

# Norfolk County Council

Date: **Monday 16 April 2018**

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 12 February 2018

(Page 5)

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

### 3. Members to declare any interests

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

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

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

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

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

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

Procedure note (Page 24)

#### **5. Notice of Motions** (Page 26)

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

##### Service Committees

- Policy & Resources – 26 March 2018 (Page 28)
- EDT – 19 January 2018 (Page 33)

##### Other Committees

- Personnel Committee – 4 December 2018 (Page 34)

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

Procedure Note (Page 40)

- Adult Social Care – 15 January & 5 March 2018 (Page 41)
- Business & Property – 20 November 2017, 18 January & 14 March 2018. (Page 45)
- Children's Services – 16 January & 13 March 2018 (Page 53)
- Communities – 17 January & 7 March 2018 (Page 58)
- Digital Innovation & Efficiency – 22 January & 6 March 2018 (Page 68)
- EDT – 19 January & 16 March 2018 (Page 74)
- Policy & Resources – 29 January & 26 March 2018 (Page 81)

## 8 Other Committees

- Health Overview and Scrutiny Committee – 7 December 2017, 11 January & 23 February 2018 (Page 91)
- Planning (Regulatory) Committee – 1 December 2017, 16 February & 23 March 2018. (Page 101)
- Audit Committee – 23 January 2018 (Page 104)
- Personnel Committee – 4 December 2018 (Page 107)
- Health & Wellbeing Board – 6 March 2018 (Page 110)
- Norfolk Joint Museums Committee – 12 January 2018 (Page 112)
- Norfolk Records Committee – 12 January 2018 (Page 116)
- Norwich Highways Agency Joint Committee – 18 January 2018 (Page 117)

## 9 Appointments to Committees, Sub-Committees and Joint Committees (Standards Item).

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

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

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

Date Agenda Published: 6 April 2018

**For further details and general enquiries about this Agenda please contact:**

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**Norfolk County Council****Minutes of the Meeting Held on 12 February 2018****Present:**

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

**Present: 72**

## **Apologies for Absence:**

Apologies for absence were received from Mrs P Carpenter; Mr S Dark; Mr N Dixon; Mr F Eagle; Mr S Eyre; Mr C Foulger; Mr K Kiddie; Mr R Oliver; Mr G Plant and Mr D Roper.

## **1 Minutes**

- 1.1 The minutes of the Council meeting held on 11 December 2017 were confirmed as a correct record and signed by the Chairman, subject to the words “also” and “then” being deleted from paragraph 7.1.1.
- 1.2 The minutes of the Extraordinary Council meeting held on 8 January 2018 were confirmed as a correct record and signed by the Chairman.

## **2 Chairman’s Announcements**

- 2.1 Council stood in silence in memory of former County Councillor Bertie Collins who had passed away peacefully on 18 January 2018. Mr Collins had represented Gorleston ward as a County Councillor between 2001-2013 and as a Great Yarmouth Borough Councillor from 1988-2016.
- 2.2 Council also stood in silence in memory of Jack Sadler, who had passed away recently. Mr Sadler had represented Norfolk at a National level on the Executive of Norfolk Association of Local Councils and regularly attended Council meetings taking a close interest in the work of Norfolk County Council.
- 2.3 The Chairman outlined some of the many visits he had carried out since the last meeting, in particular highlighting the many carol services during December, culminating in a processional carol service at Norwich Cathedral on 21 December at which he did a reading. He had attended a mock trial at Norwich Crown Court put on by pupils from Springwood High School, King’s Lynn, who had just won a medal in the world champion mock trials. Council joined the Chairman in congratulating the youngsters on this achievement. The Chairman had also been presented to HRH Princess Anne when she attended the Norfolk and Norwich University Hospital to launch the new Motor Neurone Disease care and research network.
- 2.4 The Chairman thanked those Members who had taken up his volunteering invitation for the Chairman’s Challenge and also to those Members who had volunteered for the Citizenship Ceremonies meet and greet rota.
- 2.5 The Chairman added that details of all the events he had attended would be available on the Norfolk County Council website in the near future.
- 2.6 As this was the last County Council meeting Victoria McNeill, Chief Legal Officer, would be attending before leaving Norfolk County Council, Council paid tribute to the work she had undertaken and wished her well in her new venture.

