECONOMY – TOURISM, HERITAGE AND CULTURE

A varied and rich tourist offer, from coast and countryside, postcard market towns, underpinned by a dynamic and pioneering cultural sector boasting internationally celebrated brands and festivals.



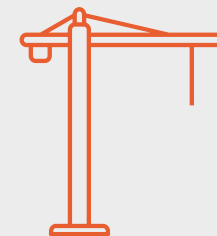
PORTS AND LOGISTICS

The UK's largest container port at Felixstowe on the premier EU/ Asia route and the UK's largest exporter of grain at the port of Ipswich.



CONSTRUCTION AND DEVELOPMENT

Norfolk and Suffolk have a large and diverse construction and development sector, Europe's largest Urban extension in Broadland and emerging specialisation in Passivhaus and sustainable design.



ADVANCED MANUFACTURING

Including national expertise in automotive, civil aviation, composites and pharmaceuticals.



“Many of our growth opportunities involve collaboration and partnership between firms in different sectors.”

AMBITIONS, PRIORITY PLACES AND THEMES

AMBITIONS

Based on the evidence we have agreed a set of ambitions. We want Norfolk and Suffolk to be:

- **The place where high growth businesses with aspirations choose to be.**
- **An international facing economy with high value exports.**
- **A high performing productive economy.**
- **A well-connected place.**
- **An inclusive economy with a highly skilled workforce.**
- **A centre for the UK's clean energy sector.**
- **A place with a clear, ambitious offer to the world.**

We will deliver these ambitions through action and investment in priority places and themes. These have been chosen based on the evidence and the engagement and expertise of all the partners involved in creating and delivering this strategy.

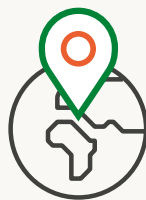
OUR PRIORITY PLACES are the areas where the evidence shows there are the greatest opportunities and commitment for continued growth:

- Ipswich and its surrounding area.
- Norwich and the Greater Norwich area.
- The Norfolk and Suffolk Energy Coast, including Bacton, Great Yarmouth, Lowestoft and Sizewell, with assets on and offshore.
- The Norwich to Cambridge corridor - connecting two global centres of research.
- The critical east west growth corridors along the A47 from Great Yarmouth to Kings Lynn and A14 Felixstowe to Cambridge.
- Kings Lynn - and the A10 and rail corridor to Cambridge.

OUR PRIORITY THEMES are those economy wide opportunities where the evidence shows that investment and action will have highest impact on our ambitions and how we will deliver growth in all places across Norfolk and Suffolk.

“We have agreed to focus action and investment on a clear set of priority places and themes to achieve our ambitions and targets.”

**OUR
OFFER
TO THE
WORLD**



**DRIVING
BUSINESS
GROWTH
AND
PRODUCTIVITY**



**DRIVING
INCLUSION
AND SKILLS**



**COLLABORATING
TO GROW**



**COMPETITIVE
CLUSTERS,
CLOSE TO
GLOBAL
CENTRES**



OUR OFFER TO THE WORLD



Improving and communicating a clear, ambitious offer to the world is central to all our ambitions and targets and to attracting the people, investors and businesses of the future. Our economy makes a major contribution to UK plc and global markets, with internationally important strengths in clean energy, ICT, biosciences and financial industries. We have major exporters and attract a net inflow of young people and families. We have a large visitor economy attracting 5 million people a year.

TOGETHER WE WILL:

- Work across all local authorities to **integrate our inward investment and business location offer**, campaigning at scale in new markets and working with national Government.
- **Attract the highly skilled people we need**, through targeted campaigns at specific groups working with sectors and clusters to show people the opportunities that are here.
- Work together to **make sure that investment markets have the information they need** to take the decision to invest in infrastructure of all kinds.
- **Improve digital connectivity**, with a particular focus on super-fast broadband in rural areas and reliable

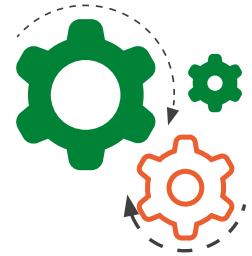
mobile phone coverage for those travelling around the region.

- **Use consistent place branding, with an overarching offer**, supported by our unique places, culture and diversity.
- Work with Government to **ensure that the unique contribution of our energy sector is well understood and supported**.
- **Build the right kind of housing and commercial space where it is needed** and integrate utility, road, rail and green infrastructure to build the communities and places people want to live.
- **Develop a year-round visitor offer** by investing in the strategic projects such as attractions, heritage and cultural institutions that also will increase visitor spend.

*Ipswich Waterfront
& The Forum,
Norwich*



DRIVING BUSINESS GROWTH AND PRODUCTIVITY



Our diverse economy is a real strength. Our work to support business will be driven by three goals – increasing investment, driving productivity and helping our firms move into new markets and products.

TOGETHER WE WILL:

- **Re-galvanise our high-quality business support offer** to ensure it meets the changing needs of businesses adapting to new ways of working and technology. This will include leadership development, and the ecosystem firms need to share knowledge and services across sectors.
- **Enable our SMEs to grow and increase exports** by focusing grant programmes and other support on growth, innovation and productivity.
- **Lead a cross sector “trade global, supply local” campaign**, to open up supply chain opportunities for local businesses.
- **Prioritise digital and physical infrastructure projects** to support businesses to develop and provide the space that new and existing firms need to grow.
- **Set up new schemes to help high growth businesses** and make it easier to access advice and funding for commercial innovation and commercialising business and university R&D.

- **Provide improved access to finance and assisting business capability in identifying skills deficits.** We will make it easier to access these services through a new “front door” for investment funding support.
- **Establish new centres of excellence to improve productivity and innovation** providing new skills for business leaders and employees.



DRIVING INCLUSION AND SKILLS



Our people, whether in traditional careers, micro businesses, arts and culture or supporting others in the community are central to all our ambitions and goals. We want to raise and support aspiration across all ages. We have made good progress in raising skill levels, but we want to go further and faster, particularly for those already in work. We will help our young people set their ambitions high and understand the exciting local careers available to them.

TOGETHER WE WILL:

- The development of sector skills plans we will **produce clear statements about the skills businesses need now and in the future**, to influence providers, business investment and personal choices by new students and those already in the workforce.
- **Develop an integrated skills offer for businesses across Norfolk and Suffolk**, to make it easier for them to navigate and access the initiatives and providers that are available. We will focus particularly on long term development of technical skills in our existing workforce.

- **Prioritise capital investment on provision that will deliver the future skills our sectors and workforce need.** Taking a commissioning approach and being clear about what must be provided. We will use higher level apprenticeships and skill deals to drive innovation.
- **Prioritise leadership support for our entrepreneurs and those in new high growth businesses**, through further accelerator support, business mentorship. Providing the ecosystem that new entrepreneurs need to succeed.
- **Deliver the Youth Pledge for all our young people**, providing an integrated offer that shows and inspires young people about the opportunities that exist and provide support into employment.
- **Work with Government to establish an Institute of Technology** that builds on our strengths and meets the increasing need for higher level technical skills in key areas such as energy, engineering and manufacturing.
- **Develop new approaches and remove barriers to get people back into work**, especially for those furthest from the job markets and provide support for all into sustained employment.

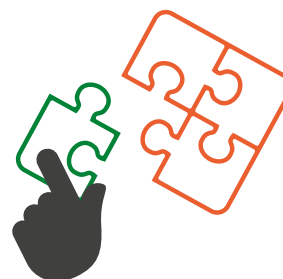
“Driving skills and high-quality employment is fundamental to our goals to create a more inclusive economy, with improving wage levels, living standards and attainment.”

COLLABORATING TO GROW

The competition we face does not come from within Norfolk and Suffolk. Many of the opportunities we have come from our proximity to Cambridge and London as well as global markets. The new markets and investment opportunities we seek are national and global.

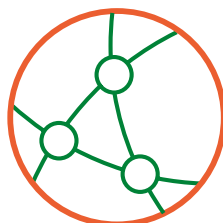
TOGETHER WE WILL:

- **Work across sectors** to help businesses collaborate on increasingly common requirements for technical know-how and access to new markets and techniques across sectors that might once have been more distinct, such as telecoms, agricultural and food technology and logistics.



- **Work between public and private** to explore innovative approaches to funding and finance, driving returns on investment in infrastructure. We commit to opening up procurement and further empowering businesses through a smoother planning system, linking housing, utilities and infrastructure provision and flexible and integrated investment plans.
- **Work with other regions** on regional, national and international opportunities such as transport and new nuclear.

COMPETITIVE CLUSTERS CLOSE TO GLOBAL CENTRES



Within our business sectors, Norfolk and Suffolk have a number of recognised national and global clusters of businesses with excellent access to national and global markets and to London and Cambridge.

Each of our identified clusters has substantial further growth potential and supports high value jobs. We will support these clusters and their specialisations, working with each to ensure that the commercial opportunity they represent is fully developed and well communicated to Government and investors.

Evidence suggests businesses benefit from locating in these clusters.

TOGETHER WE WILL:

Develop a plan for each cluster that will:

- Encourage new companies and commercial investment.
- Establish global and national links.
- Maximise local supply chain benefits.
- Market the commercial opportunity.
- Develop the ecosystem that enables the cluster to thrive.

CLEAN ENERGY

Our East coast energy cluster is world class, the only place in the UK where expertise and operations in oil, gas, nuclear, renewables, solar and micro generation exist in such close proximity.

FINANCE AND INSURANCE

Two clusters, concentrated in Ipswich and Norwich. Aviva, Marsh, Willis Towers Watson, and Axa are global players in the insurance industry, who sit alongside a growing number of smaller fin-tech businesses.

DIGITAL

At Adastral Park, near Ipswich, we have a globally significant ICT cluster and one of the world's leading Innovation Hubs in information technology, together with a fast-growing digital cluster in Norwich.

LIFE SCIENCES AND BIOTECH

At Norwich Research Park, home to the Earlham Institute, John Innes Centre and the Quadram Institute and in Lowestoft at The Centre for Environment, Fisheries and Aquaculture Science (CEFAS), we have two major UK life science centres.

ECONOMIC INDICATORS

To measure our success we will use eight economic indicators. Each indicator target has been developed using a robust methodology and is based on clear evidence about what is achievable and ambitious.


GVA

TARGET: **2%** AVERAGE ANNUAL GROWTH

RESULT:  **GROW OUR ECONOMY BY £17.5BN IN REAL TERMS BY 2036**

JOBS

TARGET: **0.5%** ANNUAL GROWTH

RESULT:  **88,000 NET NEW JOBS BY 2036**

HOUSING

TARGET: **MEET THE OBJECTIVELY ASSESSED NEED**

RESULT:  **140,000 NEW HOMES BY 2036**

INCLUSIVE GROWTH: EMPLOYMENT RATE

TARGET: **CONSISTENTLY HIGHER THAN NATIONAL AVERAGE**

RESULT:  **A HIGHER PROPORTION OF PEOPLE ENGAGED IN THE LABOUR MARKET THAN ACROSS THE UK.**

PRODUCTIVITY

TARGET: **1%** ANNUAL GROWTH

RESULT:  **GVA PER HOUR OF £39 BY 2036**

BUSINESSES

TARGET: **2%** ANNUAL GROWTH

RESULT:  **30,000 NEW SUCCESSFUL BUSINESSES BY 2036**

INCLUSIVE GROWTH: MEDIAN WAGES

TARGET: **1.7%** ANNUAL GROWTH

RESULT:  **£200 MORE PER WEEK**

INCLUSIVE GROWTH: SKILLS

TARGET: **INCREASE NVQ3+ BY 1.4% AVERAGE (OVER EACH 5 YEAR PERIOD.)**

RESULT:  **66% OF THE POPULATION WITH NVQ3+**

MAKING IT HAPPEN

Implementation will be delivered and driven through a series of action plans covering each element of the strategy. These will be supported by the evidence base, a common investment prioritisation tool, a shared approach to inclusive growth. We will measure and review progress with all partners annually.

This strategy will not be delivered by one partner alone or by one strand of investment or actions. The ambitions and priorities we have agreed provide the direction and strategic case for a wide range of partners to develop their own plans and interventions that contribute to achieving our shared ambitions.

Report title:	Consents for the appointment of company directors – Repton Property Developments
Date of meeting:	25 September 2017
Responsible Chief Officer:	Simon George – Executive Director of Finance and Commercial Services
Strategic impact This report helps to ensure that there is transparency about the appointment of directors to companies the County Council has an interest in.	

Executive summary

The appointment of directors to Council owned companies requires the consent of Full Council. This report sets out details of proposed appointments for member consideration.

Policy and Resources Committee is recommended to:

- 1. Recommend to Full Council the appointment of nominated directors to Repton Property Developments.**

1. Proposal

1.1. Policy and Resources Committee at its meeting of 3 July 2017 resolved to:

1. Agree to the establishment of a commercial property development company and instruct officers to register the company with Norfolk County Council as the sole shareholder.
2. Confirm that the primary purpose of the company is to generate income streams to support service delivery and agree to the secondary objectives as detailed in paragraph 1.2 of the report¹.
3. Confirm the composition of the Company Board to include 2 County Councillors, 2 external Non-Executive Directors and 4 County Council Officers.
4. Confirm the nomination of Councillor Kiddie and Councillor Iles as the founding directors of the new company. Directors will then be appointed annually, as part of the process for appointment to external bodies.
5. Agree that the company will be offered suitable NCC surplus properties and other assets, suitable for development, at full market value (each proposed disposal will be reported to committee in accordance with the usual disposal process).

¹ Direct Property Development Company, Policy and Resources Committee, 3 July 2017, Item 17.
T:\Democratic Services\Committee Team\Committees\Policy and Resources Committee\FINALS for next meeting\Item 14 - Repton Directors.docx

6. Endorse the business objectives and operating model for the company and note that the Board of the new company will focus on the development of a 5 year business plan, to be reported to the Business and Property Committee before commencing trading.
7. Confirm the name of the company will be Repton Property Developments (subject to a final check that this name has not been used elsewhere).

1.2. A company has been duly registered as Repton Property Developments.

1.3. The consent of the County Council is required before the appointment of directors to its companies can be made.

1.4. A summary of all director posts is shown in Table 1 below. Policy and Resources Committee has previously recommended nomination of Councillor Kiddie and Councillor Iles as the County Councillor directors. Proposals for nominated County Council Officer directors are now set out in the table for member approval. The nominations for the 2 external Non-Executive Directors will take place following advertisement of the roles.

Table 1: Nominated Directors for Repton Property Developments

Position	Nomination
County Councillor Director	Councillor Kiddie
County Councillor Director	Councillor Iles
County Council Officer Director	Simon George
County Council Officer Director	Fiona McDiarmid
County Council Officer Director	Harvey Bullen
County Council Officer Director	Al Collier
Non-Executive Director	To be recruited via advertisement
Non-Executive Director	To be recruited via advertisement

2. Financial Implications

2.1. The Council's Financial Regulations require Full Council to approve the appointment of directors to companies in which the Council has an interest. This report ensures that there is transparency about the director appointments made by the Council and supports compliance with Financial Regulations.

2.2. It is anticipated that the non-exec director directors will receive a payment of circa £5k per annum, but this will be decided by the Business and Property Committee in due course.

2.3. While there are no further direct financial implications of this report, Council approval of the appointment of directors will help to ensure that the Council's financial and other interests are effectively safeguarded by appropriate, named representatives, who are accountable to the County Council.

2.4. The financial implications of the establishment of a commercial property development have been set out in the background papers reported previously to Committees.

3. Issues, risks and innovation

- 3.1. There are no significant risks or implications beyond those set out in the financial implications section of the report.
- 3.2. The issues and risks associated with the establishment of a commercial property development company have been set out in the background papers reported previously to Committees.

4. Background Papers

- 4.1. Background papers relevant to the preparation of this report are set out below.

Direct Property Development Company, Business and Property Committee, 20 June 2017, Item 13:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1372/Committee/160/SelectedTab/Documents/Default.aspx>

Direct Property Development Company, Policy and Resources Committee, 3 July 2017, Item 17:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1359/Committee/21/SelectedTab/Documents/Default.aspx>

Officer Contact

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

APPENDIX 3

Report title:	Petition Scheme – Signature Trigger Points
Date of meeting:	25 September 2017
Responsible Chief Officer:	Wendy Thomson, Managing Director
Strategic impact	
It is important for the Council to be accountable to its residents and petitions are a way for people to bring their concerns to its attention.	

Executive summary

This report sets out details of a petition received by the Council and recommends that the Committee considers whether or not to recommend Council to agree an amendment to the current petition scheme to lower the threshold of the number of signatures that are required for a Council debate. The report also proposes that the provision for a petition to require a senior officer to attend a service committee meeting and give evidence/answer questions is deleted.

Recommendations

To consider and if appropriate recommend to Council:

- 1. Whether the petition scheme is amended to reduce the number of signatures on a petition for a Council debate;**
- 2. That the provision for a petition to require a senior officer to attend a service committee meeting and give evidence/answer questions is deleted.**

1. Proposal

- 1.1 This report sets out details of a petition received by the Council and asks the Committee to consider whether to recommend a reduction in the number of signatures required to trigger a Council debate (currently 5000). The report also proposes that the provision for a petition to require a senior officer to attend a committee meeting and give evidence/answer questions is deleted from the petition scheme.

2. Evidence

- 2.1 A petition has been received calling on the Council to amend its petition scheme to reduce the current 5000 signatures requirement to trigger a debate at Council. No petition submitted has ever reached the trigger point for a Council debate since the scheme was agreed in 2010.

- 2.1 This petition has 63 signatures and has been formally submitted. It is a valid petition and necessitates a response to the organiser. The petition states:

Norfolk County Association of Trades Union Councils highlights the democratic deficit between UK residents seeking to trigger a debate at Westminster and Norfolk residents seeking answers at Norfolk County Council where perversely it is more than three times more difficult through the petition scheme to obtain a debate on an important issue in Norfolk than to do so at Westminster.

We call upon Norfolk County Council to amend its petition scheme so that the number of signatures required as a proportion of population is lower to ensure parity with the UK Government's petition scheme, therefore making it easier for the people of Norfolk to make their voices heard at Norfolk County Council.

- 2.2 Petitioners also provided the following background information

In the UK 100,000 signatures are needed to trigger a debate at Westminster, in Norfolk 5,000 signatures are needed to trigger a debate at Norfolk County Council. This seems reasonable until you realise that the UK population is 65million and Norfolk's population is 885,000 therefore it is harder to obtain the signatures as a larger proportion of people are needed to agree with you. To gain parity with Westminster/UK approximately 1,360 signatures would be required to trigger a debate at Norfolk County Council. If this was applied then a further ten petitions would have been successful. For context if you applied Norfolk's scheme to the UK then to trigger a debate at Westminster you would need 367,000 signatures, 267,000 more than required today.

- 2.3 For comparison purposes, Suffolk County Council sets the level at 3,675 (0.5% of the population of Suffolk at May 2010). Cambridgeshire sets the level at 3000. Comparisons with the Westminster scheme are difficult as reaching the threshold only results in a petition being *considered* for a debate – it does not guarantee it unlike the Council's scheme.
- 2.4 Group Leaders have considered the petition and were broadly sympathetic to the principle of the points made and asked for a report to be made to this Committee.
- 2.5 The current scheme also contains provision and a threshold (2500 signatures) for a petitioner to require an officer to attend a meeting of a Council service committee to give evidence and answer questions. This provision is a legacy of the previous Cabinet/Scrutiny governance arrangements and originally referred to requiring attendance of an officer at an Overview and Scrutiny Panel. No petition has ever been submitted making such a request and it recommended that this be deleted from the petition scheme as it is an outdated and overly prescriptive provision.

3. Financial Implications

There are no direct financial implications flowing directly from this report.

4. Issues, risks and innovation

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

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

Officer Contact

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

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Recommendations from the Children's Services Committee Meeting held on 12 September 2017

1 Norfolk County Council Adoption Agency Annual Review

- 1.1 The Committee considered the report by the Interim Executive Director of Children's Services detailing the performance of the adoption service.
- 1.2 The Committee **RESOLVED** to:
- Recommend approval of the Statement of Purpose to full Council and provide scrutiny and challenge to the adoption service.

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

- 2.1 The Committee considered the report by the Interim Executive Director of Children's Services detailing the performance of the Norfolk Fostering Service.
- 2.2 The Committee **RESOLVED** to
- Recommend the approval of the Statement of Purpose to full Council and provide scrutiny and challenge to the fostering service.

3 Annual Review of Norfolk Residential Service

- 3.1 The Committee considered the report by the Interim Executive Director of Children's Services detailing the performance and outcomes achieved by the Norfolk Residential Service.
- 3.2 The Committee **RESOLVED** to
- Scrutinise the information within the report.
 - Challenge the service on the performance and outcomes achieved.
 - Recommend the approval of the Statements of Purpose and Functions for all the Local Authority children's homes to full Council to comply with the Care Standards Act 2000.

4 Norfolk Youth Justice Plan 2017-18

- 4.1 The Committee considered the report by the Interim Executive Director of Children's Services, asking it to comment on the annual update to Members on the work of Norfolk Youth Offending Team before the Youth Justice Plan was submitted to the Youth Justice Board, part of the Ministry of Justice.
- 4.2 The Committee **RESOLVED** to:

- Note the details contained in the Norfolk Youth Justice Plan 2017-18 and recommend them to full Council.

Note: Since the Report was considered by the Children's Services Committee, the Youth Justice Plan has been amended slightly (Section 3 – Public Health - Page 27 – and the Table headed Norfolk Youth Offending Team Budget – inclusion of Public Health budget – page 28 of the plan). A copy of the updated Plan, is attached at Appendix A.

Penny Carpenter
Chairman, Children's Services Committee

The reports considered by the Committee can be found by clicking on the following link:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/615/Committee/8/Default.aspx>



Norfolk Youth Justice Plan 2017 - 18

Chris Small – Head of Youth Offending Service

Signed:

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

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

Signed:

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



Norfolk County Council

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The annual Youth Justice Plan for Norfolk will be presented for approval by the Norfolk Youth Justice Board on 19th September 2017 and its recommendations and amendments incorporated.

The annual Youth Justice Plan for Norfolk will be presented to the Children's Services Committee of Norfolk County Council on 12th September 2017 with an accompanying report by the Executive Director of Children's Services.

The existing Norfolk Youth Justice Plan has been updated to outline the actions, risks and opportunities identified to ensure that desired outcomes for young people and the victims of their crime are achieved by Norfolk Youth Offending Team in 2017 - 18. The Plan sets out the key external and internal drivers behind this area of the County Council's work which is delivered in partnership with the required statutory agencies on the Norfolk Youth Justice Board (Health, Police and Probation); and others such as the County Community Safety Partnership and the Norfolk and Suffolk Criminal Justice Board.

The national Youth Justice Board issued the Terms and Conditions of the Youth Justice (YOT) Grant (England) 2017/18 on 19th May 2017. Attached was the Youth Justice Plans: YJB Practice Note for Youth Offending Partnerships, which offered guidance regarding the content and structure of the Youth Justice Plan. The requirements of this guidance are incorporated in this Plan.

1. Our service

Service profile

Our customers

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

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

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

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

What do young people think of us?

From 2014/15, Her Majesty's Inspectorate of Probation (HMIP) asked all YOTs to complete an ongoing e-survey provided by the Viewpoint organisation for those cases that have been open between three and six months. The completed surveys were submitted electronically and anonymously direct to HMIP, and aggregated by HMIP to produce a national picture which has helped to inform HMIP inspections and formed part of their annual report on the quality of youth offending work. This national service user survey will not be continued in 2017/18.

The 2016/17 year ended on 31st March. 83 completed questionnaires were submitted by young people involved with Norfolk YOT against a target of 72¹. This is the highest ever number submitted by Norfolk YOT. HMIP commented *'I am pleased to report that you met your e-survey target for the number of completed surveys during 2016/17. Due to the way that we set the targets, linked to statistical robustness, they had risen for many YOTs compared to previous years so this is a great achievement. A big thank you to all staff and young people involved.'*

A Norfolk specific report has been produced by HMIP providing some direct feedback to us on what young people in Norfolk think of the services we provide. 86% of respondents were male, 44% aged 17 or over and 95% aged over 14, 88% self- classified their ethnicity as 'white', of which 93% described themselves as 'British'. 28% had been in local authority care at some stage of their life.

Overall it is a very pleasing picture and I am proud to lead a YOT that consistently provides services to children and young people that are well received, seen as helpful and

¹ This was a minimum target set by the inspectorate (HMIP)

most importantly make a real difference by helping young people to make changes in their lives and to achieve positive outcomes for themselves. We consistently scored higher than the national averages.

Last year's return raised some concerns from young people about positive responses to diversity and preferred language, help with debt management and money, and assistance with finding suitable accommodation. In contrast, this year, of the 7 cases where the young person's preferred language was not 'English' 4 said they were asked which language they wanted to use and the other 3 'did not know' or 'could not remember'. No young people said they were not asked. Both the young people who said they needed help with money problems or getting out of debt got it, as did 7 of the 8 young people who said they needed help with where they live. Seven Norfolk YOT staff have recently completed a half day training course provided by 'Your Own Place', a local Community Interest Company, covering engaging ways of supporting young people to develop their budgeting and money skills.

- 96% of young people felt that Norfolk YOT staff took their views seriously 'always' or 'most of the time'
- 93% (98% last year) of young people were asked to explain what they thought would help stop them offending
- 97% (98%²) of young people on Referral Orders had enough say on the content of their intervention plan and 93% (93%) understood fully what they were required to do to help stop them offending
- 92% (94%) of young people on other orders or interventions agreed to their 'plan', 100% (100%) had enough say in its content and 100% (87%) understood fully what they were required to do to help stop them offending
- 96% (91%) of young people felt that Norfolk YOT staff took their views seriously 'always' or 'most of the time'
- 25 young people felt that there were things that made it harder for them to 'take a full part in their sessions' with Norfolk YOT and all 22 of the young people who wanted help felt their Norfolk YOT worker did enough to help them take part
- 6 young people said that during their time in contact with Norfolk YOT there were things that made them feel afraid or unsafe and all of those who wanted help got help from their Norfolk YOT worker to feel safer
- 35 young people felt they needed help with school or training, 31 got the help they needed and for 24 things got better
- 10 young people said they needed help to cut down on their use of drugs, 8 got the help they needed and for 9 things got better
- No young people said they needed help to be able to drink less alcohol.
- 11 young people said they needed help to improve their health, 7 got the help they needed and for 8 things got better

² The figure in brackets is the comparative performance in Norfolk in 2015/16

- 8 young people said they needed help to 'deal with strange or upsetting thoughts', 7 got the help they needed and for 7 things got better
- 8 young people said they needed help with where they lived and 7 got the help they needed
- Just 2 young people said they needed help with money problems or getting out of debt and both got the help they needed
- 13 young people said they needed help with relationships or things about their family and 87% got the help they needed
- 19 young people said they needed help to feel less stressed and 95% got the help they needed
- 18 young people said they needed help with what they thought of themselves or others thought of them and 94% got the help they needed
- 49 young people said they needed help to be able to make better decisions and all got the help they needed
- 46 young people felt they needed help to stop offending and all got the help they needed and 83% said they were a 'lot less likely' to offend. One said they were 'more likely' to offend.
- 81% (86%) of young people said they had been treated fairly 'all of the time' and 14% (13%) 'most of the time'
- 56% (77%) of young people think the service given to them by Norfolk YOT has been 'very good', 38% (20%) 'good most of the time', 2 said 'not very good' and 3 said 'poor'

The full report can be made available on request and is reported to the Norfolk Youth Justice Board biannually. There are some interesting text responses providing more detail about what young people actually said in response to the questions which are enlightening and informative.

Since 2015/16 service user engagement work within Norfolk YOT has included the involvement of young people in recruitment practices. A number of Norfolk YOT staff, including two volunteers who are ex-service users, have been trained to support young people's participation in the staff recruitment and selection process. Young people who are current service users have been involved in the design of interview questions, direct involvement in interview panels and contributing to the final selection of candidates.

What we deliver for Norfolk

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

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

Our aim is to make Norfolk an even safer place to live and help young people achieve their full potential in life. We strive hard to work proactively with Norfolk's diverse population.

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

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

Restorative Practices

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

In November 2015 responsibility for the corporate development of restorative approaches transferred from Children's Services Joint Commissioning (Health & Disability) to Norfolk Youth Offending Team. This involved the transfer of two posts and the associated funding and accountabilities. These posts are a Restorative Approaches Manager who, together with a separate post of Restorative Approaches Coordinator, works with a broad range of teams and services, both internal and external to NCC, to inform on and deliver the NCC Restorative Approaches Strategy. They also lead on restorative approaches training and interventions, including with educational settings and children's residential provision. This should better align Norfolk YOT's existing work in regard to restorative justice with the wider restorative approaches activity across the county and add value to the work we all do.

The Norfolk Restorative Approaches Strategy 2017-2020 is attached at Appendix 3. The countywide Restorative Approaches Strategic Board [RASB] retains responsibility for multi-agency ownership of the strategy and the attendant action plan, reporting to the NCC Policy & Resource Committee and the wider NCC Leadership Team and the Office of the Police & Crime Commissioner for Norfolk as appropriate. The RASB will monitor the implementation and impact of the strategy on the people of Norfolk through performance data provided by all partner organisations.

Our people

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

Norfolk YOT delivers interventions intended to prevent offending and reduce re-offending. Service level agreements with various partner agencies and other providers are in place where necessary to support this approach.

Offending behaviour programmes are designed to address the risks presented by young people whilst meeting their individual needs. These are delivered within the framework of an *Interventions Strategy* established in 2014 which sets out the principles that staff are required to apply when developing, identifying, delivering and evaluating interventions with children, young people and families.

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

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

Training in the last year focused on children and young people in custody, attendance at the International Signs of Safety Gathering held in Norwich, budgeting and money skills when working with young people (in direct response to feedback comments from young people), assessments and desistance, engaging young people and structured assessments of the risk of violence by young people. This work was supported by refresher and practice training for staff on safeguarding children and young people, Referral Order Panel and Advisor practice, Pre-sentence reports, cyber-crime and restorative approaches. Staff with discrete specialised roles have been enabled to keep up-to-date with developments in their professional practice including autism, harmful sexual behaviour work including assessment and intervention; working with those with learning disabilities, restorative justice and victim contact, working with young women and substance misuse. Training required by our involvement in a range of partnership work has been delivered including: safeguarding children and young people in relation to both social media and cultural competence, child sexual exploitation, neglect and preventing extremism.

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

From a staff development perspective a significant amount of training and informal technical support continues to be delivered by our Performance and Information team to staff at all levels of the organisation in relation to the full and effective use of our case management and other information systems including through a unit-based 'clinic' process.

Following a structured induction programme and after completion of the probationary period all Norfolk YOT staff are offered the opportunity to undertake the YJB recommended, accredited, national qualification of which the current version of this is

known as the Youth Justice Effective Practice Certificate and is delivered by 'Unitas'. Two members of staff completed this during 2016/17 and four others are currently engaged in the programme. Of the 48 current staff eligible for the programme 39 (81%) have successfully completed it.

All new managers are required to undertake an accredited management or leadership qualification.

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

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

NCC is committed to promoting the good health of its employees and managing well-being in the workplace. This includes a commitment to the promotion of personal well-being and creating a positive and effective work life balance. NCC recognises that there is a need for well-being and work life support to be available to all staff in all departments. Norfolk YOT has fully implemented the NCC well-being approach across all units and there is an identified well-being lead representative in each. Health and safety is paramount in all our thinking with risk identified and contained in the risk register. Sickness absence is monitored monthly and managed closely with return to work interviews conducted on each occasion.

The most recent corporate survey of NCC staff attitudes and engagement was the Employment Engagement and Enablement Survey conducted by the Hay Group in 2014. A service-wide well-being survey of all Norfolk YOT staff will be conducted by the NCC Well-being Team during the 4th – 15th September 2017. The outcome of this will be added to and support a smaller survey of business support staff in Norfolk YOT conducted earlier this year and reported on in June 2017. This was a really positive report, with no strong areas of concern for a majority of the team.

All new employment contracts are Monday to Saturday with stand-by clauses where required. This will assure the ability and resilience of Norfolk YOT to provide a six day a week service with access to management guidance and the provision of safe working practices for staff. As Norfolk YOT develops the range of services it delivers, Saturday working is increasingly becoming the norm and necessary to fulfil statutory duties in relation to Intensive Supervision and Surveillance requirements on Youth Rehabilitation Orders (which require seven-day-a-week contact with young people), the provision of interventions through the Junior Attendance Centres (which meet on Saturdays) and unpaid work (which has to be delivered to young people around their employment and education commitments). Historically all staff have been required to work very flexibly to meet the needs of children and young people, their parents/carers and the service. This includes a clear expectation of regular working across evenings and weekends.

Our partners

Norfolk Youth Offending Team (YOT) is a legislated, multi-agency partnership hosted

within Norfolk County Council (NCC). There are four **statutory partners** as a requirement of the Crime and Disorder Act, 1998 under which YOTs were formed; the Police, Health (now through the Clinical Commissioning Groups), NCC Children's Services (including discrete representation from social work and education) and the National Probation Service (Norfolk and Suffolk).

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

The priorities for joint work with the **National Probation Service (NPS)** in 2017/18 include

- developing the local response to the joint national Transitions Protocol for managing the planned and safe transition of young people and their sentence management from YOTs to probation service providers on or around their 18th birthday;
- working together to address the local shortage of available Probation Officers and deliver effective, alternative means of providing an interim staffing contribution to Norfolk YOT whilst longer term solutions are sought.

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

Norfolk YOT is a substantial contributor to the development of more integrated service delivery to children and young people including representation on the appropriate bodies and strategic partnerships. The current primary focus remains on assisting and playing an appropriate part in the development of the wider early help agenda for children, young people, their families and communities in Norfolk. Norfolk YOT's unique role and purpose in this work and the principal, statutory aim of the youth justice system is to prevent offending by children and younger people.

The priorities for joint work with **Children's Services** in 2017/18 include

- through representation on the New Direction's Board working with Barnardo's to consider where Norfolk YOT and New Directions Services might best interface to reduce the numbers of Children Looked After by exploring opportunities for joint work and the co-working of cases.
- how we can work more effectively with the Multi-Agency Safeguarding Hub

Work continues with the Police and Children's Services to ensure that Norfolk has effective structures and responses in place to understand and address the emergence of

County Lines³ in Norfolk and the serious youth violence and gang related behaviours which are associated with it; including the exploitation of vulnerable young people both from Norfolk and Metropolitan areas. This work contributes to the shared national aim of *Ending Gang and Youth Violence*.

Development work with **Norfolk Police** for 2017/18 is focused on:

- exploring means of enhancing the tiered Triage scheme '*Challenge 4 Change*'⁴; reducing the number of children and young people entering the criminal justice system for the first time in Norfolk.
- working together to address the local shortage of available Police Officers and deliver effective, alternative means of providing relevant services to Norfolk YOT whilst longer term solutions are sought

Health

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

Further development work with **Health Services** in 2017/18 is focused on:

- contributing to the *Healthy Child Programme* to ensure children and young people in the criminal justice system are able to access relevant health services
- Norfolk YOT have been awarded some of the £2million Child and Adolescent Mental Health Services [CAMHS] Local Transformation Plan (LTP) monies from CCGs, specifically to improve responses outside of the formal criminal justice system to harmful sexual behaviour (HSB) by children and young people. Norfolk YOT and NSFT have formed a partnership *The Norfolk Harmful Sexual Behaviour Team* (The HSB Project) to deliver a Norfolk response to addressing HSB. The HSB project aims to develop a skilled workforce that is confident in identifying, assessing and intervening across all levels of HSB in children and young people. The Norfolk HSB Team comprises a Specialist Clinical Psychologist and HSB Specialists⁵ with significant skills and experience in working with sexual violence, trauma, sexually appropriate behaviour, child sexual exploitation and harmful sexual behaviour. The HSB project will be providing a range of training in relation to HSB from improving basic skills in recognising HSB to specialist bespoke training for professionals working with more complex cases. The aim is to build the capacity of children and young people's sector practitioners to address harmful sexual behaviour at the earliest opportunity and across the continuum of behaviours. Professionals will also be able to seek case consultations in respect

³ Large scale, class A, drug distribution by organised crime groups and street gangs based in metropolitan areas exploiting vulnerable people in Norfolk

⁴ Which screens all young people on the verge of receiving a first Caution for the direct and indirect provision of 'early help' and intervention services from Norfolk YOT with the aim of reducing the number of children and young people entering the criminal justice system for the first time in Norfolk.

⁵ 2 x 0.6 FTE posts

of children under 18 living in Norfolk and Waveney where there are concerns or worries about HSB. Whilst the two areas of work outlined above are the current priorities, in due course the HSB project will undertake some direct and joint HSB interventions in conjunction with other agency practitioners/professionals. The LTP funding⁶ is ongoing until March 2020. In order to support and innovate and progress the aims of the project, Norfolk YOT has committed additional monies for the first year. NSFT receives separate funding from the LTP to support its contribution to the HSB project.

Since 2013 the **Police and Crime Commissioner (PCC)** has been represented through a co-opted seat on the YOT Management Board alongside the other major stakeholders in the local youth justice arena. Additionally Norfolk YOT is an enthusiastic member of the PCC led County Board for the Rehabilitation of Offending (established in 2014). Closely working with the Office of the Police and Crime Commissioner (OPCC) and the 'Rehabilitation Board', has positively increased access to rehabilitation services and opportunities, and brought clear, tangible benefits for Norfolk YOT staff, and importantly, to young people who offend, their families, the victims of their crimes and the communities in which we all live. It also assists the PCC in moving forward those intentions in the Police and Crime Plan which Norfolk YOT is also concerned to deliver as part of Norfolk's Annual Youth Justice Plan.

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

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

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

Norfolk's Youth Court is a primary strategic partner and we continue to focus on maintaining positive and effective partnership working and relationships to manage the impact of significant reductions in the resources available to the Court. This includes a well-established annual review day which is conducted jointly. HM Courts and Tribunals Service is currently evolving the way it delivers services and the introduction of a single, centralised 'remand court' for the county based in Norwich. Practice in relation to remand courts to improve efficiency and use resources more effectively continues to evolve

⁶ Currently Norfolk YOT receives £65,000 per annum through the LTP.

through the virtual remand courts pilot in which alleged offenders will ‘appear’ in Norwich court ‘virtually’ from the Police Investigation Centres (PICs) around the county. If agreed this proposal will have an impact on the way Norfolk YOT allocates its resources.

Direct **governance arrangements** for the Youth Offending Team are through the Norfolk YOT Partnership Board, which is chaired by the Managing Director of Norfolk County Council. As well as the statutory partners the Board includes additional representation from the Countywide Community Safety Partnership, Housing Services, Norfolk’s Police and Crime Commissioner, Public Health, representatives from Norfolk’s Borough, City and District Councils and Her Majesty’s Courts and Tribunals Service. Management Board membership has changed significantly over the last twelve months.

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

Norfolk YOT completed its required self-assessment against its statutory obligations under section 11 of the Children Act, 2004 in February 2017 and attended a validation meeting with the NSCB at a ‘Challenge and Feedback’ session on the 27th March 2017. An agreed action plan is in place to drive continuing improvements.

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

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

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

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

Where we work

Norfolk YOT delivers services across the county of Norfolk and is based in three, main, operational locations: Kings Lynn, Norwich and Great Yarmouth. A single room sub-office which is not permanently staffed is maintained in Thetford.

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

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

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

Service review

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

Performance Report

In summary; Performance in 2016/17 was satisfactory with some in year variation between periods. Targets in relation to all three primary national indicators were met at year end. Performance in Norfolk exceeds the national comparators in all three indicators but lags behind all the 'family' and regional comparators with the exception of the 'family' First-time Entrants indicator.

Reoffending: is reported as a simple binary measure; *has a young person reoffended or not?* The absolute numbers of young people reoffending in the July 2014 to June 2015 period decreased by 0.2% percentage points compared to the equivalent period in the previous year. Reoffending in Norfolk is 36%, better than the national: 37.7% comparator but below the regional (35.2%) and family comparators of 34.6%. This performance is achieved despite a larger decrease in the overall numbers offending in the period from 747 to 705 (-5.6%). The continued reduction in First-time Entrants means that those left in the criminal justice system have more persistent, chronic and entrenched offending behaviours which are more difficult to moderate. A small internal working group is currently considering how we might provide and track data more contemporaneously.

First-time Entrants (FTE): The number of FTE into the criminal justice system in Norfolk has more than halved since 2013 and continues to fall. FTE performance for the 2016 calendar year shows a 33.1% decrease over the previous year from 458 per 100,000 to 307. The actual numbers have reduced from 325 to 221 (-32%); 104 fewer young people in Norfolk entering the criminal justice system for the first-time in the period as compared to the same period in the previous year. This is the lowest FTEs in Norfolk have been since the target in its current form began. There is no doubt that the impact of the Challenge for Change (C4C)⁷ triage scheme introduced in June 2015 has been significant. The Norfolk rate is now below all but the regional comparator and reducing at a faster rate than any.

Use of Custody: For the period April 2016 to March 2017 the rate decreased in comparison with the same period in the previous year from 0.32 (23 young people) to 0.24 (17 young people). A reduction of 0.08 percentage points (which in real terms is six young people) and a 35.3% reduction. Performance is substantially better than the national comparator (0.36) but not quite as good as either the regional (0.20) and 'family' (0.20) comparators. The rate of performance improvement is better than all the comparators. The relatively small numbers being sentenced to custody means that we are likely to see quarter on quarter fluctuations and longer term comparisons would be of more strategic value.

Performance in relation to those securely remanded: Local monitoring of Remands to Youth Detention Accommodation (YDA) and Remands to Local Authority Accommodation (RLAA) commencing in 2016/17 shows that there were 12 (10 in 2015/16) Remands to YDA and 6 (2 in 2015/16) RLAA, for a total of 373 and 147 nights respectively (186 and 47

⁷ Challenge 4 Change (C4C), is a joint diversionary scheme between Norfolk Youth Offending Team and Norfolk Constabulary targeting young people at the point of arrest in Police Investigation Centres offering a voluntary intervention programme

respectively in 2015/16). Individual stays ranged from 6 night to 66 nights. No young people spent over 80 days on remand awaiting trial, compared with 4 in 2014. These young people were awaiting sentence and not yet convicted. Of the 13 individual young people involved 12 were male and just one female. At year end five young people remained on YDA and two on RLAA, moving across into the new financial year. Most, but not all of those remanded in custody will subsequently move to being sentenced to custody so there will be an overlap between the two cohorts.

Despite the significant increase in remand bed nights in the latter half of the year, performance still came in under the budget provided by the YJB to NCC Children's Services for this specific purpose with a surplus of £14 581 from a total budget of £101 429. The budget received from the Ministry of Justice to pay for this is based on previous years' performance⁸ and for 2017/18 is currently £94.405.

Education, Training and Employment: 2016/17 out-turn was poor at 62% against a 5-year average of 65.86%. Performance was strongest for young people of statutory school age (69.1%) against 56.8% for those aged 17 or older.

Quality Assurance: Regular, business as usual audits of practice took place during the year including Enforcement, Referral Order Contract quality and Sexually Appropriate Behaviour work.

The **Youth Justice Board** required all YOTs to complete audit work in relation to the implementation of Asset Plus. The fieldwork for this took place on 13th March 2017 and 22 cases were audited. The outcomes have been submitted electronically to the YJB and the feedback, if any, will be reported to the Norfolk Youth Justice Board when it is received. Locally we have summarised the findings and lessons learnt in a Signs of Safety format, circulated this to staff and are now working to embed the action points required to produce change.

Through its regional effective practice fora the Youth Justice Board has also conducted an Asset Plus moderation exercise to try and establish a national agreement on what good (and poor) practice in assessment looks like. Active participation in this enabled Norfolk YOT to objectively examine (and agree how to resolve) any differences in opinion and judgement within our own management structure.

The annual, Youth Justice Board (YJB) required **National Standards Audit** took place in November 2016 and was reported to the YJB before the deadline at the end of March 2017. This year as well as victim engagement the audit focused on four National Standards that relate to reducing custody. Provisionally, following moderation by the Youth Justice Board and a subsequent verification discussion, the results outlined in the table below were attained. Formal, written confirmation is awaited from the Youth Justice Board and will be brought to the Norfolk Youth Justice Board when it is received.

There were insufficient cases to meet the criteria for audit of National Standards for Bail and Remand Management and Long-term custody. I have agreed Norfolk YOT will embed the recommendations for improvements into service plans and priorities that are overseen by the Norfolk Youth Justice Board and this work has been done. A follow-up audit will be completed before the end of 2017 to assess progress made.

⁸ So the more successful the performance (averaged over a three year period) the less funding an authority receives.

NATIONAL STANDARD	SELF ASSESSED RESULT	MODERATED RESULT
NS3 Bail and Remand Management	Nil return	Agreed that Norfolk would include Bail and Remand cases in their routine internal audit processes during 2017/18 clearly identifying areas for improvement.
NS5 Reports for courts, youth offender panels and civil courts in Anti-Social Behaviour Order proceedings and gang injunctions,	Standard Met with Recommendation for Improvement	Standard Met with Recommendation for Improvement
NS6 Work in courts	Standard Met with Recommendation for Improvement	Standard Met with Recommendation for Improvement
NS10 Long-term custodial sentences (sections 90/91 of Powers of Criminal Court (Sentencing) Act 2000 and sections 226/228 of Criminal Justice Act 2003	Nil return	Supported
(Yearly audit), NS7 Work with Victims of Crime	Standard Met	Standard Met

All ten National Standards have now been audited over the three-year period 2014 – 2017.

Diversity: The most recent biennial Norfolk YOT Diversity Report (2014 - 2016) was presented to the Norfolk Youth Justice Board meeting in December 2016.

Broadly, the headlines are:

- The number of young people in the youth justice system overall has declined since 2011/12; to the end of March 2016 by 36%.
- The proportion of Black and Minority Ethnic [BME] young people in the youth justice system overall continues to rise and is currently 7.7% against Norfolk population data from the 2011 census of 4.4%. In 2011 the proportion of BME cases was 4.3%. More recent population data is needed for a more meaningful comparison. Colleagues in Public Health and Cambridge Community Services have provided a mid-period (2015) estimate from the Healthy Child Programme dataset which appears to project a BME proportion of 10 to 17 year olds of 14.9%. This estimated projection needs to be treated with caution
- Gender data evidences that the numbers of young women in the youth justice system overall has been largely consistent since 2011/12 but decreased significantly in 2015/16 to 18.6%, the lowest it has been in the last five years.
- Offence data shows that whilst the number of offences committed has decreased

by 9% since 2011/12 this is at a much slower rate than the numbers of young people in the youth justice system overall suggesting that the number of crimes committed per young person has increased. This is particularly so for the BME population at a proportion of 11.1%.

- BME representation in pre-court decision-making (6.3%) and early help referrals (6.7%) have both increased and both are above the 2011 census population data but both are lower than the 7.7% BME representation in the system as a whole.
- Court remands data shows BME representation at 33% but from a very small cohort where n = 12
- Disposals data shows that the BME proportion has increased significantly in the last two years; 10.2% in 2014/15 and 12.8% in 2015/16. This roughly mirrors the BME proportion of the offences data at 11.1%. Custodial sentencing in relation to the BME population was 20% in 2014/15 but just 6.7% in 2015/16.
- There is clearly an apparent over-representation of BME young people in the youth justice system in Norfolk alongside a suggestion of under-representation in early intervention work. The level of disproportionality appears to be rising slowly. The reliability and significance of the data is adversely affected by (i) the relatively small numbers of young people involved which creates variances year-on-year, and (ii) a lack of accurate, recent population data for BME young people in Norfolk.
- It is intended to commence work this year to collect nationality data to examine the representation of young people from new and emerging communities in the youth justice system in Norfolk

For the aged 10 to 17 population of Norfolk as a whole⁹ the offending population has reduced from 1.13% in 2014/15 to 0.76% in 2015/16. That is one young person in every 132 young people in Norfolk committed an offence in 2015/16. The number of young people in the criminal justice system in Norfolk has decreased by 36% since 2011/12. In 2015/16 the gender differential of young people in the criminal justice system in Norfolk was male 81%, female 19%¹⁰. The average over the last five years has been male 78%, female 22%. The peak age of young people in the criminal justice system is 17 years with a significant increase after the age of 13/14. The number of offences they committed (1,605) decreased by 15% in 2015/16 compared with the previous year but proportionally the average number of crimes committed per young person has increased. The most frequently committed offences remain violence against the person, theft and criminal damage and increasingly drug offences.