## **3 Declarations of Interest**

- 3.1 Mr H Humphrey declared an interest in item 4 (Norfolk County Council Revenue and Capital Budget 2017-20) as he was a Governor of Emneth Nursery and

Children's Centre.

- 3.2 Ms S Squire declared an interest in Item 4 (Independent Group Budget Amendment) relating to Autism Specific School as she had two children with autism in a Norfolk School.

#### **4 Norfolk County Council Revenue and Capital Budget 2017-20.**

- 4.1 The report setting out the budget proposals was received.
- 4.2 The Leader of the Council, Mr C Jordan, moved the budget recommendations as set out below:-

#### **From the Strategic and Financial Planning 2018-19 to 2021-22 and Revenue Budget 2018-19 report (Annexe 1):**

- 1) Agree:
- a. An overall County Council Net Revenue Budget of £388.799m for 2018-19, including budget increases of £137.995m and budget decreases of £108.007m as set out in Table 8 of this report, and the actions required to deliver the proposed savings.
  - b. The budget proposals set out for 2019-20 to 2021-22, including authorising Chief Officers to take the action required to deliver budget savings for 2019-20 to 2021-22 as appropriate.
  - c. With regard to the future years, that further plans to meet the remaining budget shortfalls in the period 2019-20 to 2021-22 are developed and brought back to Members during 2018-19.
  - d. To note the advice of the Section 151 Officer, at paragraph 6.1, on the financial impact of an increase in council tax, as set out in section 8, and confirm, or otherwise, the assumptions that:
    - i. the Council's 2018-19 budget will include a general council tax increase of 2.99% and a precept of 3.00% for Adult Social Care, an overall increase of 5.99% (shown at Appendix D) as recommended by the Executive Director of Finance and Commercial Services.
    - ii. the Council's budget planning in future years will include council tax increases reflecting forecast levels of CPI, as set out in the Medium Term Financial Strategy (MTFS Table 5). These council tax assumptions have regard to the level of referendum threshold expected to be set for the year, and take into account the Government's assumptions in the Local Government Finance Settlement that Local Authorities will raise the maximum council tax available to them. The final level of council tax for future years is subject to Member decisions annually.
    - iii. there will be no increase in the Adult Social Care precept in 2019-20, based on the current discretions offered by Government.
  - e. That the Executive Director of Finance and Commercial Services be authorised to transfer from the County Fund to the Salaries and General

Accounts all sums necessary in respect of revenue and capital expenditure provided in the 2018-19 Budget, to make payments, to raise and repay loans, and to invest funds.

- f. To agree the Medium Term Financial Strategy 2018-22 as set out in Appendix I, including the two policy objectives to be achieved:
  - i. Revenue: To identify further funding or savings for 2019-20 and 2021-22 to produce a balanced budget in all years 2018-22 in accordance with the timetable set out in the Revenue Budget report (Appendix E).
  - ii. Capital: To provide a framework for identifying and prioritising capital requirements and proposals to ensure that all capital investment is targeted at meeting the Council's priorities, and to consider options available to maximise funding for capital expenditure whilst minimising the impact on future revenue budgets.
- g. The mitigating actions proposed in the equality and rural impact assessments (Appendix H(i)).

**From the County Council Budget 2018-19 to 2021-22: Statement on the Adequacy of Provisions and Reserves 2018-22 report (Annexe 2):**

- 2) Agree to:
  - a) Note the planned reduction in non-schools earmarked and general reserves of 36.5% over four years, from £74.169m (March 2017) to £47.112m (March 2022) (paragraph 5.2);
  - b) Note the policy on reserves and provisions in Appendix C;
  - c) Agree, based on current planning assumptions and risk forecasts set out in Appendix B:
    - i. for 2018-19, a minimum level of General Balances of £19.301m, and
    - ii. a forecast minimum level for planning purposes of
      - 2019-20, £22.738m; and
      - 2020-21, £23.578m; and
      - 2021-22, £23.791m.
- as part of the consideration of the budget plans for 2018-22, reflecting the transfer of risk from Central to Local Government, and supporting recommendations;
- d) Agree the use of non-school Earmarked Reserves, as set out in appendix E.