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

In 2015/16¹¹; 38 children and young people **looked after by the local authority** were subject to a court conviction or formal out-of-court disposal¹², 7.1% of the Looked After

⁹ 2015/16 data based on population estimates of 76,919 and an offending population of 582, 2014/15 data based on 2013 population estimates of 73,625 and an offending population of 830

¹⁰ A specific intervention programme *the Pink Project* is used for working with girls and young women where appropriate. The next programme will be available in September 2017

¹¹ In 2014/15; 29 children and young people looked after by the local authority were subject to a court conviction or formal out-of-court disposal, 5.2% of the Looked After Children population (N = 554). The national average comparator for the same period was 5%.

¹² Youth Caution, Youth Conditional Caution or the now defunct Police Reprimand or Final Warning

Children population¹³ (N = 535). The national average comparator for the same period is 5%.

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

- developed practice guidance and a Policy and Procedure in relation to Safer Recruitment using Warner Principles to ensure we recruit sufficiently experienced and qualified staff to deliver high quality outcomes for young people
- explored the feasibility of adopting an enhanced triage model to increase and widen the impact of triage and further reduce the number of first-time entrants into the criminal justice system
- implemented the Children's Services Guide to Effective Supervision process and amended the supporting 'principles of management oversight' to ensure that robust supervision and management oversight is in place throughout the organisation
- reviewed the current tools for assessing young people's Learning Styles and revised the approach to use AssetPlus to put interventions in place that are appropriate to the young person's needs
- developed an Early Help service specification for Norfolk YOT to address the high levels of first time entrants and deliver on performance measures to reduce FTEs and reoffending.
- considered relevant recommendations from the 2015 Criminal Justice Joint Inspection (CJJI) report on the contribution of Youth Offending Teams to the work of the Troubled Families Programme in England
- actively participate in the Admissions to Care Panel to advise on risk assessment and directly provide strategies for alternatives to care in particular to provide expert advice and intervention on issues of public protection and community safeguarding to enable young people to remain at home and in their communities
- implemented the Norfolk Restorative Approaches Strategy 2015-2018
- provided workforce development in relation to restorative practices across NCC and the wider county
- commissioned a consultation and intervention services from NCC Speech and Language Therapy services
- worked with providers to develop and improve the independent living skills of young offenders aged 16 and over to prevent homelessness and resolve their housing challenges
- collaborated more closely with the Children's Services Placements team to improve the quality of placement matching and appropriateness
- achieved and supported the routine participation of young people known to Norfolk YOT in staff recruitment and selection practices
- improved the completion rates of service user feedback tools and processes and reported regularly on the findings to staff and the Norfolk Youth Justice Board
- introduced a feedback session into the Junior Attendance Centre programme to provide information to both Norfolk Constabulary and Norfolk YOT from a young person's perspective
- increased the engagement of victims in restorative processes
- ensured Norfolk YOT is fully compliant with the requirements for statutory victim contact work as set out in YJB National Standards and the Code of Practice for Victims of Crime

¹³ The National Statistics Code of Practice requires that reasonable steps should be taken to ensure that all published or disseminated statistics produced by the Department for Education protect confidentiality. Figures have been rounded to the nearest 5.

- developed the Norfolk YOT Domestic Abuse Strategy to include '*This is abuse*' a healthy relationship intervention addressing child on parent violence and the '*Step-up*' programme' which addresses child on parent abuse
- worked with the Police and Children's Services to provide more effective structures and responses to the emergence of County Lines in Norfolk
- with the Home Office *Ending Gangs and Youth Violence Unit* and Norfolk Constabulary we undertook a Local Assessment Process to contribute to the national aim of Ending Gang and Youth Violence
- liaised more effectively with agencies working to safeguard girls at risk of sexual exploitation
- considered and begun to implement inspection recommendations on the effectiveness of arrangements for the transfer of young people from youth to adult based criminal justice services
- developed gender specific working practices for Norfolk YOT that aim to improve the experience of young women involved in the youth justice system and achieve better outcomes for them
- worked with the Office of the Police and Crime Commissioner to develop a female offender scheme that includes young women
- worked with Norfolk Safeguarding Children's Board (NSCB) to promote effective joint work with children who display or are likely to develop sexually harmful behaviour including the continued expansion of Sexually Appropriate Behaviour practice to include work with those aged under 12s and iAIM¹⁴
- contributed service actions to address hate crime and specifically disability hate crime to the Norfolk and Suffolk Joint Criminal Justice Board action plan in response to a Criminal Justice Joint Inspection
- considered the needs of young people at risk of custody at High Risk Case Management Panels to formulate interventions designed to reduce the risk of custody
- reviewed cases where custodial sentence or remand to youth detention may have been avoided to explore the potential for learning and practice improvement
- provided creative alternatives to custody to sentencing courts in PSRs which make full use of a range of interventions delivered by both Norfolk YOT and partners
- considered and implemented the relevant recommendations from the 2015 HMIP joint thematic inspection report on *Resettlement Services to Children by Youth Offending Teams and Partner Agencies*

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

Norfolk YOT maintains a Business Risk register which is compliant with current NCC expectations and practices. Nominated risk owners review and update the risk register and it is collectively reviewed periodically at a strategic management meeting. The Norfolk Youth Justice Board is briefed on the work undertaken by Norfolk YOT Strategic Management Group in establishing and monitoring business risk and informed of the detail of the highest risks identified and the measures taken to mitigate them.

Business Continuity

¹⁴ iAIM addresses sexual offending and behaviours committed on-line

Norfolk YOT has recently fully updated its Business Impact Analyses (BIAs) and Business Continuity Plans (BCPs) and amalgamated its previous four, unit-based BCPs into two separate plans, one for operational delivery and the other in relation to the strategic functions delivered through the Headquarters unit. Each plan is compliant with current NCC expectations and practices and follows corporate best practice guidance. The overall purpose of these plans is to support the restoration of Norfolk Youth Offending Team's critical services in a structured and prioritised manner in the event of an incident where normal working environments or practices are not available. The plans contain details of the steps necessary to enable recovery of key business processes in the Norfolk Youth Offending Team. Both plans are routinely updated to incorporate new detail and changed circumstances. The BCP was last updated in February 2017 and the BIA on 31st August 2017.

2. Our priorities

Our service priorities for the next 3 years

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

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

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

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

The Youth Justice Board's 'Vision' is that *'Every child and young person lives a safe and crime-free life, and makes a positive contribution to society.'*

The stated 'Mission' is;

- *Developing and championing a child-centred and distinct youth justice system*, in which a designated youth justice service keeps children and young people safe and addresses the age-specific needs of the child, to the benefit of the community.
- *Developing a 'centre of excellence approach' in youth justice* which will support innovation by using and interpreting available evidence to support the delivery of youth justice services in custody and the community. Also more effectively drawing on the contribution of academic institutions and other relevant bodies.
- *Driving continuous performance improvement in youth justice services* delivered in custody and the community through our robust monitoring system and by identifying and promoting best practice.

The 'Strategic End Benefits' detailed in its Business Plan for 2016-17 are:

- To reduce the number of children and young people entering the youth justice system
- To reduce reoffending by children and young people in the youth justice system
- To improve the safety and wellbeing of children and young people in the youth justice system
- To improve the positive outcomes of children and young people in the youth justice system
- While working to achieve the strategic end benefits, we will also endeavour to improve

the YJB's value for money in everything we do.

The YJB has also identified three cross-cutting themes. The purpose of these is to enable the YJB to keep these issues at the forefront and to consider and take opportunities to act across all our work. The themes are:

- Engaging and hearing the voice of the young person
- Addressing the over-representation in the youth justice system of young people from Black, Asian and minority ethnic backgrounds and looked after children
- Meeting the needs of victims.

Youth Justice Review: on 11th September 2015 the Ministry of Justice launched a review of the youth justice system, to be carried out by the review lead, Charlie Taylor reporting to the Secretary of State. Publication of the [final report](#) was delayed until December 2016, by which time the Secretary of State for Justice had changed and was accompanied by a [formal response from Government](#) which set out a number of actions including reviewing governance of the system, improving the support available to young people 'upstream' and throughout the youth justice system, and taking decisive action to tackle violence and improve outcomes for young people in custody. The Government has also committed to further engagement with stakeholders and interested parties on a number of Charlie Taylor's recommendations. A priority remains continuing to reduce the level of youth crime through intervening early to prevent children and young people from committing offences in the first place. A youth justice reform programme has been established to oversee this work. Reform of governance and accountability, particularly youth custody includes moving the responsibility for delivering and commissioning youth custodial services from the YJB to the new Youth Custody Service in Her Majesty's Prison and Probation Service (HMPPS) and the Ministry of Justice (MoJ) Commissioning Directorate respectively. The YJB will refocus to provide unique whole-system monitoring across the youth justice system, advising ministers and sharing good practice whilst continuing to administer the youth offending team grant, and provide support to local areas. Work to deliver these intentions and improve the services and outcomes for children and young people is still in development but there will be consultation with the sector to seek views and experience to help define the work and as yet the real impact on Youth Offending Teams working in the community and based in local authorities remains undefined.

Charlie Taylor was appointed as the Chair of the Youth Justice Board from March 2017.

Inspection

Her Majesty's Inspectorate of Probation (HMIP)

The external **Short Quality Screening inspection** by Her Majesty's Inspectorate of Probation [HMIP] was conducted from 23rd – 25th May 2016 which involved reading 32 case files and interviewing Norfolk YOT case managers. A short report provided to the Chair of the YOT Management Board was published on 22nd June 2016 and identified the most significant strengths, and areas for improvement, together with a commentary on the work that is designed to explain the findings and help the YOT understand where to focus its post-inspection improvement work. There is no overall judgement. The YOT manager is also provided with a set of charts summarising the key data from the inspection. This is for internal use solely within the YOT and is not for publication. The Improvement Action Plan was presented to the Norfolk Youth Justice Board at its meeting on 13th December 2016 and progress has been tracked at subsequent meetings.

Following a continuing and extended period of consultation HMIP are planning to change the way they inspect YOT provision through the design and delivery of a new set of quality standards that will underpin the inspection methodology. Three pilot inspections are planned during 2017/2018 which will be used to test the strength of the new methodologies and evaluate the effectiveness of the proposed ways of working. HMIP are seeking thoughts or feedback around the work they have done so far through a series of consultation events in the early autumn of 2017 at which Norfolk YOT will be represented. All services will be inspected at least once every four years using a 'risk and random' approach influenced by published performance information and other available intelligence. Bigger YOTs will be inspected every two years and poorer performing YOTs prioritised for inspection with others randomly selected. For the first time, and as a welcome change, out-of-court cases will be inspected as well as those post-court which have always been included. All YOTs will be rated in order to set and measure against standards, enable service improvements and ultimately improve public confidence. HMIP will consult the sector on the ratings scheme it is proposed to use.

On 7th September 2016 HMIP published the report on its **national thematic inspection of Accommodation of Homeless 16 and 17 Year Old Children Working With Youth Offending Teams**. Norfolk YOT was one of six local authorities that took part directly in this inspection and some Norfolk good practice examples were cited in the report. Overall YOTs were seen to be making a valuable contribution in this area of work but it was stressed that providing accommodation is not the remit of YOTs. Unfortunately, not all social workers used YOT case managers' skills and knowledge to full effect. YOT case managers' were not always consulted or advised when changes were being planned, and this was sometimes to the detriment of the child. HMIP found one in three of the children whose cases they inspected were in unsuitable or unsafe accommodation. Some placements put children at risk from unknown and/or dangerous adults and some provided perfunctory and inadequate support. Of those children in good quality supported accommodation, a detailed look at their background often revealed a history of previous unsuitable placements. Of the 14 'Recommendations' made in the report 10 are for Directors of Children's Social Care Services and 2 for Chairs of Youth Offending Team Management Boards.

The national recommendations were reviewed against current practice in Norfolk and added to a local action plan based on the verbal feedback offered which was initiated immediately following the HMIP visit to Norfolk at the end of September 2015. Following publication of the national report Norfolk YOT produced a local action plan detailing where improvements could be made in the practice of Norfolk YOT. This action plan responded to the recommendations, additional points raised in the body of the inspection report and the initial informal feedback. A further set of actions arose during a related review and refresh of the Norfolk YOT Accommodation Strategy which also form part of the action plan. The Improvement Action Plan was presented to the Norfolk Youth Justice Board at its meeting on 13th December 2016 and progress has been tracked at subsequent meetings.

Although this was an inspection of young people working with Youth Offending Teams, many of the cases looked at, both in Norfolk and elsewhere, were children who were Looked After. The inspectors therefore also scrutinised the work of Children's Services, who have the responsibility for provision of suitable accommodation for 16 and 17 year olds under the *Southwark Judgement, 2009*.

A second HMIP report on a thematic inspection examining Referral Orders and whether or not they achieved their potential was published on 5th July 2016. The national recommendations were reviewed against current practice in Norfolk and a number of practice changes and actions implemented as a result.

At the request of HMIP in June 2017 Norfolk YOT completed a survey sent to all YOTs to assist with a forthcoming **thematic inspection with regard to Out-of-court disposals** the field work for which will be undertaken between July and August 2017.

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

The County Council elections in May 2017, in which the Conservatives won a majority, set the political course for the next four years. The Conservative Party manifesto 'Caring for our County' offered key commitments to the people of Norfolk across the full range of our services. In keeping with this democratic mandate, these pledges will inform the Council's planning and budget-making process. They will be reflected in the County Council Plan for the next four years, which will be prepared by officers from across the council for publication in autumn 2017. The previous Council's priorities formed the basis of the Council Plan 2016 -19. This will be reviewed and changed to reflect the electoral pledges made by the new administration. We know the challenges we face, with ever-growing demand for our services. We need to develop and implement more sustainable service delivery models that support individuals and communities to care for each other; prevent, delay and reduce demand for specialist professional services; and improve efficiency and effectiveness.

The new administration has a clear set of priorities based around 'Caring for our County':

- Caring for your money
- Caring for your family
- Caring for your community
- Caring for your health and well being
- Caring for your roads and environment
- Caring for your economy

The Council is already implementing a number of strategic initiatives focused on 'demand management', prevention and early help. In responding to the manifesto pledges, a number of corporate priorities have been identified to make better use of resources, inform service strategies and departmental plans. These seven corporate priorities form a transformation programme called 'Norfolk Futures' which will deliver new models of service delivery, new relationships with citizens and partners, and with other changes will deliver over £100m of savings. These include the following initiatives most relevant to Norfolk YOT:

- **Local Service Strategy:** to empower local people and local communities to help themselves, our front line services need to be brought together and work together, targeting people with the greatest need. Services are adapted to manage and meet the demand and requirements of the community together, building on the strength of existing organisations, assets and capacity in the community.

- **Demand Management and Prevention Strategy – Children’s Services:** Deliver services to children and families in ways that will reduce the number of referrals, assessments, Child Protection plans and Looked After Children, whilst also improving outcomes for those children who do need formal social care intervention. This approach will drive down the unit costs of children’s social care, making services sustainable.
- **Demand Management and Prevention Strategy – Information and advice:** Provide accurate and accessible information and signposting to sources of help either in a locality or virtually, with the aim of helping people to move away from reliance on County Council services towards self-reliance, self-help and the take-up of community resources. These services will form a first line in more integrated local services, as one element of the Local Service Strategy
- **Technologically-driven efficiency:** Achieve organisational efficiencies, smarter ways of working and cost reduction through effective and innovative use of technology both internally and in frontline service provision.
- **Local Government Commercialisation:** Council operations to be delivered in a more business-like way and where appropriate enable some to become a standalone business able to operate competitively and generate additional revenue to support frontline services.

The Norfolk Youth Justice Plan 2017 -18 will also support priorities detailed in:

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

Successful delivery of Norfolk YOT priorities would mean that:

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

3. Our budget

The tentative gross income for 2017/18 is £3,434,231¹⁵ which includes a predicted 'in-kind' contribution from partners of £1,003,520 in respect of seconded practitioners.

Norfolk YOT does not have a base budget but each year seeks a contribution from the four statutory funding partners and the Police and Crime Commissioner. Additionally a number of grants are also received for specific purposes that are all included within the gross income amount for 2017/18.

Budget

Children's Services: have confirmed the continued provision of staffing and funding at 2016/17 levels.

Clinical Commissioning Groups (CCGs)¹⁶: with the exception of North Norfolk CCG, the four remaining CCGs have confirmed the continued provision of funding at 2016/17 levels. Repeated correspondence from the Chair of the Norfolk Youth Justice Board (Management Group) to the Chief Officer of North Norfolk CCG has not been responded to. Despite the statutory requirement placed on it by the Crime and Disorder Act, 1998 as amended by the Health & Social Care Act, 2012, North Norfolk CCG has made no financial contribution to Norfolk YOT since 2015/16. South Norfolk CCG contributed at 89%¹⁷ of previous levels in 2016/17 and it has been assumed they will make a similar contribution in the current year. Whilst all three Health Coordinator posts are currently filled one member of staff has given notice from late August 2017. Due to limited interest from potential candidates recruitment has previously been problematic and on occasions taken a considerable time.

National Probation Service (NPS): have confirmed, as expected, that the tapered reduction announced in 2015/16 to deliver Transforming Rehabilitation is now fully implemented. The previous NPS contribution to the 'pooled' budget which was £98,310 in 2015/16 has been replaced by a £5,000 per head of seconded staff (£20,000 total) management contribution. Two of the 3.5 FTE Probation Officer posts will be vacant by September 2017. NPS is experiencing considerable recruitment difficulties locally with vacancy levels as high as 24%. This situation is mirrored nationally and in several areas is preventing NPS from meeting their statutory obligations. As a result, at the end of June 2017, NPS reversed their previous position and have now agreed to pay for YOTs to recruit agency social workers to fill the seconded Probation Officer role on a temporary basis. NPS also announced that a review of the provision of resources to YOTs is required for the 2018/19 financial year. To inform this a process of consultation, review and collection of data will begin in the summer of 2017 which will include appropriate fora for feedback to be received from stakeholders including YOT Managers.

Norfolk Constabulary: have confirmed the continued provision of staffing and funding at 2016/17 levels. One of the three Police Officer posts seconded to Norfolk YOT has been

¹⁵ This amount includes £316,982 from reserves. The 2016/17 initial budget anticipated a 'call-on reserves' of £577,351. By year end the actual 'call-on reserves' had reduced to zero due to in-year efficiency savings and staffing vacancies.

¹⁶ Of which there are 5 in Norfolk

¹⁷ Based on assessment of the proportion of active cases held by Norfolk YOT with a General Practitioner in South Norfolk

unfilled since the end of February 2017. A replacement was identified in early May but has been unable to be released from his current position due to the lack of availability of Police Officers to cover essential operational services. Norfolk Constabulary is currently undertaking an ongoing budget review process and all options are open for consideration. The results of agreed savings are expected to be available by the end of the calendar year after national budget settlement announcements.

Youth Justice Board/Ministry of Justice: announced a 0.4% increase on 2016/17 funding levels

Police and Crime Commissioners: There is a three-year funding agreement between the Office of the Police and Crime Commissioner and Norfolk Youth Offending Team to the end of 2017/18. Discussions have commenced regarding 2018 - 2021 funding.

Public Health: have confirmed the continued provision of funding at 2016/17 levels as a contribution to the delivery of substance misuse services (including alcohol and smoking) to children and young people involved with Norfolk YOT. This is monitored under the terms of a *Memorandum of Internal Agreement* which governs service provision for 2017/18.

Local Transformation Programme (CCGs): for the provision of harmful sexual behaviour work outside of the criminal justice system. This a new funding stream for 2017/18 and provides activity which sits outside the core work of Norfolk Youth Offending Team.

Restorative Approaches: for the corporate development of restorative approaches. This funding provides activity which sits outside the core work of Norfolk Youth Offending Team.

An internal, **value for money analysis** of YOTs in the South-east and East region indicates that on the basis of spend per head of the Norfolk 10 to 17 year old population against a derived performance score Norfolk YOT is well above the group average with the fourth best regional and family comparator performance¹⁸.

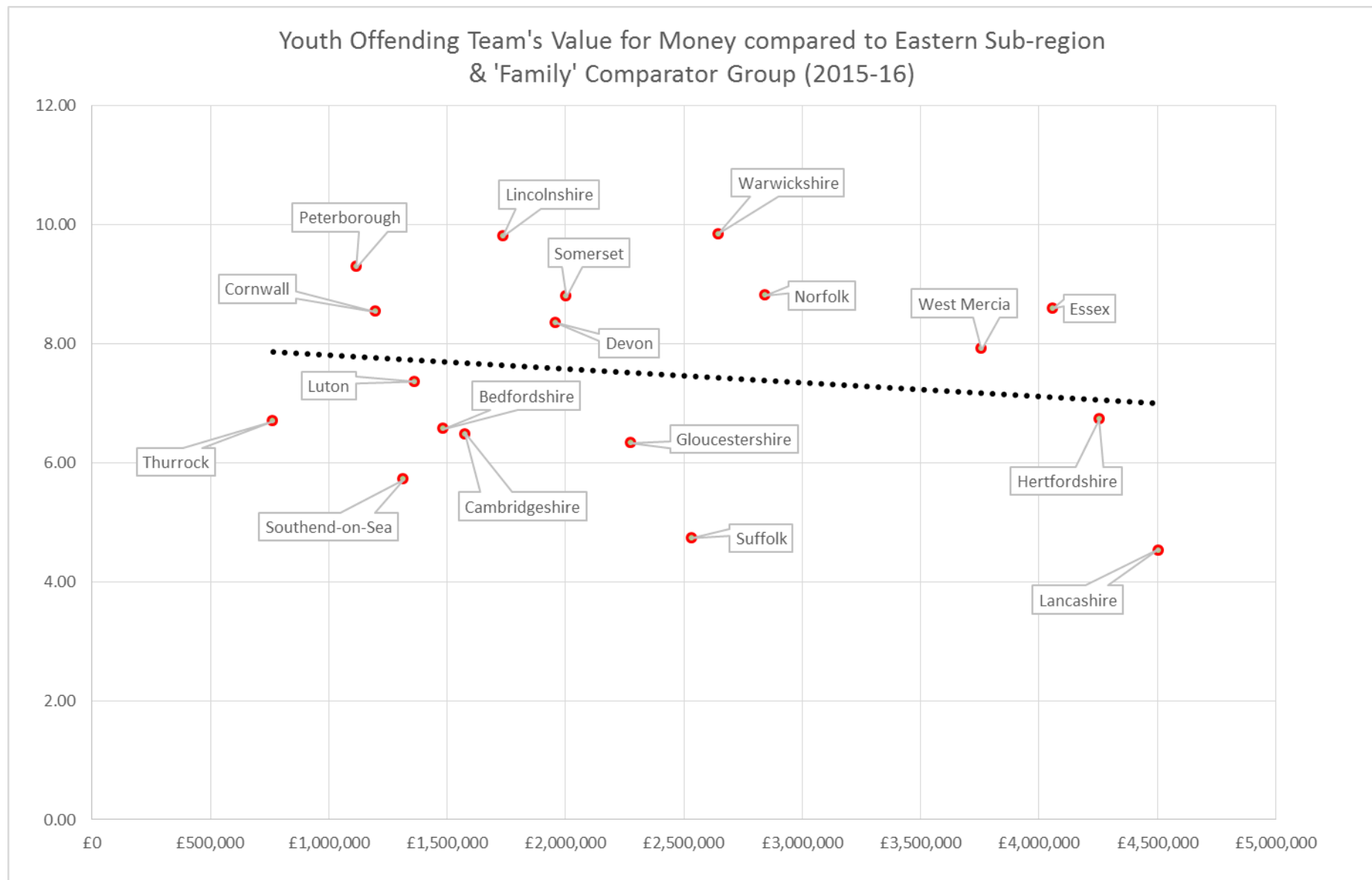
Nationally the average cost per offender was £8,099¹⁹ with the least cost effective (Isle of Wight) costing £26,952 and the most cost effective (West Sussex) costing £3,569. Norfolk costs £5,618 (the 23rd least expensive) which is 22% less than the cost of working with a young offender in Suffolk.

¹⁸ Lincolnshire, Warwickshire and Peterborough perform better and are better value for money

¹⁹ Based on the 2015/16 budget and throughput.

NORFOLK YOUTH OFFENDING TEAM BUDGET 2017/18 (updated as at 1 August 2017)		
	£	£
PARTNERS CONTRIBUTIONS TO POOL BUDGET		
Children's Services	525,240	
<i>Clinical Commissioning Groups</i>	95,634	
Norfolk Constabulary	150,000	
National Probation Service	20,000	
Sub-total		790,874
YOUTH JUSTICE BOARD GRANTS		
Youth Justice YOT Grant	698,182	
including Junior Attendance Centres	34,411	
Sub-total		732,593
OTHER GRANTS		
Public Health	43,000	
Early Intervention Grant	325,000	
Police and Crime Commissioner (3 year agreement ending March 18)	114,000	
Childrens Services - Restorative Approaches	85,887	
Local Transformation Programme (CCGs) - Harmful Sexual Behaviour Project	65,375	
Sub-total		633,262
Use of Small Commissioning Fund		273,982
PARTNERS 'IN-KIND' CONTRIBUTION – SECONDED STAFF		
Children's Services - 3.0 FTE Education Workers / 4.0 FTE Social Workers	616,784	
<i>Clinical Commissioning Groups</i> - 3.0 FTE Health Workers	105,367	
Norfolk Constabulary - 3.0 FTE Police Officers	143,808	
National Probation Service - 3.5 FTE Probation Officers	137,561	
Sub-total		1,003,520
TOTAL		3,434,231

Italics indicate funding has not been formally agreed



The 2017/18 terms and conditions of the Youth Justice (YOT) Grant (England), including funding for Junior Attendance Centres in Great Yarmouth and Norwich provided to Norfolk County Council by the **Youth Justice Board** require assurance that they will be used exclusively for the delivery of youth justice services.

Norfolk YOT will comply with National Standards, data reporting and providing mandatory documents for the placement of young people in the secure estate. This will include maintaining and updating a case management system interacts as required with the youth justice system through Connectivity. AssetPlus is the assessment and planning framework used by Norfolk YOT. Norfolk County Council has no longstanding level of debt to the YJB in respect to requirements on local authorities designated by the courts to meet the cost of the secure remand of young people.

The Youth Justice (YOT) Grant (England) 2016/17 will be fully spent on delivering the priorities outlined in Section 4²⁰ of this plan; specifically but not exclusively including:

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

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

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

²⁰ These are all activities set out in Annexe 2 of the Grant Agreement governing the YOT Grants for England and Wales 2017/18.

4. Delivering our priorities

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

Service Objectives	<p><i>Reduce the numbers of young people who offend in the first place (First-time Entrants)</i></p> <p><i>Reduce the numbers of young people who re-offend</i></p> <p><i>Reduce the numbers of young people going into custody (prison) either sentenced or on remand</i></p>	
Risks to achieving these Objectives	<ul style="list-style-type: none"> • Loss of funding in both the short and long-term • Transfer of risk from central to local government with the potential devolution of the costs and accountability for custody to local authorities • Changes to the allocation of central government funding to YOTs lead to a decrease in performance • The implementation of Asset Plus leads to a negative impact on practice and performance measurement as well as a decrease in performance and recording as it is bedded in. 	
Lead	Chris Small: Head of Youth Offending Service	
Action	Milestones	Owner
Ensure Norfolk YOT maintains an experienced, qualified and motivated workforce to deliver high quality outcomes for young people	<ul style="list-style-type: none"> • Undertake a service-wide well-being survey of all Norfolk YOT staff conducted by the NCC Well-being Team • Work with NPS to address the local shortage of available Probation Officers and deliver effective, alternative means of providing an interim staffing contribution to Norfolk YOT whilst longer term solutions are sought 	Chris Small

	<ul style="list-style-type: none"> • Work with Norfolk Constabulary to address the local shortage of available Police Officers and deliver effective, alternative means of providing relevant services to Norfolk YOT whilst longer term solutions are sought • Work with the CCGs to ensure the continued provision of health funding and resources and in particular resolve the current impasse with North and South Norfolk CCGs • Work with NCC Public Health to determine the future position regarding current and future funding of substance misuse work by Norfolk YOT 	
Contribute to the national youth justice reform programme	<ul style="list-style-type: none"> • When the opening arises participate in the engagement opportunities for stakeholders and interested parties to contribute to the national youth justice reform programme. 	Chris Small
Contribute to the development of the new HMIP inspection framework and methodology	<ul style="list-style-type: none"> • HMIP are seeking thoughts or feedback around the work they have done so far through a series of consultation events in the early autumn of 2017 at which Norfolk YOT will be represented. 	Val Crewdson
Reduce the numbers of young people who offend in the first place (First-time Entrants)	<ul style="list-style-type: none"> • Building upon the success of the Triage pilot 'Challenge4Change' explore the feasibility of funding an enhanced triage model to maintain and widen the impact on First-time Entrants and Reoffending. • Consider the purpose and feasibility of Norfolk YOT direct representation in the MASH to aid informed initial decision-making and improve access to services and ultimately outcomes for young people • Review the existing Memorandum of Understanding between Norfolk YOT and Early Help to ensure it is 'fit for purpose', helps decision-making and access to appropriate services and assists in achieving the expected outcomes for young people 	Val Crewdson
Further reduce the number and proportion of young people who re-offend	<ul style="list-style-type: none"> • Continue the local reoffending working group • Consider utilising the tools introduced by the YJB in July 2017: (a) updated 'live' tracking tool and guidance (b) Police National Computer (PNC) reoffending tool (2014/1%) (c) new Reducing Reoffending toolkit area on the YJB Youth Justice Resource Hub • Consider the introduction of the YJB 'Predicted' binary rate of offending as an 	Tania Fulcher & Gareth Rhodes

	<p>additional, relevant benchmark for reporting</p> <ul style="list-style-type: none"> • Compile a list of the top ten young people most at risk of reoffending and intensively target them to try and change behaviour • Explore the potential to work within the Welsh Model of an Enhanced Case Management approach to working with children and young people with experience of the youth justice system, based on the Trauma Recovery Model that looks at the complex issues and adverse childhood experiences that often underlie offending behaviour. • Through the Interventions Working Group of the Effective Practice Lead Area of Work develop specific intervention resources to address the three most frequently committed offences by children and young people; violence, theft and criminal damage. • Through representation on the New Direction's Board working with Barnardo's to consider where Norfolk YOT and New Directions services might best interface to reduce the numbers of Children Looked After by exploring opportunities for joint work and the co-working of cases. • Consider the purpose and feasibility of Norfolk YOT direct representation in the MASH to aid informed initial decision-making and improve access to services and ultimately outcomes for young people 	Val Crewdson
Ensure that all young people in receipt of interventions through Norfolk YOT are treated as individuals & disproportionate activity is minimised	<ul style="list-style-type: none"> • Quarterly reporting on disproportionality and the annual diversity audit shows disproportionate activity is minimised • Consider the use of both the revised YJB 'Summary and Case Level Ethnic Disproportionality Toolkits • Collect data on nationality 	Chris Small & Gareth Rhodes
Ensure Norfolk YOT delivers accurate assessments that lead to effective intervention plans for young people subject to Norfolk YOT interventions	<ul style="list-style-type: none"> • Ensure all staff receive appropriate assessment training within the first year of their employment • Provide training to appropriate staff in a range of assessment and practice delivery skills relevant to a range of vulnerable cohorts of young people • Improve the quality of AssetPlus completion by embedding the required skills through further delivery of practice based training • In supervision, actively challenge staff to improve the quality of their interventions 	Tania Fulcher

	<p>and the range of interventions used including accurate and comprehensive recording in the case management system providing development opportunities as appropriate</p> <ul style="list-style-type: none"> • Improve the quality of pathways and planning for young people • Commissioning of consultation and intervention services from NCC Speech and Language Therapy Services • Further assimilate the Signs of Safety approach into practice with families to deliver far more interactive assessments which children and families can contribute to so they are enabled to influence and own their assessments and plans and play a key part in achieving their successful outcomes 	
Work in partnership to assist the development of the Early Help Strategy in Norfolk	<ul style="list-style-type: none"> • Consider the purpose and feasibility of Norfolk YOT direct representation in the MASH to aid informed initial decision-making and improve access to services and ultimately outcomes for young people • Support the countywide, partnership based, roll-out of the delivery of Early Help through the locality-based hub model and needs-led approach • Ensure that service delivery supports achieving both Troubled Families and YOT outcomes for children and young people working with Norfolk YOT • Actively participate in the Admissions to Care Panel in relation to young people active to Norfolk YOT to both advise on risk assessment and directly provide strategies for alternatives to care in particular to provide expert advice and intervention on issues of public protection and community safeguarding to enable young people to remain at home and in their communities 	Val Crewdson
Implement the Norfolk Restorative Approaches Strategy 2017-2020	<ul style="list-style-type: none"> • Continue to align Norfolk YOT's existing work in regard to restorative justice with the wider restorative approaches activity across the county • Deliver against the joint protocol and implementation plan to reduce offending and the criminalisation of Looked After Children • Deliver against the Norfolk Restorative Approaches Strategy 2017-2020 • Support workforce development in relation to restorative practices across NCC and the wider county coordinating training and ensuring consistency of content 	Patrycja Salbut-Jezior
Ensure 95% of young offenders have suitable	<ul style="list-style-type: none"> • Work with providers to develop and improve the independent living skills of young offenders aged 16 and over to prevent homelessness and resolve their housing 	Tania Fulcher

accommodation	<p>challenges</p> <ul style="list-style-type: none"> • Active participation in care placement decisions in relation to young people active to Norfolk YOT to provide expert advice on issues of risk assessment, public protection and community safeguarding to enable young people to be appropriately placed • Replicate, (as far as possible), the audit of accommodation needs of children and young people in the criminal justice system completed by HMIP in September 2015 to assess whether or not outcomes have improved as a result of the action plan 	
Ensure 75% of young offenders are fully engaged in education training and employment	<ul style="list-style-type: none"> • Use AssetPlus to put interventions in place that are appropriate to the young person's identified learning style • Diversify types of engagement and positive activities to align better with learning styles and speech and language difficulties. • Offer to work proactively with schools and other educational settings to reduce the risk of exclusion for young people involved with Norfolk YOT • Work with young people to help them make their transition into Employment, Education or Training 	Tania Fulcher
Ensure that the parent/carer(s) of young people receive a parenting intervention	<ul style="list-style-type: none"> • Focus on the quality of recording practice and develop increased accountability for the Norfolk YOT Parenting Coordinators to lead on the improvement of practice and outcomes 	Tania Fulcher
Maximise the engagement of victims in restorative processes by ensuring at least 50% have a say in the restorative process	<ul style="list-style-type: none"> • Restorative justice practice and ways of working reviewed against recent research findings, and NYOT Restorative Justice Policy and Procedures updated accordingly • The victim's needs and wishes are established at the earliest opportunity, regardless of the offence and the young person's current attitude towards involvement in restorative processes • Victims are supported to explore the impact of the offence using restorative enquiry (face-to-face where possible) and the approach taken to repair harm is tailored to meet the victim's expressed needs • Victims' views are fully and effectively represented at Referral Order panel meetings (where appropriate) and victims' needs and wishes are visible in initial 	Polly Johnson & Tania Fulcher

	<p>Referral Order agreements</p> <ul style="list-style-type: none"> • Positive victim contribution to Pre-Sentence Reports increased • The RJ module in AssetPlus is fully utilised to ensure the needs of the victim are seen as an inherent aspect of the young person's intervention plan • Restorative processes are delivered to meet the requirements and recommendations of the Code of Practice for Victims of Crime; Restorative Justice Council Best Practice Guidelines; and Ministry of Justice Restorative Justice Action Plan for the Criminal Justice System 	
Consider relevant recommendations from the 2011 HMIP thematic inspection report on <i>Interventions</i>	<ul style="list-style-type: none"> • Further develop the Norfolk YOT Domestic Abuse Strategy to include '<i>This is abuse</i>' a healthy relationship intervention addressing violence within teenage relationships and the '<i>Step-up</i>' programme' which addresses child on parent abuse. • In order to support alternatives to care and Early Help Norfolk YOT continues to explore the potential to offer the '<i>Step-up</i>' programme intervention to children and young people who are exhibiting these behaviours but are not in the criminal justice system • Ensure appropriate interventions are offered to meet the needs of girls (CJJI Report, December 2014 on Girls in the Criminal Justice System) • Relevant training and support in intervention delivery is provided to staff 	Tania Fulcher
Improve our understanding of and response to the possible emergence of County Lines, serious youth violence and gang related behaviours in Norfolk	<ul style="list-style-type: none"> • Work with the Police and Children's Services to ensure that Norfolk has effective structures and responses in place to understand and address the possible emergence of serious youth violence and gang related behaviours in Norfolk and contribute to the shared national aim of <i>Ending Gang and Youth Violence</i>. • Ensure there is effective liaison between Norfolk YOT and other agencies working to safeguard girls at risk of sexual exploitation (CJJI Report, December 2014 on Girls in the Criminal Justice System) • In the Autumn of 2017 implement across the workforce the use of resources developed internally to impact on serious youth violence, exploitation of vulnerable young people and County Lines 	Val Crewdson & Tania Fulcher
Consider relevant recommendations from the	<ul style="list-style-type: none"> • Develop the local response to the joint national Transitions Protocol for managing the planned and safe transition of young people and their sentence management 	Val Crewdson

2016 HMIP thematic follow-up inspection report on <i>Transition Arrangements</i> from youth to adult services	<p>from YOTs to probation service providers on or around their 18th birthday, monitor its effectiveness and review as necessary</p> <ul style="list-style-type: none"> • Sentence plans in Youth Offending Teams take account of future transfer to adult services where appropriate • Decisions to transfer young people to adult services or to retain young adults in youth based services are recorded in the case record and take into account the views of young people and what work needs to be undertaken to meet the aims of the sentence, to address likelihood of reoffending and risk of harm to others, and to manage vulnerability • Young people are thoroughly prepared for transfer to adult services • Notifications of transfer, and all essential advance information, are sent to the National Probation Service and adult establishments in sufficient time to ensure continuity of delivery of interventions • Parents and/or carers are involved, where appropriate, in discussions about transfer and in case transfer meetings where it is likely to aid the young person's progress and engagement 	
Consider relevant recommendations from the 2014 Criminal Justice Joint Inspection [CJJI] report on <i>Girls in the Criminal Justice System</i>	<ul style="list-style-type: none"> • Assessments of the Likelihood of Reoffending, Risk of Harm and Vulnerability take into account the impact of gender • Further develop and embed gender specific working practices for Norfolk YOT (including the Pink Project) that improve the experience of young women involved in the youth justice system with the aim of achieving better outcomes for them • Develop Exit strategies that ensure girls have access to appropriate ongoing support at the end of their involvement with Norfolk YOT • Where they are involved, Children's Services social care staff maintain regular contact with girls in custody so that plans for their release are made in a timely manner 	Tania Fulcher
Consider relevant recommendations from the 2013 HMIP thematic inspection report on the <i>effectiveness of multi-agency</i>	<ul style="list-style-type: none"> • Work to the emerging Norfolk Child Sexual Abuse Strategy and Action Plan • Work with Norfolk Safeguarding Children's Board (NSCB) to promote effective joint work with children who display or are likely to develop sexually harmful behaviour • Offer appropriate services to victims of sexually harmful behaviour at the earliest 	Val Crewdson

<i>work with children and young people who have committed sexual offences and are supervised in the community</i>	<p>possible stage</p> <ul style="list-style-type: none"> • Continue expansion of Sexually Appropriate Behaviour (SAB) practice to include work with those aged under 12s and iAIM²¹ • Work is to extend Harmful Sexual Behaviour interventions with young people outside of the criminal justice arena, including: <ul style="list-style-type: none"> - extend the capacity of children and young people's sector practitioners to do more direct work – 'skill them up' - provide a consultation service to practitioners/professionals - undertake some direct intervention work. 	
Maximise the use of community orders and minimise the use of custody.	<ul style="list-style-type: none"> • Within the limitations of Digital Norfolk Ambition (DNA) secure an appropriate range of 'devices' to support effective business delivery including digital working at court as part of the national Criminal Justice Service 'Efficiency' Programme • Routinely review cases where custodial sentence or remand to youth detention may have been avoided to explore the potential for learning and practice improvement • Ensure creative alternatives to custody are presented to sentencing courts in PSRs which make full use of a range of interventions delivered by both YOT and partners 	<p>Gareth Rhodes</p> <p>Val Crewdson</p> <p>Val Crewdson</p>
Ensure Norfolk YOT delivers accurate assessments that lead to effective intervention plans for young people in custody either sentenced or on remand	<ul style="list-style-type: none"> • Ensure the provision of timely and accurate information about children and young people who are sentenced or remanded to custody • Ensure collaboration with social care partners (including 'leaving care') to plan and deliver resettlement pathways 	Val Crewdson
Consider the relevant recommendations from the 2015 HMIP joint thematic inspection report on <i>Resettlement Services to Children by Youth Offending</i>	<ul style="list-style-type: none"> • Ensure that partner agencies work collaboratively with the Youth Offending Team to provide appropriate and timely accommodation, education, training and employment, health, social care and other services for children leaving custody well in advance of release • Establish and embed an understanding and delivery of good resettlement practice among all YOT staff and local partner agencies 	Val Crewdson

²¹ iAIM addresses sexual offending and behaviours committed on-line

<i>Teams and Partner Agencies</i>	<ul style="list-style-type: none"> • Ensure that all staff assess, plan for and manage the risk of harm that children pose to others • With partner agencies, plan for and promote the use of constructive activities for children leaving custody 	
Reduce the average number of young people remanded to custody and the total bed-nights occupied in relation to the last 3 year average.	<ul style="list-style-type: none"> • Ensure robust bail packages are presented to remand courts which make appropriate use both of ISS bail and of relevant conditions that do not amount to ISS. Close liaison between court officers and duty managers to shape bail proposals • Replicate, (as far as possible), the self-assessment of National Standard 3, <i>Bail and Remand Management</i> completed in November 2016 to assess the quality of practice and compliance with the National Standard • As requested by the YJB include Bail and Remand cases in routine internal audit processes during 2017/18 clearly identifying areas for improvement. • Contribute and respond to the virtual remand courts pilot in which alleged offenders will 'appear' in Norwich court 'virtually' from the Police Investigation Centres (PICs) around the county. 	Val Crewdson

Appendices

Appendix 1 - Staffing by Agency

Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/trainees	Volunteer	Total
Permanent		3	0.5	4	8.08	17	4.74	9				46.32
Fixed-term												0
Outsourced												0
Temporary			0.5		3.8	4						8.3
Vacant				1	2.1	2	0.5	1				6.6
Seconded Children's Services					0.8	3						3.8
Seconded Probation					0.5	2						2.5
Seconded Police					0	2						2
Seconded Health					0.8	2						2.8
Seconded Education						3						3
Total	0	3	1	5	16.08	35	5.24	10	0	0	0	75.32
Disabled (self-classified)												0

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

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

Appendix 2 - Staffing by gender and ethnicity including volunteers

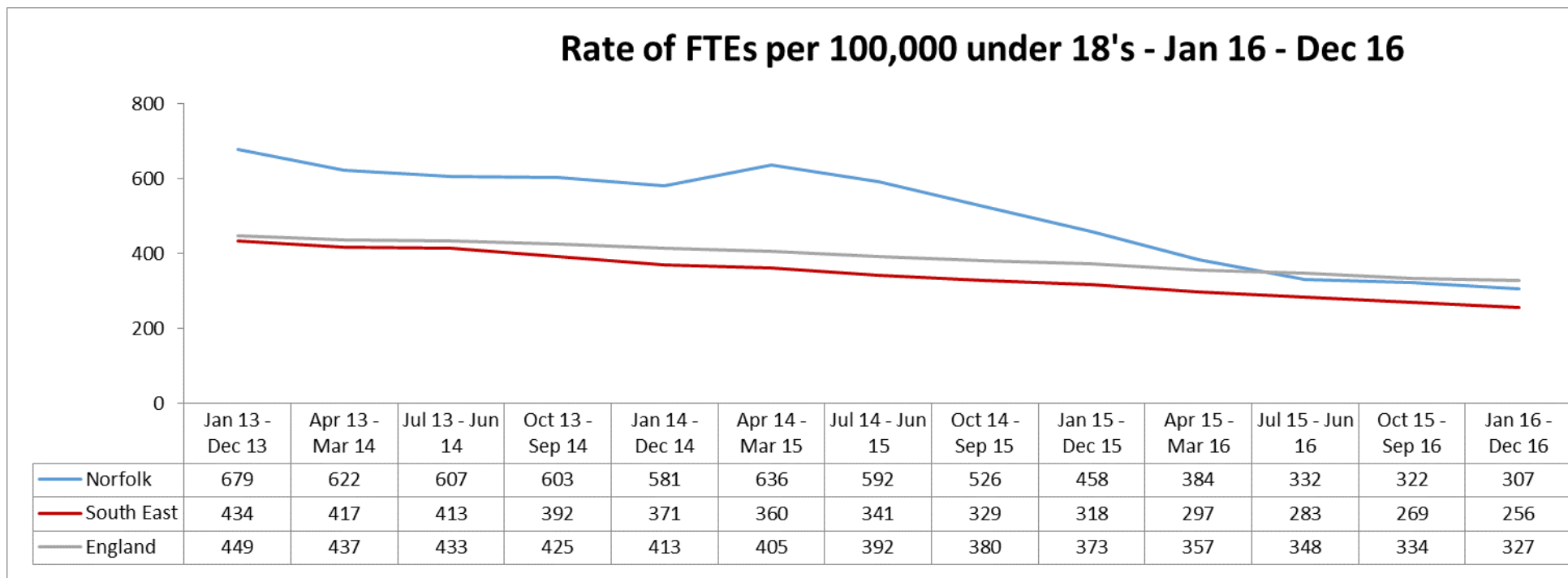
Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British	1	2	1	4	16	31		15					8	28	26	80
White Irish															0	0
Other White														1	0	1
White & Black Caribbean													1		1	0
White & Black African					1										1	0
White & Asian															0	0
Other Mixed															0	0
Indian															0	0
Pakistani															0	0
Bangladeshi															0	0
Other Asian															0	0
Caribbean						1									0	1
African															0	0
Other Black				1											0	1
Chinese															0	0
Any other ethnic group															0	0
Not known						5									0	5
Total	1	2	1	5	17	37	0	15	0	0	0	0	9	29	28	88

Appendix 3 - The Norfolk Restorative Approaches Strategy 2017 - 2020

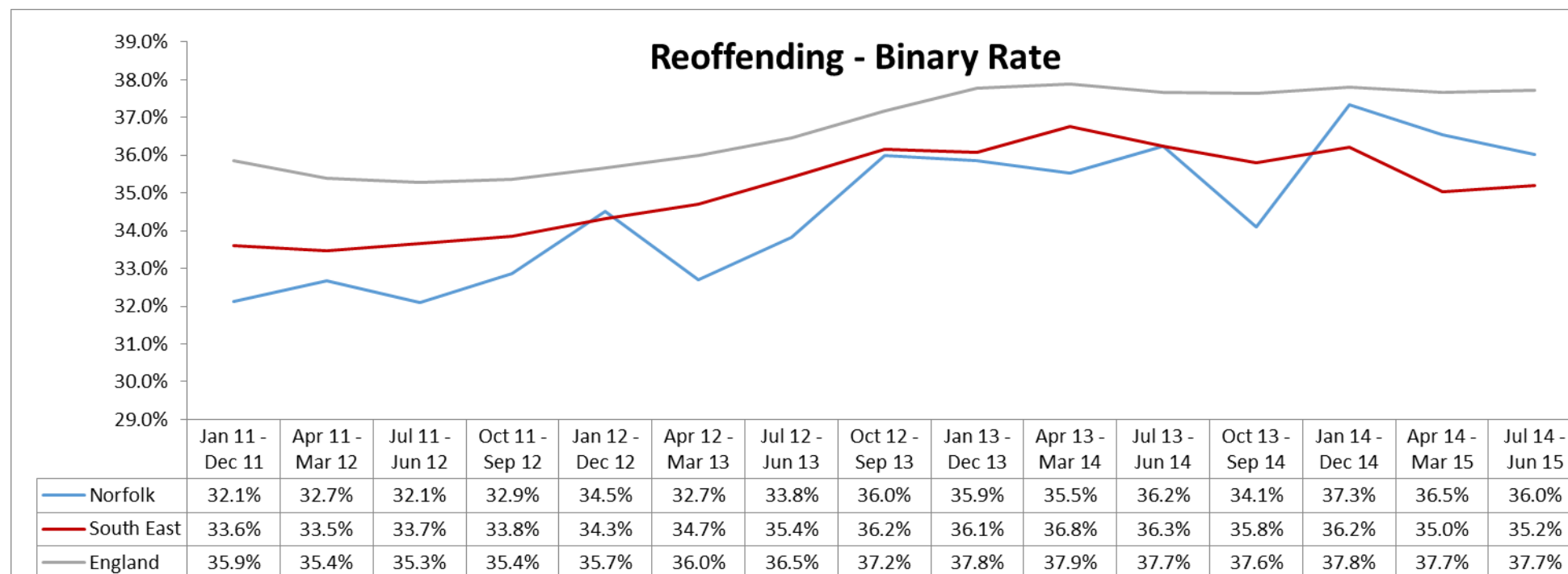


Appendix 4 – Performance Data

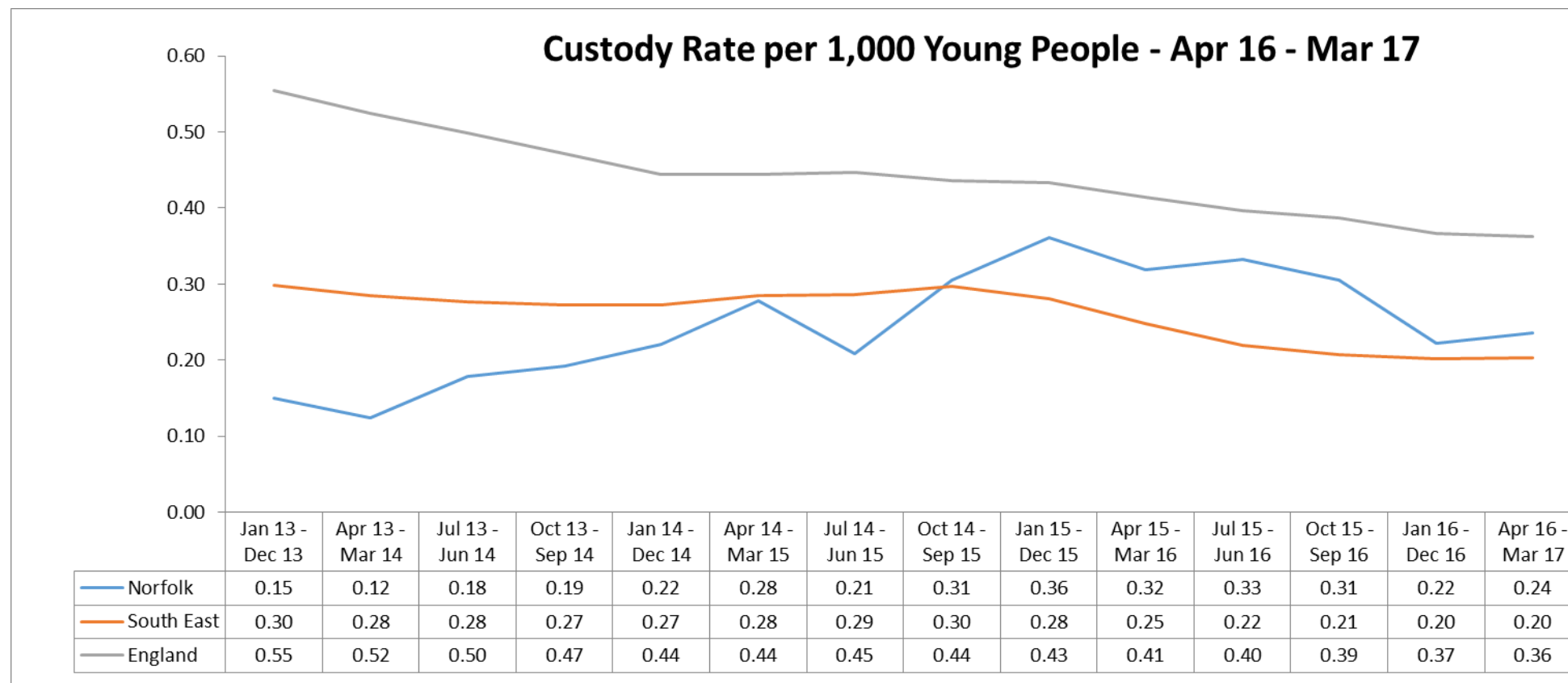
4.1 First-time Entrants (FTEs)



4.2 Binary Reoffending Rate



4.3 Use of Custody



4.4 Youth Justice Board Data Summary for Norfolk ~ April 2016 to March 2017



Indicators

FTE PNC rate per 100,000 of 10-17 population ***Good performance is typified by a negative percentage*

	Norfolk	South East	Comparison group	England
Jan 16 - Dec 16	307	256	317	327
Jan 15 - Dec 15	458	318	373	373
percent change from selected baseline	-33.1%	-19.3%	-15.2%	-12.2%

Use of custody rate per 1,000 of 10-17 population ***Good performance is typified by a low rate*

Apr 16 - Mar 17	0.24	0.20	0.20	0.36
Apr 15 - Mar 16	0.32	0.25	0.23	0.41
change from selected baseline	-0.08	-0.04	-0.03	-0.05

Reoffending rates aFTer 12 months

Reoffences per reoffender Jul 14 - Jun 15 cohort (latest period)	3.02	3.32	3.41	3.34
Reoffences per reoffender Jul 13 - Jun 14 cohort	2.95	3.10	3.07	3.14
change from selected baseline	2.1%	7.2%	10.9%	6.2%

frequency rate - Jul 14 - Jun 15 cohort (latest period)	1.09	1.17	1.18	1.26
frequency rate - Jul 13 - Jun 14 cohort	1.07	1.12	1.06	1.18
change from selected baseline	1.5%	4.0%	10.9%	6.4%

binary rate - Jul 14 - Jun 15 cohort (latest period)	36.0%	35.2%	34.6%	37.7%
binary rate - Jul 13 - Jun 14 cohort	36.2%	36.3%	34.6%	37.7%
percentage point change from selected baseline	-0.2%	-1.1%	0.0%	0.0%

Procedure for Questions to Service Committee Chairs

Questions to the Chairs of:-

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

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

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

Report of the Adult Social Care Committee Meeting held on 4 September 2017.

Items from the meeting of 4 September 2017

1. **Update from Members of the Committee regarding any internal and external bodies that they sit on**
 - 1.1 Councillor Thirtle updated Members on concerns raised at the James Paget Hospital Governors meeting about blocked beds, of which there were currently 42.
2. **Executive Director's Update**
 - 2.1 The Executive Director of Adult Social Care updated the Committee on:
 - area reviews by the Care Quality Council due to take place to test how well Council and NHS partners were managing integration; the Executive Director of Adult Social Services had agreed to be on the Area Review Team for York;
 - work to finalise the better care fund (BCF) submission due to be submitted, with agreement of the Health and Wellbeing Board, by the end of September 2017;
 - the recruitment of 50 more social workers discussed at the Committee meeting on 10 July 2017; 40 enquiries and 12 applications had so far been received;
 - implementation of the Liquid Logic social care system, which was due to go live for Adult Social Care and Financial Services in the week commencing 20 November 2017. Members would receive a briefing on this;
 - a formal review of the Social Care senior management team being carried out to reflect commissioning developments in the Sustainability Transformation Plan.
3. **Internal and External Appointments**
 - 3.1 The Committee considered the positions detailed within the report and the request received for a Member to serve on the Norfolk Safeguarding Adults Board (NSAB).
 - 3.2.1 The Chairman proposed Councillor Peck to serve on the NSAB. Councillor Clipsham proposed Councillor B Jones seconded by Councillor Watkins. With 7 votes for and 5 votes against the Committee appointed Councillor Peck as Member on the NSAB.
 - 3.2.2 No nominations were received for the 2 Member Champion positions; the Chairman proposed opening these to all Members on the Council (see resolution b)
 - 3.3 The Committee:
 - a) **APPOINTED** Greg Peck as Member to serve on the Norfolk Safeguarding Adults Board;
 - b) **AGREED** that the positions of Member Champion for Physical Disability and Sensory Impairment or Member Champion for Learning Difficulties be opened to all Members of the Council.
4. **Adult Social Care Finance Monitoring Report Period 4 (July) 2017-18**
 - 4.1 The Committee discussed the financial monitoring report based on information to the

end of July 2017, setting out variations from the budget, progress against planned savings and actions being taken by the service to remain within budget.

- 4.2 All recommendations were taken together; with 12 votes for, 0 against and 0 abstentions, the Committee:
- a) **AGREED** the forecast outturn position at Period 4 for the 2017-18 Revenue Budget of £261.313m;
 - b) **AGREED** the planned use of reserves;
 - c) **AGREED** in **PRINCIPLE** to set up a reserve to support the planned actions to be delivered through the improved Better Care Fund;
 - d) **AGREED** the forecast outturn position at Period 4 for the 2017-18 Capital Programme.

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

- 5.1 The Committee received the report setting out Policy and Resources Committee's guidance on the actions required to support preparation of a balanced budget for 2018-19, overview of the Council's budget planning process, the principles for this year's (2017) budget-setting activity, and the latest forecast gap for budget planning purposes for the period 2018-19 to 2021-22.
- 5.2 Councillor Watkins **proposed** that the Committee recommend that Policy and Resources Committee ask the appropriate representative on the Local Government Association to lobby on behalf of Adult Social Care Committee for more funds for Adult Social Care. This was seconded by the Chairman (see recommendation e).
- 5.3 All recommendations were taken together; with 12 votes for, 0 against and 0 abstentions, the Committee :
- a) **AGREED** the budget planning guidance for 2018-19 agreed by Policy and Resources Committee, and in particular **AGREED**:
 - i. the budget assumptions set out in the report;
 - ii. the budget planning principles for 2018-19;
 - iii. the forecast budget gap of £100.000m reflected in the Council's latest financial planning;
 - iv. the allocation of saving targets for the MTFS period 2018-19 to 2021-22 to Departments and Committees, noting the existing savings for 2018-19 and beyond which were agreed as part of the 2017-18 budget round;
 - b) **AGREED** the service-specific budgeting issues for 2018-19 as set out in section 3 of the report.
 - c) **AGREED** that no 2018-19 savings could be implemented during 2017-18 to provide an in-year saving;
 - d) **AGREED** that in order to help close the forecast 2018-19 budget gap (as defined in recommendation a, iii), Officers be commissioned to report to the October Committee cycle:
 - i. whether any savings identified for 2019-20 had the capacity to be brought forward to 2018-19;
 - ii. to identify alternative new savings for 2018-19;
 - iii. to identify further savings for the future years 2019-20 to 2021-22 to close the budget gap identified in those years;
 - e) **RECOMMENDED** that Policy and Resources Committee ask the appropriate representative on the Local Government Association to lobby on behalf of Adult Social Care Committee for more funds for Adult Social Care.

6. Next steps for integration with the health service

- 6.1 The Committee received the report detailing the impact of health and care integration to date, and proposing to refresh and renew the current integration arrangements in the context of the shared challenges across the health and social care system.
- 6.2 All recommendations were taken together; with 12 votes for, 0 votes against and 0 abstentions, the Committee **INSTRUCTED** Officers to:
- a) renew our arrangements for the integrated management of community services with Norfolk Community Health and Care to March 2019 by March 2018;
 - b) renew our arrangements for the integrated management of community services with East Coast Community Healthcare to March 2019 by March 2018;
 - c) put in place arrangements to address integrated leadership in mental health services;
 - d) enter negotiations with hospital services to promote a community-based 'inreach' model with a greater focus on admission avoidance and discharge support.

7. 'Living Well – Three Conversations' – a strengths based approach to social work

- 7.1 The Committee received the report giving information on the strengths-based social work model, "Living Well" based on the "Three Conversations" model, which aimed to support individuals to remain independent for as long as possible.
- 7.2 All recommendations were taken together; with 12 votes for, 0 votes against and 0 abstentions, the Committee:
- a) **AGREED** plans to implement the Living Well - 3 conversations model;
 - b) **AGREED** to publish the Practice Principles booklet based on the six key principles at paragraph 5.2 of the report.

8. Transforming Care Partnership Update

- 8.1 The Committee considered the report giving an update on the Norfolk and Waveney Transforming Care Partnership and detail on the Norfolk and Waveney Transforming Care Plan end of year report June 2017.
- 8.2 All recommendations were taken together; with 12 votes for, 0 votes against and 0 abstentions, the Committee:
- a) **SUPPORTED** the recommendation to develop a local Risk Share Agreement with the CCGs and NHS England Specialised Commissioning for people with a learning disability and/or autistic spectrum disorders with behaviour which challenges;
 - b) **SUPPORTED** the recommendation to commission new services specifically aimed at reducing the number of hospital admissions and facilitating the discharge from long term hospital settings into the community, including crisis accommodation, settled accommodation and a skilled and sustainable workforce;
 - c) **SUPPORTED** an increase in the use of integrated Personal Health and Social Care Budgets

9. Transport

- 9.1 The Committee received and discussed the report providing an update on work being carried out to deliver savings from Adult Social Services transport, following on from previous reports to Adult Social Care Committee.

- 9.2 Both recommendations were taken together; with 12 votes for, 0 votes against and 0 abstentions, the Committee:
- a) **AGREED** to amend the transport savings to £0.700m in 2018-19 (from £3m) and £1m in 2019-20 (from £0.800m);
 - b) **AGREED** to meet the difference of £2.1m in savings through the purchase of care budget as a result of changes to patterns of care.

Bill Borrett
Chairman, Adult Social Care Committee

Report of the Business and Property Committee Meeting held on 08 September 2017

1. **Update from Members of the Committee regarding any internal and external bodies that they sit on.**
 - 1.1 The Chairman informed the Committee that he had made a very interesting visit to the Royal Norfolk Agricultural Association on 5 September where he had met with Directors and Staff.
2. **Forward Plan and decisions taken under delegated authority.**
 - 2.1 The Committee received the report by the Executive Director of Finance and Commercial Services and the Executive Director of Community and Environmental Services setting out the Forward Plan for the Business and property Committee.
 - 2.2 The Committee **RESOLVED** to:
 1. Review the Forward Plan and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.
 2. Note the delegated decisions.
3. **Finance Monitoring**
 - 3.1 The Committee received the report by the Executive Director of Community and Environmental Services and the Executive Director of Finance and Commercial Services providing it with information on the budget position for services reporting to Business & Property Committee for 2017-18.
 - 3.2 The Committee **RESOLVED** to note:
 - a) The forecast out-turn position for the business and property Committee;
 - b) The capital programme for the Committee;
 - c) The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.
4. **Major Infrastructure Improvements**
 - 4.1 The Committee received the report by the Executive Director of Community & Environmental Services updating members on the economic benefits identified to date for the three priority infrastructure projects being undertaken by the County Council, including more detail on the Great Yarmouth 3rd River Crossing.
 - 4.2 The Committee **RESOLVED** to:

Note and comment on the economic benefits of the infrastructure projects provided in the report.

5. Scottow Enterprise Park - Update

- 5.1 The Committee received the report by the Executive Director of Community and Environmental Services updating it on the current agreed context the site is operating within, and updates on recent and planned activities on site. The update was intended to help bring Members up to speed on the current position, in advance of a more detailed discussion about the future development of the site at a future Committee meeting.
- 5.2 The Committee **RESOLVED** to:
1. Note progress and achievements at Scottow Enterprise Park under the management of Hethel Innovation Ltd;
 2. Ask officers to work up options for the next phase of development of the site, for the Committee to consider at a future meeting.

6. County Farms Update Report

- 6.1 The Committee received the report by the Executive Director of Finance and Commercial Services giving members a commentary on the work of the County Farms Team.

- 6.2.1 The Committee agreed the following change to the Proposed Selection Process & Criteria:

Paragraph 2 – Selection Process – Stage 2

The interviewing panel will comprise a mix of officers and/or members of the ~~Council~~ **Business & Property Committee** together with

Paragraph 2.3

At interview there would be two elected members (to be agreed) **of the Business & Property Committee, with 2 named substitutes of the Business & Property Committee**, Head of Property, the County Farms

- 6.2.2 The Committee **agreed** the Acquisition Criteria as set out in paragraph 9.0 of the report.
- 6.3 The Committee **RESOLVED** to:
- i) **Agree** the proposed Objectives and Policies in Appendix A of the report.
 - ii) **Agree** the proposed letting procedure in Appendix B of the report and to work with officers to define the process in the coming months, with the amendments outlined in paragraphs 12.11 above.
 - iii) **Agree** the proposed acquisition criteria.

Following which formal proposals would be submitted for adoption at a future Business & Property Committee meeting.

7. Disposal, Acquisition and exploitation of Properties

- 7.1 The Committee received the report by the Executive Director of Finance and Commercial Services setting out proposals aimed at supporting Norfolk County Council priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the county.

- 7.3 The Committee agreed the overall principle of the disposal and acquisition of properties and considering each recommendation in turn **RESOLVED** to:

Agree to formally declare the land at London Road, Attleborough surplus to County Council requirements and instruct the Head of Property to bring forward appropriate proposals for disposals or development at a future B&P Committee Meeting.

Agree to formally declare the former Brockdish school playing field surplus to council requirements and authorise the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.

Agree to formally declare the Filby Sailing Base surplus to council requirements and authorise the Head of Property to dispose of the property either by freehold or leasehold transfer to NSSA on terms to be agreed. In the event of the disposal values exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P committee meeting.

Note that the site known as the Land at Willows Business Park in Kings Lynn will not be brought to market until the site has been formally withdrawn from the Norfolk Minerals and Waste Development Framework.

Endorse the disposal of the former Lingwood school site as surplus to NCC use and authorise the Head of Property to explore and implement its disposal at Market Value. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.

Agree to formally declare the former Mileham School site surplus to Council requirements and authorise the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.

Agree to formally declare 14 Chapelfield North surplus to County Council requirements and authorise the Head of Property to negotiate with the tenant to dispose of the property at market value. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.

Agree to formally declare floors 1 and 2, and the ground floor (when it becomes available) of Vantage House surplus to NCC use and authorise the Head of Property in consultation with Director of Finance and Commercial services to agree sub-lets on the best terms possible.

Ask the Head of Property to **reconsider** the disposal of 4 Minstergate. ~~—at market~~

~~value. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.~~

~~**Ask** the Head of Property to **reconsider** the disposal of Thetford Warehouse either by freehold sale or by lease on the best terms possible. In the event of disposal terms exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.~~

Agree to formally declare the Tin Barn, Hall Road, Toft Monks surplus to Council requirements and authorise the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.

Agree to formally declare Croft Farm buildings site, Welney surplus to Council requirements and authorise the Head of Property to seek alternative uses and dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.

Agree to formally declare Old Croft Farm Barn site, Tipsend, Welney surplus to Council requirements and authorise the Head of Property to seek alternative uses and dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.

Agree to formally declare the 8 property assets as listed in Table 1 surplus to Council requirements and instruct the Head of Property to bring forward as appropriate proposals for disposals or exploitation at future B&P Committee meetings.

8. Exclusion of the Public

- 8.1 The Committee was asked to exclude the public from the meeting whilst agenda items 15 (Exempt Minutes) and 16 (Acquisition of Properties) was considered. The Chairman read out the reasons for the exclusion which was **agreed** by the Committee.
- 8.2 The Committee **RESOLVED** to exclude the public from the meeting whilst agenda items 15 (Exempt Minutes) and 16 (Acquisition of Properties) were considered.

9. Exempt Minutes

- 9.1 The exempt minutes of the Business & Property Committee meeting held on 20 June 2017 were agreed as a correct record of the meeting and signed by the Chairman

10. Acquisition of Properties

10.1 The Committee **RESOLVED** to agree the recommendations in the report.

Keith Kiddie
Chair, Business and Property Committee

Report of the Children's Services Committee Meeting held on 12 September 2017

1 Integrated Performance and Finance Monitoring 2017-18.

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

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

- 2.1 The Committee considered the report by the Interim Executive Director of Children's Services providing an update on the Council's budget setting process, and summarised the Policy & Resources Committee's guidance to Service Committees on the actions required to enable the Council to set a balanced budget for 2018-19. The report also provided the Committee with an update on the Council's overall forecast financial position and in particular set out details of the forecast budget gap for 2018-19 to 2021-22 and the strategic and financial planning framework recommended by the Policy & Resources Committee.

- 2.2 The Committee **RESOLVED** to:

- 1) Note the budget planning guidance for 2018-19 agreed by Policy and Resources Committee and in particular note:
 - a. the budget assumptions set out in this report;
 - b. the budget planning principles for 2018-19;
 - c. the forecast budget gap of £100.000m reflected in the Council's latest financial planning;
 - d. the allocation of saving targets for the MTFS period 2018-19 to 2021-22 to Departments and Committees, noting the existing savings for 2018-19 and beyond which were agreed as part of the 2017-18 budget round;
- 2) Consider and agree the service-specific budgeting issues for 2018-19 as set out in section 3,
- 3) Consider whether any planned 2018-19 savings could be implemented during 2017-18 to provide an in-year saving; and
- 4) In order to help close the forecast 2018-19 budget gap (as defined in recommendation 1)c, commission officers to report to the October Committee cycle:

- a. whether any savings identified for 2019-20 have the capacity to be brought forward to 2018-19;
- b. to identify alternative new savings for 2018-19;
- c. to identify further savings for the future years 2019-20 to 2021-22 to close the budget gap identified in those years.

3 Report from Corporate Parenting Board to Children's Services Committee

3.1 The Committee considered the report by the Interim Executive Director of Children's Services setting out how the Corporate Parenting Board had a lead role in ensuring that the Council acted as a good parent to the children and young people who were in, or leaving, its care.

3.2 The Committee **RESOLVED** to:

- Note the update report from the Corporate Parenting Board.
- Agree to receive a future report from the CPB Task and Finish Group on accommodation and support for young people and care leavers so that Committee is able to monitor progress.

Penny Carpenter
Chairman, Children's Services Committee

Report of the Communities Committee Meeting held on 6 September 2017

1. Friends Against Scams

The Committee received and **noted** a presentation by the Lead Trading Standards Officer about the Trading Standards initiative to sign up “Friends Against Scams” across Norfolk.

2 Norfolk Armed Forces Community Covenant Strategy and Action Plan.

2.1 The Committee considered the report by the Executive Director of Community and Environmental Services updating it on the independent Norfolk Armed Forces Covenant Board’s new strategy and action plan for 2017-2020.

2.2 The Committee welcomed Wing Commander Stew Geary, from RAF Marham; Tony Tomkinson Armed Forces Commissioner and Cllr Keith Kiddie Norfolk County Council Armed Forces Member Champion, who attended the meeting to present the report and answer questions.

2.3 The Committee **RESOLVED** to:

1. **Endorse** the strategy and action plan for 2017-2020.
2. Consider any actions that the Committee could take to support delivery of the Strategy and Action Plan, particularly in relation to Paragraph 6.2 of the report.
3. Ask Children’s Services Committee to join with the Health Overview and Scrutiny Committee to form a joint Task and Finish Group to consider how to improve access to dental services for service families living in the west of the county.

3 Norfolk Sexual Health Strategy

3.1 The Committee considered the report by the Executive Director of Community and Environmental Services setting out the strategy to support the Council’s public health strategy approved by Members in November 2016. The Strategy would meet the commitment to develop a county-wide all age sexual health improvement strategy.

3.2 The Committee **RESOLVED** to

- **Agree** Norfolk’s sexual health strategy in order to improve health outcomes for Norfolk residents.

4 **Strategic and Financial Planning 2018-19 to 2021-22**

4.1 The Committee received the report by the Executive Director of Community and Environmental Services providing an update on the Council's budget setting process, and summarising the Policy & Resources Committee's guidance to Service Committees on the actions required to enable the Council to set a balanced budget for 2018-19. This included an overview of the Council's budget planning process, the principles for this year's budget setting activity and the latest forecast gap for budget planning purposes for the period 2018-19 to 2021-22.

4.2 The Committee **RESOLVED** to

1. Note the budget planning guidance for 2018-19 agreed by Policy & Resources committee and in particular note:
 - a. The budget assumptions set out in the report;
 - b. The budget planning principles for 2018-19;
 - c. The forecast budget gap of £100m reflected in the Council's latest financial planning;
 - d. The allocation of savings targets for the MTFs period 2018-19 to 2021-22 to departments and Committees, noting the existing savings for 2018-19 and beyond which were agreed as part of the 2017-18 budget round.
2. Consider and agree the service-specific budgeting issues for 2018-19 as set out in section 3 of the report.
3. Consider whether any planned 2018-19 savings could be implemented during 2017-18 to provide an in-year saving.
4. In order to help close the forecast 2018-19 budget gap (as defined in recommendation, commission officers to report to the October Committee cycle:
 - a. Whether any savings identified for 2019-20 have the capacity to be brought forward to 2018-19;
 - b. To identify alternative new savings for 2018-19;
 - c. To identify further savings for the future years 2019-20 to 2021-22 to close the budget gap identified in those years.

5 **Finance Monitoring**

5.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing it with information on the budget position for services reporting to Communities Committee for 2017-18.

5.2 The Committee **RESOLVED** to **note**:

1. The forecast out-turn position for the Communities Committee and the current budget risks that are being managed by the department.
2. The capital programme for this committee.

3. The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.

6 Forward Plan and decisions taken under delegated authority

- 6.1 The Committee considered the report by the Executive Director of Community and Environmental Services setting out the Forward Plan for Communities Committee, together with details of the delegated decision on the Award of Drug and Alcohol Recovery Grants.
- 6.2 The Committee **RESOLVED** to **agree**:
 1. Review the Forward Plan and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.
 2. Note the delegated decision detailed in section 1.2 of the report.

7 Update on Fire at Wretham, nr Thetford

- 7.1 The Chief Fire Officer updated the Committee on the recent fire at the Recycling Centre at Wretham near Thetford.

Margaret Dewsbury
Chairman, Communities Committee

Report of the Digital Innovation and Efficiency Committee meeting held on 18 September 2017

1. Chairman's Update

- 1.1 The Chairman reported that mobile phone providers would be invited to attend the January 2018 meeting of this Committee to discuss issues about mobile phone coverage and about how mobile phone services could be better delivered in Norfolk. In reply to questions about whether these were issues that fell within the remit of the Committee, the Chairman said that he believed it was the County Council's intention that the Committee should provide the political leadership for ensuring that Norfolk was best placed to exploit fully the opportunities that digital technologies offered and to help identify new ways to generate financial savings.

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

- 2.1 The Committee received a report that set out Policy and Resources Committee's guidance to the Committee on the actions required to support preparation of a balanced budget for 2018-19.

2.2 RESOLVED

That the Committee:

1) Note the budget planning guidance for 2018-19 agreed by Policy and Resources Committee and in particular note:

- a. the budget assumptions set out in this report;**
- b. the budget planning principles for 2018-19;**
- c. the forecast budget gap of £100.000m reflected in the Council's latest financial planning;**
- d. the allocation of saving targets for the MTFS period 2018-19 to 2021-22 to Departments and Committees, noting the existing savings for 2018-19 and beyond which were agreed as part of the 2017-18 budget round;**

2) Agree the service-specific budgeting issues for 2018-19 as set out in section 3 of the report,

3) Note that planned 2018-19 savings could be implemented during 2017-18 to provide an in-year saving; and

4) In order to help close the forecast 2018-19 budget gap (as defined in recommendation 1)c, commission officers to report to the October Committee cycle:

- a. whether any savings identified for 2019-20 have the capacity to be brought forward to 2018-19;**
- b. to identify alternative new savings for 2018-19;**
- c. to identify further savings for the future years 2019-20 to 2021-22 to close the budget gap identified in those years.**

3 IMT Performance

- 3.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided an up to date view on performance management information for the IMT Department. It included operational dashboard information which was based on the 'vital signs' performance indicators previously reported to the Policy and Resources Committee. A more detailed monitoring report would be brought to future meetings.

3.2 RESOLVED

That the Committee:

- 1) Note the information provided in this report**
- 2) Agree the performance reporting dashboard format for future meetings.**

4 Better Broadband for Norfolk Programme update

- 4.1 The Committee received a report that described the Better Broadband for Norfolk (BBfN) Programme which underpinned theme 1 within the UK Digital Strategy. The Committee also received a presentation from the Better Broadband Programme Director.
- 4.2 Members suggested that the district council planning role for new housing development should in some way include a recognition of the need for Broadband services. It was noted that while this was not a statutory requirement Local Planning Authorities and housing developers required more clear planning guidance and policies in relation to broadband services. Members asked officers to provide evidence to a future meeting as to what they saw were the main issues of concern.

4.3 RESOLVED

That the Committee:

- 1. Note the progress of the BBfN Programme to date.**
- 2. Receive an update report on BBfN every 6 months.**
- 3. Receive a report at a future meeting on the local planning process and the provision of broadband services.**

5 Digital Inclusion

- 5.1 The Committee received a report by the Executive Director of Community and Environmental Services that explained several initiatives that were underway within Community Information and Learning to address barriers to digital inclusion.

5.2 RESOLVED

That the Committee:

- 1. Endorse plans currently in place to improve digital inclusion in Norfolk and discuss future aspirations.**
- 2. Task officers to develop a digital inclusion strategy for Norfolk.**

**Tom Garrod
Chairman**

Report of the Environment Development and Transport Committee Meeting held on 15 September 2017.

Items from the meeting of 15 September 2017

- 1. Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on.**
 - 1.1 Mr M Castle updated the Committee from discussions held at recent briefings of the Regional Coastal Committee; he proposed that the reference group continue as a means to discuss and raise issues as they arose. The Chairman **agreed** with this proposal; the Committee **AGREED** to continue the Regional Coastal Reference Group.
 - 1.2 A written update was circulated from the Norwich Western Link Member Working Group.
 - 1.3 A written update was circulated from the NDR (Northern Distributor Road) Member Working Group; The Committee **AGREED** the terms of reference for the NDR Member Group.
- 2. Proposed Internal Procedures for responding to Consultations on planning applications potentially requiring infrastructure as set out in the County Council's Planning Obligations Standards**
 - 2.1 The committee received the report outlining proposed internal procedures for responding to consultations on planning applications where there may be a requirement to secure funding for County Council Infrastructure.
 - 2.2 The Committee **AGREED** the Internal Procedures attached to the report.
- 3. Hornsea Project Three Windfarm Consultation**
 - 3.1 The Committee discussed the report providing information on the pre-application consultation by DONG Energy for the proposal of an offshore windfarm and onshore ancillary grid connection infrastructure in Norfolk to be determined by the Secretary of State for Business, Energy and Industrial Strategy.
 - 3.2 The Committee:
 - (1) **AGREED** that the County Council support the principle of the offshore renewable energy proposal, which was consistent with national renewable energy targets and objectives, subject to the detailed comments raised in the report being resolved with the applicant;
 - (2) **ENDORSED** the detailed comments set out in the report and Appendix A to be forwarded onto DONG Energy.
- 4. Recommendations of the Greater Norwich Development Partnership (GNDP) Board**
 - 4.1 The Committee received the report on progress of the production of the Greater Norwich Local Plan (GNLP) and recommendations from the GNDP.

- 4.2 The Committee **AGREED** to:
- **NOTE** progress on the production of the Greater Norwich Local Plan;
 - **ENDORSE** the GNDP Board's recommendations on housing provision and strategy options to help shape public consultation.
- 5. Recommendations of the Norfolk Duty to Cooperate Member Forum**
- 5.1 The Committee received the report providing information on the draft Norfolk Strategic Framework and the work of the Duty to Cooperate Member Forum.
- 5.2 The Committee **AGREED** to welcome and support the production of the Framework document and support the Vision, Objectives and the Agreements it contains, subject to further consideration of the comments in Appendix 1 of the report.
- 6. Highway Asset Performance Report**
- 6.1 The Committee discussed the report highlighting performance of the highway asset against current service level priorities, based on previous Member decisions, and covering planned capital structural maintenance of the assets.
- 6.2 The Committee:
- 1) **NOTED**:
 - a) Progress against the Asset Management Strategy Performance framework and the continuation of the current strategy and targets;
 - 2) **REVIEWED** and **APPROVED**:
 - a) The proposed adoption of the Recommendations in Well-Managed Highway Infrastructure a Code of Practice
 - b) An improvement plan to prepare for the introduction of the Code
 - c) The Asset Management Framework
 - d) Frequency of highway safety inspections
- 7. Forward Plan and Decisions Taken under delegated Authority**
- 7.1 The Committee received the Forward plan and considered the delegated decisions taken by Officers.
- 8. Finance monitoring**
- 8.1 The Committee considered the report providing information on the budget position for services reporting to the Committee for 2017-18, revenue budget including forecast over or underspends and identified budget risks, and an update on the forecast use of reserves and details of the capital programme.
- 8.2 The Committee **NOTED**:
- a) The forecast out-turn position for the Environment, Development and Transport Committee.
 - b) The capital programme for this Committee.
 - c) The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.

9. Major Infrastructure Improvements

- 9.1 The Committee received the report providing an update on progress to date for the three priority infrastructure projects being undertaken by the County Council, the Great Yarmouth 3rd River Crossing, Norwich Western Link (NWL) and Long Stratton Bypass.

The Committee:

- **NOTED** and commented on the progress of the infrastructure projects provided in the report;
- **NOTED** the decision made regarding the continuation of the Great Yarmouth 3rd River Crossing project at risk ahead of confirmation of funding by Department of Transport as set out in Appendix B to the report.

10. Transport for Norwich (TfN) and Northern Distributor Road (NDR) update report

- 10.1 The Committee discussed the report giving an update on progress towards delivering the Transport for Norwich programme of works since the update given in July 2016.

10.2 The Committee:

- i) **COMMENTED** on the projects set out in this report as part of the ongoing commitment to deliver the Transport for Norwich (Transport for Norwich) plan
- ii) **NOTED** the latest update on progress of the NDR project and **AGREED** to the phased opening of sections of the NDR as set out in the report (section 3).

11. Strategic and Financial Planning 2018-19 to 2021-22

- 11.1 The Committee considered the information contained within the financial planning report setting out Policy and Resources Committee's guidance to the Committee on the actions required to support preparation of a balanced budget for 2018-19, an overview of the Council's budget planning process, principles for this year's budget setting activity, and the latest forecast gap for budget planning purposes for the period 2018-19 to 2021-22.

The Committee:

- 1) **NOTED** the budget planning guidance for 2018-19 agreed by Policy and Resources Committee and in particular **NOTED**:
 - a. the budget assumptions set out in the report;
 - b. the budget planning principles for 2018-19;
 - c. the forecast budget gap of £100.000m reflected in the Council's latest financial planning;
 - d. the allocation of saving targets for the medium term financial strategy (MTFS) period 2018-19 to 2021-22 to Departments and Committees, noting the existing savings for 2018-19 and beyond which were agreed as part of the 2017-18 budget round;
- 2) **CONSIDERED** and **AGREED** the service-specific budgeting issues for 2018-19 as set out in section 3 of the report.
- 3) **CONSIDERED** whether any planned 2018-19 savings could be implemented during 2017-18 to provide an in-year saving;
- 4) In order to help close the forecast 2018-19 budget gap (as defined in recommendation 1 c), **COMMISSIONED** officers to report to the October Committee cycle:
 - a. whether any savings identified for 2019-20 had the capacity to be brought forward to 2018-19;
 - b. to identify alternative new savings for 2018-19;
 - c. to identify further savings for the future years 2019-20 to 2021-22 to close the

budget gap identified in those years.

12. Norfolk Waste Partnership and Waste Services

- 12.1 The Committee received the report outlining a summary of recent and planned activities of the Norfolk Waste Partnership.

Mr East noted the good work of the Waste Advisory Group (WAG) shown on page 151. He **proposed** that the group were replaced by one with a similar function but different name. This was seconded by Mr Jermy. With 4 votes for and 9 votes against the Committee **voted against** this proposal.

The Committee

1. **SUPPORTED** the continuing work of the Norfolk Waste Partnership and the County Council's active involvement and ongoing commitment to its activities to reduce waste, increase recycling and deliver service improvements; agreed
2. **ADVISED** that there was not a need to establish a successor to the Waste Advisory Group;
3. **EXPLORED** within the Norfolk Waste Partnership the merits of different approaches to helping fund recycling and waste reduction initiatives.

13. Market Town Network Improvement Strategy

- 13.1 The Committee considered the proposal outlined within the report to facilitate sustainable development of Norfolk's market towns' and larger villages' by improving access to public transport and reducing congestion.

The Chairman proposed increasing the top four as indicated in the report to a top five, by including Swaffham (to make a top 5 of Dereham; Long Stratton; Thetford; North Walsham; Swaffham). The proposal was **DULY AGREED**.

The Committee **AGREED**:

1. The scope of the market town studies as set out in Section 1.2 of the report;
2. The top five (as detailed in paragraph 19.2.2 above) and second three towns from the list at Section 1.3 to form the first two years of the programme.

14. Exclusion of the Public

- 14.1 The Committee **AGREED** to exclude the public for agreement of the exempt minutes.

15. Exempt Minutes

- 15.1 The exempt minutes of the meeting held on the 21 June 2017 were agreed as an accurate record and signed by the Chairman.

Martin Wilby
Chair, Environment, Development and Transport Committee

Report of the Policy and Resources Committee meeting held on 25 September 2017

1 Strategic and Financial Planning 2018/19-2021/22

- 1.1 The Committee received a report from the Executive Director of Finance and Commercial Services that provided an update on the Council's budget setting process, and the actions required to enable the Council to set a balanced budget for 2018-19. It also set out details of the allocation of budgets to the newly established Service Committees.

1.2 It was RESOLVED

That the Policy and Resources Committee:

- 1. Note the continuing uncertainty around the Council's overall funding, and the Government's Autumn Budget as detailed in section 2 of the report;**
- 2. Note the latest information regarding the opportunity to apply for a Business Rates Pilot in 2018-19 as set out in section 2 of the report, and:**
 - a. note that an application will only be progressed in the event that all Norfolk Districts confirm their interest in participating;**
 - b. note the potential unfunded risk of approximately £7.371m for Norfolk as a whole if the Government does not offer a "no detriment" protection to new pilots;**
 - c. note that the Norfolk Business Rates Pool will be discontinued in the event of a successful pilot application;**
 - d. note that in the event that a pilot application is not progressed, it is anticipated that the current Norfolk Business Rates Pool membership will be extended to include Great Yarmouth Borough Council (subject to agreement by the other members of the Pool); and**
 - e. confirm the in principle decision to pursue a business rates pilot, delegating authority to agree the final details of a pilot bid to the Executive Director of Finance and Commercial Services in consultation with the Leader and other Norfolk authorities.**
- 3. Agree the allocation of budgets and associated savings to the new Committee structure as set out in section 3 of the report;**
- 4. Note the budget planning issues which have been identified by**

Service Committees as detailed in section 5 of the report, including the recommendation to Policy and Resources Committee from the Adults Committee as set out in paragraph 5.9 of the report;

- 5. Agree the service-specific budgeting issues for 2018-19 in respect of Policy and Resources Committee's own budgets, as set out in section 6 of the report,**
- 6. Note the next steps in the budget-setting process for 2018-19 as set out in section 7 of the report.**

2 Finance monitoring report P4: July 2017

- 2.1 The Committee received a report by the Executive Director of Finance and Commercial Services that summarise the Period 4 (July 2017) forecast financial outturn position for 2017-18, to assist members to maintain an overview of the overall financial position of the Council.

2.2 It was RESOLVED

That the Policy and Resources Committee:

- 1. Note the period 4 forecast Revenue overspend of £2.293m;**
- 2. Note the forecast General Balances at 31 March 2018 of £19.301m, before taking into account any over/under spends;**
- 3. Agree the use of additional social care funding as agreed by 10 July 2017 Adult Social Care Committee, and the creation of a reserve to be used in line with the agreed plan over the planned three year period, as set out in Appendix 1 paragraph 2.10 of the report;**
- 4. Approve the write-off of two Residential Care debts totalling £27,512.13, due to the exhaustion of estates, as set out in Appendix 1 paragraph 5.8 of the report;**
- 5. Note the revised expenditure and funding of the current 2017-20 capital programme as set out in Appendix 3 of the report;**
- 6. Note the addition of £3.130m to the capital programme relating to a completed purchase of a 390.79 acre farm at Marshland St James, plus 48.93 acres of associated farmland;**
- 7. Agree to the re-allocation of library book capital funding towards library property capital maintenance as described in Appendix 3 paragraph 4 of the report.**

3 Delivering Financial Savings 2017-18

- 3.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided details of the forecast delivery of the 2017-18 savings agreed by the County Council at its meeting 20 February 2017.

3.2 It was RESOLVED

That the Policy and Resources Committee note:

1. The forecast shortfall of savings delivery of £4.768m, which amounts to 10% of total savings for 2017-18;
2. The budgeted value of 2017-18 savings projects rated as RED of £6.378m, of which £2.526m are forecast to be delivered;
3. The budgeted value of 2017-18 savings projects rated as AMBER of £2.464m, of which £1.547m are forecast to be delivered;
4. The budgeted value of 2017-18 savings projects rated as GREEN or BLUE of £38.932m, of which £38.932m are forecast to be delivered; and
5. The forecast position of savings delivery for 2018-19 (£2.728m shortfall) and 2019-20 (£0.535m shortfall).

4 Re-thinking Access to Services

- 4.1 The Committee received a report by the Executive Directors of Adult Social Services and Children's Services that outlined some of the options for a reduction in transport costs and a re-shaping of transport services as part of a longer term strategy for where Adult Social Services and Children's Services provided transport for clients.

4.2 RESOLVED

That the Policy and Resources Committee:

Agree to the proposal set out in the report that the Director of Children's Services and Director of Adult Services with the Managing Director create the appropriate specification to pull together a cross departmental approach of current and future demand: to analyse, scrutinise and write businesses cases to examine the proportionality of spend and what options may be viable for future service delivery and design.

5 Demand Management & Prevention Strategy: Children's Services

- 5.1 The Committee received a report that outlined the scale of the challenge facing Children's Services and recommended an evidence based approach to investment, service transformation and subsequent cost avoidance, to achieve financial sustainability at the end of four years. The full detail was contained in the Outline Business Case (OBC) which was appended to the report.

5.2 RESOLVED

That the Policy and Resources Committee agree:

1. The Demand Management and Prevention Strategy as one of the 7 council priorities.
2. The allocation of a one-off investment of £12-15m into children's

services over the four years, 2018-2022.

- 3. That the money be held centrally, overseen by the Director of Finance, and drawn down only in line with the pre-agreed milestones.**
- 4. That the Committee receive an annual report on the progress of the transformation programme.**

6 Restorative Approaches Strategic Board

- 6.1 The Committee received a report by the Executive Director of Children's Services that made Members aware of the Restorative Approaches Strategic Board's (RASB) Terms of Reference. The Committee was asked to formally agree the governance requirement to report annually to this Committee.

6.2 RESOLVED

That the Policy and Resources Committee formally agree the RASB Terms of Reference (appendix 1 of the report).

7 Preparing for the re-introduction of a Cabinet system

- 7.1 The new administration has been clear that it is committed to returning to the Cabinet system of governance from the current Committee system as soon as legally possible, subject to a decision of the Council. Therefore the Leader has proposed early engagement with Members through the establishment of a cross-party task and finish group to develop proposals in advance of any Council decision to revert to such arrangements.

7.2 RESOLVED

By 9 votes in favour, 2 votes against and 2 abstentions

That Policy and Resources Committee:

- 1. Establish a task and finish group to consider and make recommendations to this Committee on the re-introduction of a Cabinet system of governance;**
- 2. The Group consist of 7 Members and be subject to the Widdecombe principles on political proportionality.**

It was then further RESOLVED

- 3. That in order to prevent duplication and delay, recommendations in relation to the proposed re-introduction are brought to the Group in place of the Constitution Advisory Group. Once this proposed Group concludes its work the Constitution Advisory Group will review the changes required to the Constitution to effect any agreed change to the governance system.**

8 Notifications of Exemptions Under Contract Standing Orders

8.1 It was RESOLVED

That the Policy and Resources Committee:

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

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

Report of the Norfolk Health Overview and Scrutiny Committee meetings held on 20 July and 7 September 2017

A: Meeting held on 20 July 2017

1. Availability of acute mental health beds

1.1 The Committee received an update on the availability of acute mental health beds in Norfolk in light of concern about reports in February 2017 of prolonged detention of individuals in police custody awaiting a mental health bed and about the level of out-of-area placements. The Committee received evidence from the Norfolk and Suffolk NHS Foundation Trust (NSFT), the five Norfolk Clinical Commissioning Groups, Norfolk County Council and Norfolk Constabulary. The Committee also heard from the Campaign to Save Mental Health Services in Norfolk and Suffolk.

1.2 The following key points were noted:

- The speakers summarised the current position with regards to the actions that the NSFT was taking in response to the independent Bed Review that was completed by Mental Health Strategies (MHS). They said that by undertaking the action on capacity and service transformation issues identified by MHS, and adjusting the pattern of alternatives to admission, then the current number of beds available to the NSFT from within its area should be sufficient.
- In reply to questions, the speakers said that the lack of availability of acute mental health beds was to a large extent a problem of hospital discharge and of finding alternatives to admission.
- A number of progressive initiatives to tackle mental health issues that were to be introduced in Norfolk were explained to the Committee. They included providing a small team, specialising in the management and treatment of personality disorder and complex difficulties, a small number of additional step down beds and crisis café(s) (starting initially in Norwich) to support people experiencing heightened emotional distress.
- The speakers said that steps had been taken to address the variation in suicide rates which had continued to increase in the Norwich and Great Yarmouth areas and to identify the reasons for these variations. The speakers added that ensuring service users had a suitable and settled place to live on discharge from hospital aided recovery from mental health problems and prevented suicide attempts. People with mental health problems, particularly those with a serious mental illness, could sometimes find it difficult to secure and maintain good quality single person accommodation.
- A number of examples were explained to the Committee of where the CCGs and third party housing providers in the Great Yarmouth area worked together to ensure appropriate step-down accommodation was available. The Committee considered it regrettable that this type of accommodation was not seen as a priority for most social housing providers. Members spoke about how the NSFT and Norfolk's Local Authorities should better align their housing priorities to ensure they were making the best use of their joint resources.
- The speakers pointed out that Norfolk County Council had received £18m of one

off funding to address housing and social care issues related to patient discharge from hospital.

- The speakers explained how the NSFT had engaged in a number of initiatives to improve staffing levels including collaborative recruitment, skill mix reviews and assistant practitioner development.
- The reasons why individuals who had been assessed as requiring hospital admission were detained in police custody for long periods of time while waiting to be transferred to mental health facilities were explained to Members. This was usually due to no beds being available and/or because the ambulance/patient transport service was abnormally busy.
- A member of the Campaign to Save Mental Health Services in Norfolk and Suffolk explained the difference of opinion that the Campaign had with the NSFT about the public perception of the current state of affairs with mental health services in Norfolk and Suffolk.

1.3 The Committee **agreed** to ask:

1. The NSFT to supply information on the level of spending in recent months on out of Trust bed days.
2. The Norfolk Constabulary to supply information on the numbers of people who were detained in police custody waiting for a bed following assessment under the Mental Health Act in the past year, once a Data Sharing Agreement between Norfolk County Council & Norfolk Constabulary was put in place.

1.4 The Committee also **agreed** as part of the forward work programme:

- To await the publication of the report of the current Care Quality Commission inspection of Norfolk and Suffolk NHS Foundation Trust before deciding whether any further mental health issues needed to be added to the forward work programme.

2 **Waiting times for children's mental health services in Norfolk**

2.1 The Committee received a suggested approach by Maureen Orr, Democratic Support and Scrutiny Team Manager, to a report from the 5 Clinical Commissioning Groups in Norfolk and Waveney on the standards set for referral to treatment at each level of children's mental health services and on current actual waiting times. The Committee received evidence from Child and Adolescent Mental Health Services (CAMHS), Norfolk County Council, the Norfolk Clinical Commissioning Groups and the Norfolk and Suffolk NHS Foundation Trust.

2.2 The following key points were noted:

- The Committee discussed the standards set for referral to assessment and assessment to treatment times, and current performance across the service.
- In reply to questions, the speakers said that the local waiting time standard for urgent referrals to NSFT services had been reduced from 72 hours to 120 hours for all except those living in the Great Yarmouth and Waveney area.
- Members expressed the view that additional staffing was required to deal with the demands that were being placed on the crisis element of the service.
- It was pointed out that the 2017/19 contract negotiations with NSFT had led to the local waiting time target moving from an up to 8 week wait (for at least 80% of patients) to an up to 12 week wait (for at least 90% of patients).

- It was noted that approximately 80% of all referrals to NSFT CAMHS were accepted as at June 2017. Approximately 92% of referrals to Point 1 CAMHS were accepted.
- The Government's Five Year Forward View target was that by 2021 at least 35% of children with diagnosable mental health conditions would be able to access NHS-funded community services to meet their needs.
- The speakers said that CAMHS had extended the hours of support and guidance that it provided for children and young people to between 8am to 8pm. In reply to questions, it was pointed out that this had been achieved by a reallocation of existing staffing resources and the full range of mental health services were not available for all of these hours, but that access to some of the services around tea-time and in the early evening was very useful for some families.
- The speakers elaborated on their plans for five link workers to be taken on to work with named leads within schools across Norfolk and Waveney. Two examples from the Great Yarmouth area of where joint working with schools, families and young children had already proved to be a success were explained to the Committee.
- Members were concerned about the non-referred children who were not getting the support that they needed but accepted that the five CCGs and the County Council had no alternative than to operate within available resources.
- In reply to questions, the speakers said that the five CCGs and Norfolk County Council spent between £15m and £18m on children's services mental health services. To extend support to children in need of help for whom referral to targeted mental health services was not considered necessary would require increased spending of between two to three times more than was currently being spent on children's mental health services.
- The five CCGs had committed to maintaining the 2015-16 level of increased investment (£1.9m extra per year), but not the potential additional uplift in following years. The uplift to the five CCGs was not ring fenced and had to be considered against all other service cost pressures.
- To gain an understanding of the overall LTP funding picture, the Committee was of the view that the five CCGs should be asked to provide information about the current year's allocation and the 'gap' in terms of government allocation compared to how much CCGs had passed on directly into recurrent CAMHS activity.

2.3 The Committee **agreed** to write to:-

- (a) The Secretary of State for Health expressing the opinion that:-
 - i. uplift funding for Local Transformation Plans (LTP) for children's mental health services should be ring-fenced
 - ii. the national target of at least 35% of children with diagnosable mental health conditions accessing local NHS-funded community services by 2020/21 sets the target too low.
- (b) The five CCGs in Norfolk seeking information on the amount of LTP uplift funding allocated to them and how this money is being spent.

2.4 The Committee **agreed** that the Children's Services Committee should take forward regular monitoring of the Local Transformation Plan for children's mental health services, in line with the recommendation of Children's Services Committee Task & Finish Group on Children's Emotional Wellbeing and Mental Health, which was previously endorsed by the Committee on 6 April 2017:-

'That the Local Transformation Plan be scrutinised on a regular bases by Children's Services Committee in order to ensure it is delivering for the children and young people of Norfolk'.

3 Norfolk Health Overview and Scrutiny Committee appointments

3.1 The Committee **agreed to:-**

- (a) Appoint Mrs Lana Hemsall as a substitute link member with Norfolk Community Health and Care NHS Trust.
- (b) Confirm that all Members of NHOSC will serve on a potential Norfolk and Waveney Joint Health Scrutiny Committee with Suffolk to receive consultation arising from the Norfolk and Waveney STP on a cross-border footprint which goes wider than the Great Yarmouth and Waveney area.

4 Forward Work Programme

- 4.1 The forward work programme was **agreed** as set out in the report with the addition of 'Consultation on the future Benjamin Court Healthcare Unit, Cromer' to the agenda for 7 September 2017 plus the comment set out at paragraph 1.4 of this report.

B: Meeting held on 7 September 2017

1 Visit to the East of England Ambulance Service, NHS Trust Emergency Operations Centre, Hellesdon.

- 1.1 The Chairman reminded the Committee that a visit to the Emergency Operations Centre had been arranged for the afternoon of the day of the meeting. The Committee had 'Ambulance response and turnaround times' on the agenda for the next meeting on 26 October and the visit would provide useful background information.

2 Children's Speech and Language Therapy

- 2.1 The Committee received a suggested approach by Maureen Orr, Democratic Support and Scrutiny Team Manager, to a report from commissioners on access to and waiting times for children's speech and language therapy (SLT) in Norfolk.
- 2.2 The Committee received evidence from NHS Norwich CCG, Children's Services NCC, Great Yarmouth and Waveney CCG, Young People and Maternity Services for Norfolk and Waveney and East Coast Community Healthcare. The Committee also heard from Family Voice and parents of children requiring children's speech and language therapy.
- 2.3 The following key points were noted:
- The Committee was informed that the changes to the model of service had been undertaken following best practice guidance from the Royal College of Speech and Language therapists. The model was working well and performance was improving, although it was acknowledged that the implementation of the system had been challenging and had taken a while to bed in.
 - Feedback from service users had highlighted a degree of dissatisfaction with the changes to the service citing a lack of individualised care and a move towards more group based support.

- The Committee was informed that families were engaged with any changes to the service and feedback was welcomed in order that the service could be improved. Work was being undertaken to look at improving engagement with families and a Task and Finish group would be established. A Stakeholder group would also be established to bring together providers, commissioners and families.
- The speakers said that while there would inevitably be some staff changes in the service they would seek to keep this to a minimum and have consistency over therapists visiting families wherever possible.
- Following concerns raised by the Committee that some families were seeking private support the speakers said that all children were assessed according to clinical need however there were some families that would wish for more services than their child had been assessed as needing.
- It was noted that there had been more demand in the system than the service had capacity to deliver. Therapists would put forward a package based on need, not on what was available.
- The Committee queried whether children who were discharged early would then automatically return to the 'back of the queue' in seeking an assessment. In response, those providing evidence said that a child may be discharged while work was being undertaken on their case however, they would come back into the system once recommendations had been successfully implemented. There were two waiting lists; one for new referrals and one for those on review.
- The speakers acknowledged that there had been problems in the first 6 months of the new contract however the situation had improved significantly since then. The establishment of a Children and Young Peoples' network to include children and young people commissioners and providers would be an important forum in driving these improvements. Since moving to a single commissioning model it was now easier to look at complaints across the whole of the County and to consider any emerging themes and localised issues.
- Family Voice welcomed the creation of a stakeholder group, which had previously been missing from the process but expressed some concerns that the system based approach still wasn't working, with many families waiting longer than the target time. Communication was a key concern for families and there was a strong sense of confusion as to whether the service was a therapy or consultation service and the existence of two waiting lists, one for new referrals and one for those on review, was not widely known amongst families.
- The Committee welcomed two parents to the Committee who had experience of using the new service. One parent said that communications had been poor, the service was not very child centred, or friendly, with a focus on targets and 'getting the job done' and that there was not enough time allowed for the service to build trust with the child. The second parent explained the circumstances surrounding her son, and how she had turned to private sessions to support his SLT needs. In response to the issues raised the speakers said that there was a need to be cautious about commenting on individual cases however, the service was starting to get on top of the situation and that they would think about how this would be further improved going forward.
- In response to a question as to whether East Coast were the best people to deliver the service, it was pointed out that the service had been subject to a procurement process with input from bodies, such as Family Voice, and that they considered they were doing a good job. The contract would end at May 2020 and there was an option to extend this until 2022. Before considering any extension they would seek the evidence based views of families and stakeholder groups.
- The Committee had no criticism of individual therapists, who were doing a fantastic job, however concerns remained about the service being commissioned.

It was agreed that the issue be brought back to Committee at a future meeting to update them on the progress of the services across Norfolk, in terms of performance and the new initiatives to establish a stakeholder group and a task & finish group to address issues.

- 2.4 The Committee **agreed** that the commissioners and providers attend a future meeting to update NHOSC on the progress of the services across Norfolk, in terms of performance and the new initiatives to establish a stakeholder group and a task & finish group to address issues.

3 **Consultation on the future of Benjamin Court healthcare unit, Cromer**

- 3.1 The Committee received a suggested approach by Maureen Orr, Democratic Support and Scrutiny Team Manager, to a consultation from the North Norfolk Commissioning Group.
- 3.2 The Committee received evidence from North Norfolk CCG.
- 3.3 The following key points were noted:
- David Harrison welcomed the proposed changes in the consultation and in particular the provision for palliative care at Benjamin Court.
 - The speakers said that the proposals would meet future needs in light of the changing demographic, that intermediate beds would be available in Kelling and North Walsham and local feedback had indicated that people generally wanted to continue to be cared for at home.
 - Training would be provided for nurses to provide palliative care within the unit although many already provided such care in the community.
 - A spokesperson from Cromer Town Council attended the meeting and raised concerns over the non-provision of respite beds in the proposal and asked for further clarification on the provision of integrated healthcare between Benjamin Court and Cromer Hospital. In response those giving evidence to the Committee said that the vision was to create a new community hub of integrated health and social care with discussions taking place with the Norfolk and Norwich Hospital to provide some services at Benjamin Court. It was noted that respite care was provided through Norfolk County Council and there were no proposed changes to this provision.
- 3.4 Members of the Committee made supportive comments about the Benjamin Court Steering Group's preferred options for the future use of Benjamin Court. NHOSC agreed no formal comments in response to the consultation.
- 3.5 The Committee **agreed** to ask for an update on progress when changes at Benjamin Court had been implemented.

4 **Children's autism and sensory processing assessment/sensory integration therapy.**

- 4.1 The Committee received a report by Maureen Orr, Democratic Support and Scrutiny Team Manager to a report from Commissioners on access to autism services and sensory processing assessment/sensory integration therapy in central and west Norfolk.
- 4.2 The Committee received evidence from Great Yarmouth and Waveney CCG, Young

4.3 The following key points were noted:

- The Committee was informed that there had been a significant increase in demand for the service in the last five years and it was clear that services had not kept up with demand. A more strategic approach to providing the service would be taken and the speakers were confident that with the additional investment provided that this would dramatically improve waiting times. Support for families would continue and it was important that improved communication was part of any changes. There would also be an increase in oversight and monitoring and these principles would be applied to managing the waiting list.
- Co-ordination with the County Council services had not been adequate in the past but that this was now in a stronger position than previously. There was a need for a more strategic approach to be taken across all 5 CCGs around planning and working with partners.
- The Committee was informed of two separate pathways each with a separate waiting period. The first pathway was referral to a Paediatrician which would take up to 18 weeks. After that the child would be transferred to the Autistic Spectrum Disorders (ASD) pathway and join the waiting list for an ASD assessment. For families the waiting starts at the point they are referred to the Paediatrician. Delays had occurred in the ASD assessment and diagnosis pathway due to a previous lack of clinicians.
- The speakers acknowledged that the pathways appeared cumbersome but explained that initial assessment by a Paediatrician was essential to rule out other developmental and medical conditions, especially in the first 5 years of life. The service was working with Paediatricians to shorten the pathway through skilled triage, especially for children over 5 years, which could see them referred on more quickly to the ASD assessment pathway. Work was also underway to standardise the recording of information in the Paediatrician pathway so that it was more meaningful for those working in the ASD pathway.
- Following concerns raised by the Committee that the system did not appear to be very 'child- centred', the speakers said that one of the main themes that had been raised was families having to repeat their 'story' at different stages of the pathway. It was important for children, especially those under the age of 6 to first see a Paediatrician before entering the ASD assessment / diagnosis pathway. The speakers explained that the assessment and diagnosis of ASDs was complex and it was necessary for children to have two assessments by two professionals before the diagnosis could be made. The speakers said that no child who was waiting for ASD assessment would be discharged if they turned 18 before assessment / diagnosis was completed. It was sometimes possible for young people just under 18 years old to be referred to the Aspergers Service.
- In response to concerns raised by a parent, the speakers said that they were conscious that young people with autism often had unique sensory skills and the service would be discussing with commissioners the potential for adding more sensory expertise to the assessment team.
- Although the speakers could not divulge the level of additional investment proposed at this stage, as it was still subject to negotiation, the Committee was informed that it would be significant and would focus on additional capacity, specialist support and positive support for families. While the team had previously had insufficient resources to deal with the level of demand and backlog the extra funding would allow an increase in capacity to deal with this. There

would also be increased monitoring of waiting lists and a more intelligent use of information in order to be more pre-emptive in directing resources.

- In response to a query as to whether schools were engaged in providing support the speakers said that they provided an assessment service suggesting what support would be useful for a young person and that they would work with schools where possible.
- The Committee heard that Autism Anglia was pleased to hear that the service would be working to shorten waiting lists and had stressed that there was increasing demand for autism to be diagnosed. The Committee also heard that the Voluntary Sector were not funded to provide services and many working in the sector did not have the necessary qualifications to provide the support that parents were looking for, particularly in their own homes.
- A parent and Director of Asperger Training Services, raised concerns about the length of time taken to do ASD assessments in Norfolk. The Committee heard that delays had been as a result of there not being enough clinicians to undertake assessments and while any potential delays needed to be communicated to families this delay shouldn't be two years. Responding to an issue regarding staff having left the Asperger Service Norfolk, the speakers said that they understood that this was still a fully functioning service albeit with depleted resources at the moment.
- It was pointed out that the NHS leads for the assessment and diagnosis of ASDs. The Local Authority is the lead agency for the provision of any support that comes after diagnosis.
- Responding to an issue from the Committee regarding equality of access for children and young people without strong advocates, the speakers said that this was an issue that they would give consideration to, particularly when working with young people on how to influence services for the future.

- 4.4 The Committee **agreed** that the commissioners and providers attend a future meeting to update NHOSC on progress with commissioning additional capacity for the service and the situation in terms of reducing waiting times for assessment and diagnosis.

5 Forward work programme

- 5.1 The Committee received a report from Maureen Orr, Democratic Support and Scrutiny Team Manager, that set out the current forward work programme.

- 5.2 The forward work programme was **agreed** as set out in the agenda papers with the addition of:

26 Oct 2017 – Norfolk and Waveney Sustainability Transformation Plan

- Progress update. Members of Suffolk Health Scrutiny Committee to be invited to attend NHOSC on an informal basis on this occasion, to represent Waveney.

Children's speech & language services & Children's autism services (central & west Norfolk) to be added to a future agenda (to be programmed).

Benjamin Court, Cromer – NHOSC to receive a progress update when changes have been implemented.

Michael Chenery of Horsbrugh
Chairman

Report of the Audit Committee Meeting held on 21 September 2017

1 Items of Urgent Business

- 1.1 At its last meeting, following the tragic fire at Grenfell Tower in Kensington, the Committee had commissioned a short report investigating the safety of the cladding recently installed on the exterior of the main County Hall building, including fire escape routes in County Hall; fire alarm system and drills; whether the fire alarm system was linked to Diamond Jubilee Carrow Fire Station and provisions for Fire Wardens in the building. The Committee also requested that the review should address business contingency plans that would be implemented to provide vital services if County Hall became dysfunctional.
- 1.2 The Committee welcomed the Head of Property and Head of Resilience to the meeting to provide an update.
- 1.3 The Head of Property advised that he had no further information to the update included at paragraph 2.8 of the report titled “Norfolk Audit Services Report for the quarter ending 30 June 2017” (Agenda item 5). The Head of Property added that officers were in regular contact with Norfolk Fire & Rescue Service and professional bodies for any additional requirements or remediation for office buildings. There were no plans to carry out additional testing at County Hall at the present time, although the situation would be closely monitored.
- 1.4 The Head of Resilience advised that, as part of the business continuity management process, systems were in place to identify risks and prioritise critical activities. Business Improvement Analysis was carried out two times per year which fed into the business continuity plans. The analysis included identifying alternative work areas in the event County Hall became non-operational, one example being the Professional Development Centre, Woodside Road, Norwich.
- 1.5 The Committee thanked the Head of Property and Head of Resilience for attending the meeting and for providing the update.

2 Norfolk Audit Services Report for the Quarter ended 30 June 2017

- 2.1 The Committee considered the report by the Executive Director of Finance & Commercial Services setting out how Internal Audit’s work would contribute to the County Council’s priorities around ‘Caring for our County’.
- 2.2 The Committee **RESOLVED** to consider and comment on:
 - The overall opinion on the effectiveness of risk management and internal control being ‘acceptable’ and therefore considered ‘sound’.

- Satisfactory progress with the traded schools audits and the operation of the Audit Authority for the France Channel England Interreg programme.
- Plans are being established to strengthen corporate development themes of: Strategy into Action/Accountability, Commerciality/Business Like, Data Analytics/Evidence Based and Collaboration/Influencing for the internal audit function.

3 Governance, Control and Risk Management of Treasury Management

- 3.1 The Committee considered the report by the Executive Director of Finance & Commercial Services concluding that the County Council's Treasury Management operations were fully compliant with the statutory and regulatory framework and recognised best practice.
- 3.2 The Committee **RESOLVED** to consider and comment on the report.

4 Norfolk Pension Fund Governance Arrangements

- 4.1 The Committee considered the report by the Executive Director of Finance & Commercial Services and Head of Pensions outlining the ongoing governance arrangements of the Norfolk Pension Fund.
- 4.2 The Committee welcomed the Head of Norfolk Pension Fund and the Chief Investment Manager, who attended the meeting to present the report and answer questions from the Committee.
- 4.3 **RESOLVED**

That the Committee consider the report which detailed to the Committee, Norfolk Pension Fund's governance arrangements, being fully compliant with legislative requirements, regulatory guidance and recognised best practice.

5 Norfolk County Council and Norfolk Pension Fund Audit Results Reports – Audit Committee Summary for the year ended 31 March 2017.

- 5.1 The Committee received the report by the Executive Director of Finance & Commercial Services introducing the External Auditor's (Ernst & Young) Norfolk County Council and Norfolk Pension Fund Audit Results reports – Audit Committee Summary for the year ended 31 March 2017. The Committee was asked to consider the draft Ernst and Young Norfolk County Council and Norfolk Pension Fund Audit Results Reports – Audit Committee Summary for the year ended 31 March 2017.
- 5.2 The Committee welcomed Mr D Riglar and Mr M Hodgson from Ernst & Young who had attended the meeting to present the report. The External Auditors advised that they expected an unqualified set of accounts.
- 5.3 The Chairman thanked the External Auditors for attending and the Committee recorded its thanks to the Finance Team for once again achieving this outcome for the Council and for their hard work in the preparation of the annual statement of accounts.

- 5.4 The Committee **RESOLVED** to consider the matters raised in the reports before Ernst & Young issue their audit opinion.

6 Annual Statement of Accounts and Annual Governance Statement 2016-17.

- 6.1 The Committee considered the report by the Executive Director of Finance & Commercial Services introducing the Statement of Accounts and Annual Governance Statement of Norfolk County Council for 2016-17 which had been subject to external audit by Ernst & Young. It was expected that the Council would receive an unqualified audit opinion.
- 6.2 The Committee received some minor amendments to the report since the agenda had been published. A copy of amendments can be found at Appendix A to the minutes.
- 6.3 The Committee **agreed** to add the following paragraph to the Annual Governance Statement:

Paragraph 5.7 - Review Mechanisms for Norse.

“In accordance with Section 54, Part 6 of the Modern Slavery Act 2015 the NORSE Group’s Slavery and Human Trafficking Statement for the financial year ending 31 March 2016 was signed on 8 June 2016.”

- 6.4 The Committee **RESOLVED** to:
- Note that following annual reviews, the system of internal control and internal audit are considered adequate and effective for the purposes of the relevant regulations;
 - Consider and approve the Annual Governance Statement (Appendix 2) and commend the final statement for signature by the Leader and the Managing Director;
 - Consider and approve the Council’s 2016-17 Statement of Accounts (Appendix 4);
 - Note the Summary of the Statement of Accounts (Appendix 3) to be published alongside the full accounts.

7 Letters of Representation 2016-17

- 7.1 The Committee considered the report by the Executive Director of Finance & Commercial Services providing details of the letters of representation in connection with the audit of the financial statements of Norfolk County Council for 2016-17.
- 7.2 The Committee **RESOLVED** to:
- Endorse the letters of representation in respect of the Pension Fund and of Norfolk County Council, and the Chairman of the Audit Committee and Executive Director of Finance & Commercial Services signed the letter on behalf of the Council.

8 Revised Internal Audit Plan 2017-18

- 8.1 The Committee considered the report by the Executive Director of Finance & Commercial Services asking it to consider the effectiveness of the system of internal audit including internal audit’s strategy, plan and performance and that those arrangements were compliant with all applicable statutes and regulations, including the Public Sector Internal Audit Standards and the Local Authority Guidance Note of 2013 and any other relevant statements of best practice.

8.2 The Committee **RESOLVED** to note:

- That internal audit's strategy and plan contribute to meeting the Council's priorities of 'Caring for our County', an effective system of internal audit and that those arrangements are compliant with all applicable statutes and regulations, including the Public Sector Internal Audit Standards and the Local Authority Guidance Note of 2013 and any other relevant statements of best practice
- That the 2017-18 Internal Audit Strategy has been revised for the second half of the year (Appendix A). The actual days available to deliver the audit opinion work within the strategy have reduced from 768 days to 706 days, however the days remain sufficient to support the opinion
- The revised Internal Audit Plan to support the opinion for the whole year (Appendix Bi) is 706 days, which includes contractor time as part of our planned mixed economy delivery model. The opinion work plan will be managed flexibly to support the traded schools approach. Some audits timed for Quarters 1 and 2 are carried into the remainder of the year as work in progress.
- The Strategy includes 100 days for the Investigative Auditor's work
- The three year [Internal Audit Strategy](#), (item 8, Appendix A) agreed in January 2017, remains largely unchanged and will be refreshed in January 2018
- The overall target for 2017-18 final reports and draft reports for audits are 20 and 7 respectively, to be reported on in the Annual Internal Audit Report.

9 Audit Committee Terms of Reference

- 9.1 The Committee considered the report by the Executive Director of Finance & Commercial Services introducing the Committee's Terms of Reference. The terms of reference for the Committee are considered as part of a regular formal review. No changes were proposed.
- 9.2 The Committee **RESOLVED** to consider the proposed Terms of Reference and that no changes were proposed.

10 Risk Management Report

- 10.1 The Committee considered the report by the Executive Director of Finance & Commercial Services providing it with the corporate risk register as it stood in September 2017, along with an update on the Risk Management Strategy 2016-19 and other related matters, following the latest review conducted during August 2017.
- 10.2 The Committee **RESOLVED** to consider:
- a) The changes to the corporate risk register (Appendices A and B), the progress with mitigating the risks; and
 - b) The scrutiny options for managing corporate risks (Appendix C);
 - c) The movement of corporate risks since the last meeting (Appendix D);
 - d) If any further action is required.

11 Risk Management Policy Report

- 11.1 The Committee considered the report by the Executive Director of Finance & Commercial Services providing it with an update following the full review of the Well Managed Risk Norfolk County Council Management of Risk Policy (2014).
- 11.2 The Committee **RESOLVED** to:
- Consider the content of the updated Risk Management Policy and the list of Risk Management Procedures.
 - Approve the revised Policy.
 - Recommend adoption of the revised Policy to the Policy & Resources Committee.

12 Anti-Fraud and Corruption Strategy Update

- 12.1 The Committee considered the report by the Chief Legal Officer providing it with a summary of the proposed changes to the Anti-Fraud and Corruption Strategy and Associated policies following a review against the document: Fighting Fraud and Corruption Locally, The Local Government Counter Fraud and Corruption Strategy 2016-19.
- 12.2 The Committee **RESOLVED** to:
- Consider the content of the updated Strategy (Appendix 1) and Policy (Appendix 2).
 - Consider the content of the proposed Activity Plan (Appendix 3).
 - Approve the revised Strategy and Policy, and Activity Plan.
 - Recommend adoption of the revised Strategy and Policy to the Policy & Resources Committee.

13 Audit Committee Work Programme

- 13.1 The Committee considered the report by the Executive Director, Finance and Commercial Services setting out the programme of work.
- 13.2 In accordance with its Terms of Reference the Committee considered and **agreed** the programme of work outlined in the report, with the addition of updates to the following subjects for consideration at its January 2018 meeting:
- Update on Risk RM018 (NDR)
 - Risk RM 020a/b (ASC)
 - Update on ACCESS Pool Arrangements from the Head of Norfolk Pension Fund.

Ian Mackie
Chairman, Audit Committee

Report of the Health and Wellbeing Board Meeting held on 27 September 2017

1. Norfolk Health and Wellbeing Board - Governance and systems leadership approach

- 1.1 The Board received a report which outlined the governance arrangements currently in place for the Health and Wellbeing Board, including membership, terms of reference, current ways of working, sub-structures, and appointments to other bodies, etc. It also outlined the HWB's relationship with other bodies and key partnerships or groups. The Board's updated terms of reference will now be considered by the Constitution Advisory Board with a recommendation on changes being brought to full Council in December.

1.3 The Board resolved to:

- 1) Agree that the Rt. Hon Patricia Hewitt, recently appointed Chair of the N&W STP Oversight Group, be invited to join Board meetings and that all appointments to the Board are reviewed by the partner organisation on an annual basis.
- 2) Agree the Board's updated terms of reference and recommend that Norfolk County Council be asked to consider amending its constitution accordingly.
- 3) Agree the proposed terms of reference for the Chair and Vice Chairs Group, including encompassing the role of the Better Care Fund Sub Group and overseeing the development of the HWB's next Joint Health & Wellbeing Strategy.
- 4) Confirm the close of the Strategy Implementation Group.
- 5) Confirm the HWB's nominations to other committees.
- 6) Confirm all participant members' sign up to the agreed ways of working as system leaders.
- 7) Agree the draft Forward Plan.

2. Sustainability and Transformation Plan (STP)

2.1 (a) Introduction from the Independent Chair

The Board welcomed the Rt. Hon Patricia Hewitt, Chair of the N&W STP Oversight Group, to the meeting. Mrs Hewitt informed the Board that the Oversight Group was not a statutory body but had a key influencing role in bringing together a large number of statutory bodies from health and social care. She referred to the need to improve public consultation and engagement and also to look at ways to involve the voluntary sector in the work of the STP, particularly around social prescribing.

- 2.2 The future focus for the STP would be on delivery of outcomes particularly

looking at the challenges facing NHS priorities. The challenge for the STP would be to consider these priorities while looking longer term, particularly at the prevention agenda, acknowledging that 'wellbeing' had as important a part to play in the patient experience as health and social care.

2.3 **(b) STP update - focus on Implementation**

The Board received a report which provided information on STP delivery. It outlined the main transformation deliverables that the STP workstreams were focused on and the key challenges faced by system partners in delivering these changes. A presentation on the proposed implementation plan outlined progress against the five priorities in the NHS Five Year Forward View:

- 1) Mental health
- 2) Cancer
- 3) Local Maternity System
- 4) Prevention, Primary and Community care
- 5) Urgent and Emergency Care

A copy of the presentation providing a detailed outline of progress can be found at:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/587/Committee/39/Default.aspx>

2.4 The Board resolved to:

- 1) Consider and comment on the report
- 2) Identify actions that the HWB/member organisations could take to accelerate progress on delivering the changes necessary to deliver sustainable services.
- 3) Recognise the work being undertaken by wider partners on social prescribing in local communities, and request that a document be produced by the District Councils outlining their current projects across Norfolk.

3. **Hospital Discharge in Norfolk**

- 3.1 The Board received a report which considered the importance of timely and effective hospital discharges in allowing people to continue to recover their wellbeing after a hospital stay and noted the evidence from a national review by Healthwatch of where difficulties might arise. It also provided summary data about delayed discharges from hospital across the Norfolk system. While delays in Norfolk had been consistently lower than the Eastern Region, and national averages, numbers had risen over the past year.
- 3.2 The Board considered the expectations for action in local areas in relation to hospital discharge, noting that as part of the Better Care Fund, targets had

been proposed nationally for local areas which had given CCGs and Local Authorities who provide social care, responsibilities for substantially reducing delayed discharges. The report highlighted examples of good practice in Norfolk and provided details of the activities which the system was committed to in the High Impact Change plan. However, the Board noted that the pressures on local systems were clear and targets were challenging.

- 3.3 It was clear to the Board that successfully enabling people to return home once they were no longer in need of acute medical care might be reliant on many parties: health and social care, but also friends and family, district councils and voluntary and community services. Further information would be provided to the Board on the review of the involvement of the voluntary sector in the High Impact Change (HIC) model Plan and timescales for this.

4. Children and Young People's Mental Health - Local Transformation Plan for Norfolk and Waveney 2017-18

- 4.1 NHS England requires each partnership to refresh their LTP annually to reflect the anticipated annual financial uplift, how this is spent and how the original plan was implemented and evolved. The full sum of £1.9m was invested in 2016/17 and was now a recurrent commitment to provider contracts (2017 - 19).

- 4.2 The refreshed LTP for 2017/18 set out progress made to implement the 9 specific recurrent service developments that were outlined in the LTP and summarised some of the challenges and issues with the current system and pathways for children and young people with mental health difficulties. The report proposed that two key strategic priorities be delivered over the next 2 years, namely:

- 1) To ensure the final one of the 9 LTP recurrent service developments is fully implemented and operational as soon as feasible
- 2) To ensure the project to re-design and re-engineer the entire system for children and young people with mental health needs continued to progress at pace in order to maximise the opportunities for integrated pathways and economies of scale.

- 4.3 The Board were informed that, as part of the CAMHS re-design project, consideration was being given to a potential new model of service delivery based on the 'Thrive' model. The Board asked to be consulted on the 'Thrive' model course and receive an update on the new governance arrangements, as part of the at the Board's consideration of the CAMHS re-design at its May 2018 meeting.

- 4.4 The Board agreed to:

- 1) Endorse the refreshed LTP
- 2) Recommend that the 5 CCGs and NHS England approve and sign off the Plan

5. Norfolk and Waveney Transforming Care Partnership - Services for Adults with a Learning Disability

- 5.1 Transforming Care is a national programme established to transform the way that we support children, young people and adults with learning difficulties

and/or autism who display behaviour which challenges in order to ensure better outcomes for them. The changes outlined required a focus on the development of community services which enable people to be supported in their own homes and communities, leading to a reduction in the use of inpatient care.

- 5.2 The Board received the Norfolk and Waveney TCP's end of year report which provided an overview of progress made in the first year of the programme. The Norfolk and Waveney TCP is meeting, to date, the key target set by NHS England to reduce the use of inpatient care. To strengthen community services a new community-based intensive support team has been established which has successfully bid for funding to strengthen forensic support and put in place robust application of care and treatment Reviews, as required by NHS England. Governance of the programme has been assessed as sound.
- 5.3 The lead agencies are the Clinical Commissioning Groups (CCGs) and County Council however the Board noted that the work of all stakeholders to support this group of vulnerable citizens in their own communities would be critical to improve their outcomes. A complex programme of service change and culture change would be needed to maintain progress and would require actions across a number of key workstreams including finance and accommodation. The Board noted that there is a slightly lower life expectancy for people with LD and considered it useful to understand the level of healthchecks across Norfolk. The Board were also interested in the alignment between health needs and housing stock and it was agreed for the TCP housing strategy to be circulated.
- 5.4 The Board agreed to endorse the next steps for CCG governing bodies and local authority partners, as recommended by the end of year report:
- 1) Development of a local Risk Share Agreement across NCC/Strategic Commissioning Committee, CCG's and Specialised Commissioning Group (SCG) for people with a learning disability and/or autism with challenging behaviour.
 - 2) Commissioning of new services specifically aimed at reducing the number of hospital admissions and facilitating the discharge from long term hospital settings into the community. Specifically crisis beds (which will provide an alternative to admission for children and adults), settled accommodation and a skilled and sustainable workforce.
 - 3) To support an increase in the use of integrated Personal Health and Social Care Budgets.
 - 4) To transfer the Transforming Care database to BroadCare.
 - 5) To agree a budget to support co-production for the remainder of the programme.

Bill Borrett

Chairman, Health and Wellbeing Board

**Recommendations from the Standards Committee
Meeting held on 4 October 2017**

1. Independent Persons

- 1.1 The Localism Act 2011 decided that it was important to retain a proper degree of independence within the system for dealing with complaints relating to ethical standards. This was intended to ensure transparency and provide assurance that complaints were being dealt with effectively and at a proper distance from the political arena. For this reason every council must appoint, through a proper recruitment process, at least one independent person.
- 1.2 Following an open recruitment process the Committee noted that two Independent Persons were appointed in January 2017, Mr Stephen Jones and Mr Alan Squirrell.
- 1.3 The Committee **RESOLVED**
- To note the report.

2. Performance and Monitoring Report

- 2.1 The Committee received a report which outlined four complaints concluded since the Standards Committee last met in March 2016 and the outcomes from these complaints. It was noted that a number of training sessions had been held for Members following the County Council elections in May and that this training had looked at those areas where prevalent complaints had been made and ways in which these situations could be avoided. It was agreed that this issue could be revisited in any future training.
- 2.2 The Committee **RESOLVED**
- To note the Council's performance in relation to member standards and conduct during the period 23 March 2016 to 25 September 2017.

3. Members' Interests

- 3.1 The Localism Act 2011 sets the legal framework for the current standards and ethics regime. A key part of the regime is the declaring of interests by members and the maintenance by the Monitoring Officer of the register of those interests. Each elected and co-opted member must put on their register any 'disclosable pecuniary interests' as defined in regulations. These interests are those of the member and of their spouse or partner and include -
- Any employment, office, trade, profession or vocation carried on for profit or gain
 - Any sponsorship payments
 - Any contract between the member and the council
 - Any licence to occupy land in the Council's area

- Any tenancy where the Council is the landlord
- Any shares in a company trading in the Council's area (where the total nominal value of the securities exceeds £25,000 or one hundredth of the total issue share capital of that body).
- Any beneficial interest in land which is in the Council's area.

3.2 In the area of members' interests Section 34 of the Act created a criminal offence where a member fails, without reasonable excuse, to comply with the requirements to declare disclosable pecuniary interests or takes part or votes in council business at meetings where the subject matter concerns an item on their register. For one off items or for recurring items where an interest affects a member, it is possible for a dispensation to be granted allowing a member to participate and or vote.

3.3 To date all 84 Members have completed their Declaration of Interests. These are uploaded onto the Council's website for public viewing and a hard copy of the register, containing signed copies of each declaration is kept by Democratic Services on behalf of the Monitoring Officer. It was noted that this information was updated throughout the Councillor's term of office, when the Monitoring Officer was notified of any changes, although reminders were sent out annually. The Committee asked that Members be reminded that they had a legal duty to declare any pecuniary interests and to be assiduous in keeping this information updated.

3.4 The Committee **RESOLVED** to note the report.

4. Updating Disqualification Criteria for Elected members

4.1 The Committee received a report which consulted on proposals from DCLG to update the criteria that bar individuals from becoming, or being, a local Councillor or directly elected mayor. Currently individuals cannot stand for or hold office as a local authority member if they have, within the previous five years or since their election, been convicted of an offence that carries a prison sentence of at least three months without a fine, whether suspended or not. The consultation proposed amending this disqualification criteria so that anyone convicted of a serious crime, regardless of whether it came with a custodial sentence, would not be able to serve as a councillor.

4.2 The Committee broadly welcomed the proposals however they considered that they were not far reaching enough with regard to those criminal offences that could disbar a Councillor from remaining in public office.

4.3 A level of caution was raised regarding the barring periods for people convicted of offences and therefore unable to hold public office. Reference was made to the Rehabilitation of Offenders Act 1974 which allowed some criminal convictions to be ignored after a rehabilitation period. The Committee considered that those prohibited from working with children and vulnerable adults should be barred from public office, particularly in light of the role of Councillors as Corporate Parents to looked after children.

4.4 The Committee **RESOLVED**:

- To note the consultation and agree to contribute to it before the closing date for comments of 8 December 2017. It was agreed that taking into

account the issues raised above, comments on the disqualifications criteria consultation would be circulated to the Committee for final comment, prior to being submitted by the deadline date.

Mark Kiddle Morris
Chairman

**Norwich Highways Agency Committee
Report of the meetings held on 20 July 2017 and
21 September 2017**

A: Meeting held on 20 July 2017

1 Potential Changes To The Operational Hours Of Permit Parking Zones W, X, Y And Z

The committee received and considered the report advising members of the responses to the recent consultation in the parking permit Zones w,x,y and z and recommended implementation of a change to 24 hour Operation of the permit scheme in some streets.

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

- (1) note the responses to the permit parking consultation;
- (2) note that no changes are recommended in Zones W and X;
- (3) agree to change the existing permit parking bays to 24 hour, seven day a week operation in the following locations:
 - (a) Zone Y - City Road (from the ring road to just south of the junction with Cricket Ground Road), Doman Road, Kensington Place, Cricket Ground Road (as far as, but not including Geoffrey Road), Carshalton Road, Carlisle Road and Corton Road (part);
 - (b) Zone Z – Corton Road (remaining part) Carrow Hill and Southgate Lane;
 - (c) agree to include the two existing permit parking areas on Bracondale, situated between City Road and Corton Road in the extension of the 24/7 permit parking area;
- (4) agree to the following changes to the parking arrangements in Corton Road:
 - (a) A slight extension to the existing permit bay to accommodate a further two cars (Zone Z);
 - (b) The conversion of the section of single yellow line opposite the existing permit parking to permit parking (approx. 9 spaces – Zone Z);

- (c) The retention of some of the single yellow line (approx. four spaces).
- (5) ask the Head of City Development Services to complete the statutory processes to implement these proposals shown on plan no. PI/tr/3584/428.3 and in appendices 3(a) and 3(b) as attached to the report.

2 Lakenham Area Permit Parking Consultation

The Committee received and considered the report advising members of the responses to the recent consultation in the Lakenham area to extend the existing permit parking areas, and recommended the implementation of permit parking in part of the area.

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

- (1) note the responses to the permit parking consultation;
- (2) agree to implement an 8.00am to 6.30pm Monday to Saturday permit parking scheme in Arnold Miller Close, Arnold Miller Road, Birkbeck Close, Birkbeck Road, Barrett Road (part), Hall Road (part), Huxley Close, Huxley Road, Keyes Close, Keyes Road, Long John Hill (part), Longmead, Mansfield Lane (part), Martineau Lane, Mendham Close, Netherwood Green, Suncroft and Sunny Hill as shown on the plans (nos. PL/TR/3584/428.1, 2, and 3) attached in Appendix 1
- (3) agree to implement the short section of permit parking adjacent to no.133 Netherwood Green in lieu of the proposed double yellow line
- (4) defer a decision to a future meeting, on the implementation of the proposed no waiting arrangements associated with the permit parking scheme on the length of Barrett Road in front of 6 to 60 Barrett Road pending further a safety audit.
- (4) introduce pedestrian zones (access only) to the front of 31-69, 103-133 and 116-138 Barrett Road.
- (5) agree to implement a 1-hour limited waiting period on the east side of the car park outside the Long John Hill shops and 2-hour limited waiting on the west side with three 4-hour spaces on Arnold Miller Road in place of the previously advertised double yellow line adjacent to the pet grooming parlour.
- (6) ask the head of city development services to complete the statutory processes to implement these proposals.

3 Miscellaneous Waiting Restrictions for Implementation

The Committee received and considered the report, asking it to consider representations received in respect of a number of minor waiting restriction proposals and to recommend appropriate action in each case.

The Committee **RESOLVED**, unanimously, to approve the proposals as set out in the report and ask the head of city development services to carry out the necessary statutory processes to implement the following waiting restrictions:

(1) As advertised:

Location / Plan number	
Belvoir Street PL/TR/3329/770	Heartsease Lane/Plumstead Rd PL/TR/3329/756
Bishopgate PL/TR/3355/806	Mile Cross Road PL/TR/3329/768
Chapel Break area (various) L/TR/3355/80	Partridge Way PL/TR/3329/757
Colegate PL/TR/3329/772	St Gregorys Back Alley PL/TR/3329/773
Drayton Road (Bignold Rd/Parr Rd) PL/TR/3329/764	Sprowston Road near Gilman Road PL/TR/3329/758
Bowthorpe employment area PL/TR/3329/753	Sprowston Road/ Shipfield PL/TR/3329/759
Carrow Hill PL/TR/3329/754	Sprowston Road/ Wall Road area PL/TR/3329/760
Golden Dog Lane PL/TR/3329/755	Sprowston Road/ Wall Road area PL/TR/3329/760
Heathgate (cycle way access) PL/TR/3329/767	White House Court PL/TR/3329/76

(2) as amended:

Location / Plan number	
The Avenues PL/TR/3329/774 (amended plan no PL/TR3578/798/5)	Christchurch Road area PL/TR/3329/771

4 Dereham Road: East of Outer Ring Road Pedestrian Assessment.

The Committee received and considered the report, asking it to consider the assessment findings on the need for pedestrian facilities on Dereham Road to the east of the Outer Ring Road and note the recommendations.

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

(1) note the findings of the assessment as described in the report;

- (2) request that a further pedestrian count and crossing assessment is carried out 6-9 months after the completion of the Dereham Road roundabout works to understand if pedestrian movements approaching the new crossings have changed in number or routing.

5 Transport for Norwich – Transport Improvements in Eaton

The Committee received and considered the report, asking it to consider an alternative option for improving facilities for cyclists, pedestrians, public transport and general traffic in Eaton and to agree to implement the scheme. This alternative option has been developed when it became clear following detailed costing and project delivery planning that the original traffic proposals for Eaton, approved by this committee in November 2016, were not affordable using allocated budgets.

The Committee **RESOLVED**, unanimously, to approve the changes required to implement the scheme within the city boundary, including:

- (1) reducing traffic speeds by the introduction of traffic calming and the implementation of a 20mph restriction; gateway signs to be introduced on the entry to Eaton from both the slip road and Eaton side of the Cringleford bridge;
- (2) enabling cyclists heading towards the city to reach the recently installed signal controlled toucan crossing and off-carriageway cycle track on Newmarket Road (A11) directly along Eaton Street, rather than crossing traffic lanes under the flyover and up the slip lane; this would be achieved by:
 - (a) providing an on-carriageway feeder lane / Advance Stop Line (ASL) for cyclists on Eaton Street (west) approaching the crossroads heading towards the uphill slip road to enable cyclists to get a prominent head start at the traffic lights.
 - (b) new cycle traffic signal for ahead cycles to be introduced on Eaton Street (west) approach, to allow cycles to be given a green traffic signal in advance of general traffic to give them a head start heading straight on towards the uphill slip road.
 - (c) widening the cycle track that leads up the hill from the Cellar House Public House to Newmarket Road from 1.5m to a 3.0m facility to allow for two way cycle flows.
- (3) simplifying pedestrian crossings in the centre of Eaton, with central islands being removed.
- (4) moving the stop line back in Bluebell Road so buses and other large vehicles can turn left from Eaton Street into Bluebell Road more easily.
- (5) realigning / smoothening the radius of the kerbline to improve the turning movement for buses and other large vehicles turning from Eaton Street into Bluebell Road minimising delays to all road users; as a result, the left turn lane will be slightly widened to allow extra room for larger vehicles turning left.

- (6) resurface the carriageway and upgrade the junction with new traffic signal equipment.

6 Annual Report of the Highways Agency Agreement 2016-17

The Committee considered the report detailing the performance during 2016-17 of the Highways Agency Agreement between Norwich City Council and Norfolk County Council.

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

- (1) thank the city and county council officers for their contribution to the report;
- (2) approve the Norwich Highways Agency Annual Report for 2016-2017.

B: Meeting held on 21 September 2017

1 Transport for Norwich – City Centre Access Strategy

The Committee considered the report asking it to consider responses from consultation and approve changes to city centre access restrictions and installation of contraflow cycle facilities.

The Committee **RESOLVED**, unanimously, to

- (1) approve the installation of the scheme as set out below:
 - (a) cycle contraflow facilities on Bedding Lane, Lobster Lane, Little London Street, Muspole Street, St Swithins Road (plan CCAG2-HD-45-02-108), Timberhill and Willow Lane;
 - (b) associated changes to kerb alignment and installation of raised separators;
- (2) ask the head of city development services to complete the necessary statutory legal procedures to:
 - (a) allow cycling at all times and loading only between 5pm and 10am (on existing time restricted streets) as shown in appendix 1(d); and described as option 2 in the consultation;
 - (b) finalise the traffic regulation order to remove the no waiting Monday to Saturday 8am to 6:30pm on the northern edge of Westwick Street opposite property numbers 3 to 15 and replace with no waiting or loading at any time;.

- (c) finalise the traffic regulation order to remove the no waiting Monday to Saturday 8am to 6:30pm on St Swithins Road and replace with no waiting or loading at any time;
 - (d) advertise the revised road hump notice for Westwick Street (plan CCAG2-HD-45-02-107);
 - (e) proceed with an Experimental Traffic Regulation Order to allow contraflow cycling on Cow Hill, Crooks Place (St Stephens Square to Wessex Street), Redwell Street, St Stephens Square and Ten Bell Lane;
- (3) ask the head of city development services to conduct a review six months from implementation of the scheme.

2 Proposed Conversion of Three End of Life Signalled Pedestrian Crossings.

The Committee considered the report advising it of the consultation results and requesting agreement to install three zebra crossings with associated works on Constitution Hill, Grove Road and Unthank Road.

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

- (1) ask the head of development services to carry out the necessary legal process of advertising the proposal of replacing Constitution Hill signalised crossing with a zebra crossing on a raised table in the position of the existing signalised crossing, including removal of all pedestrian guardrail as shown on Plan No.16/HD/24/06. Consideration of comments received from the consultation to be delegated to the head of city development services in consultation with the chair and vice chair of this committee;
- (2) approve the replacement of Grove Road signalised crossing with a zebra crossing and associated road works as shown on Plan No.15/HD/31/02;
- (3) approve the replacement of Unthank Road signalised crossing with a zebra crossing and associated road works as shown on Plan no 16/HD/30/01.

3 Transport for Norwich – Queens Road – Brazengate

The Committee considered the report asking it to consider the results of the consultation and to agree to implement the scheme.

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

- (1) approve the changes required to implement the scheme, including:
 - (a) provision of mandatory and advisory cycle lanes on Brazen Gate (see Appendix 4, drawing nos. PE4113-MP-002C, 003C & 004C);

- (b) removal of a pedestrian refuge on Brazen Gate, just south of the Grove Road junction, and installation of a zebra crossing in its place (see Appendix 4, drawing no. PE4113-MP-003C);
 - (c) installation of early release traffic signals with camera detection for cyclists at the Brazen Gate and All Saints Green junctions with Queens Road, together with changes to the traffic islands and controlled crossings (see Appendix 4, drawing no. PE4113-MP-002C);
 - (d) changes to the All Saints Green / Surrey Street junction to remove existing traffic signals and controlled pedestrian crossings and install informal crossing points (see Appendix 4, drawing no. PE4113-MP-001C);
 - (e) provide camera enforcement at the existing bus gate at Grove Road to allow use by buses only from Grove Road to Brazen Gate during the operational times of 07:30-09:30 Monday to Friday (see Appendix 4, drawing no. PE4113-MP-003C);
 - (f) provision of a southbound advisory cycle lane on All Saints Green, between the junctions with Surrey Street and Queens Road (see Appendix 4, drawing nos. PE4113-MP-001C & 002C);
- (2) asks the head of city development services to carry out the necessary statutory processes to confirm the following traffic regulation orders (TRO) and notices:
- (a) the Traffic Management Order - rescind the current TRO that covers the Grove Road bus gate, and introduce a new TRO that allows for civil enforcement of the bus lane over the same length and operational times as the existing one (see Appendix 4, drawing no. PE4113-MP-003C);
 - (b) installation of a new zebra crossing on Brazen Gate, just south of the junction with Grove Road (see Appendix 4, drawing no. PE4113-MP-003C).

4 Lakenham Permit Parking Extensions – Barrett Road Issues

The Committee considered the report asking it to consider further the options for allowing or banning parking on Barrett Road as part of the planned extension to the Lakenham area controlled parking zone.

The Committee **RESOLVED**, unanimously, to ask the head of city development services to complete the statutory processes to implement the following waiting restrictions on Barrett Road between Long John Hill and Martineau Lane that are part of the Lakenham CPZ extension:

- (1) no waiting Monday to Saturday 8am to 6:30pm, permit holders only at all other times outside numbers 26-36 and 44-56 Barrett Road;

- (2) no waiting at any time in all other areas of this section of Barrett Road.

5 Proposed Variations to Off-Street Car Park Fees and Charges

The Committee received the report giving Members the opportunity to comment on proposed revisions to off-street car park fees and charges prior to the proposal going before the city council's cabinet for decision.

The Committee **RESOLVED**, having considered the report, unanimously, to support the proposed revised fees and charges as set out in appendices C and D of the report, to take effect from 13 November 2017.

6 On-Street Parking Charges Review

The Committee received and considered the report seeking approval for an increase in current on-street parking charges and to consider whether to extend the current charging periods.

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

- (1) ask the head of city development services to carry out the necessary statutory processes to change the on street charges as follows:
 - A flat 50p parking charge and then:
 - 50p for each 15 minutes parked in higher band spaces.
 - 30p for each 15 minutes parked in lower band spaces.
- (2) note that charging during evenings and on Sundays will be considered as part of the up and coming Norwich Area Transportation Strategy (NATS) review.

John Fisher
Chair, Norwich Highways Agency Committee