**From the County Council Budget 2018-19 to 2021-22: Robustness of Estimates Report (Annexe 3):**

- 3) Agree the level of risk and set of assumptions set out in this report, which underpin the revenue and capital budget decisions and planning for 2018-



22.

**From the Capital Strategy and Programme 2018-19 report (Annexe 4):**

- 4) Agree:
- a) The proposed 2018-22 capital programme of £428.910m, including the new and extended capital schemes outlined in Appendix B;
  - b) Agree the Capital Strategy at Appendix D as a framework for the prioritisation and continued development of the Council's capital programme;
  - c) Note capital grant settlements summarised in Section 4;
  - d) Note the estimated capital receipts to be generated, subject to market conditions, over the next three years to support schemes not funded from other sources, as set out in Table 5;
  - e) Recommend to full Council adoption and publication of the Council's Flexible Use of Capital Receipts Strategy for 2018-19 to 2022-23 as set out in Section 5.

**From the Annual Investment and Treasury Strategy 2018-19 report (Annexe 5):**

- 5) Agree:
- a) the Annual Investment and Treasury Strategy for 2018-19 at Appendix 1, including:
    - i. The capital prudential indicators included in the body of the report,
    - ii. The treasury management prudential indicators detailed in Annex 4 and
    - iii. The Minimum Revenue Provision Statement 2018-19 at section 5.

**From the Supplementary Briefing:**

- 6) Note the additional funding arising from the Final Local Government Finance Settlement 2018-19 and agree that this be transferred into reserves as follows:

- £2.612m – Adults Business Risk Reserve.
- £0.786m – Business Risk Reserve.

These reserves to be available to support budgets in 2018-19 if required, or alternatively to mitigate the level of savings to be found in 2019-20.

4.3 The Deputy Leader of the Council, Mrs A Thomas, seconded the motion.

4.4 The Leader of the Labour Group, proposed an amendment to the Budget recommendations as set out in Appendix A, which was not accepted by the Leader of the Council. Ms E Corlett seconded the amendment.

- 4.4.1 Following debate, the amendment from the Labour Group was put to a recorded vote (Appendix B). With 26 votes in favour, 45 votes against and 1 abstention, the motion was **LOST**.
- 4.5 The Deputy Leader of the Liberal Democrat Group, proposed an amendment to the Budget recommendations as set out in Appendix C, seconded by Mr E Seward. The amendment was not accepted by the Leader of the Council.
- 4.5.1 Dr M Strong presented the Chairman with a Petition to Protect Wells Library.
- 4.5.2 Following debate, the amendment from the Liberal Democrat Group was put to a recorded vote (Appendix D). With 25 votes in favour, 46 votes against and 0 abstentions, the motion was **LOST**.
- 4.6 The Leader of the Independent Group proposed an amendment to the Budget proposals as set out in Appendix E, which was seconded by Ms S Squire. Following debate, the Leader of the Independent Group **WITHDREW** the amendment.
- 4.7 Ms A Kemp proposed an amendment to the Budget proposals (Appendix F), which was seconded by Mr S Aquarone. The Leader of the Council did not accept the amendment.
- 4.7.1 Following debate and upon being put to a recorded vote (Appendix G), with 23 votes in favour, 47 votes against and 0 abstentions the motion was **LOST**.
- 4.8 The substantive motion was then debated and, following a summing up by the Leader of the Council, the matter was put to a recorded vote (Appendix H). With 47 votes in favour, 23 votes against and 0 abstentions, the motion was **CARRIED** and Council **RESOLVED** to:

**From the Strategic and Financial Planning 2018-19 to 2021-22 and Revenue Budget 2018-19 report (Annexe 1):**

- 1) **Agree:**
- a. An overall County Council Net Revenue Budget of £388.799m for 2018-19, including budget increases of £137.995m and budget decreases of £108.007m as set out in Table 8 of this report, and the actions required to deliver the proposed savings.
  - b. The budget proposals set out for 2019-20 to 2021-22, including authorising Chief Officers to take the action required to deliver budget savings for 2019-20 to 2021-22 as appropriate.
  - c. With regard to the future years, that further plans to meet the remaining budget shortfalls in the period 2019-20 to 2021-22 are developed and brought back to Members during 2018-19.
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  - ii. the Council's budget planning in future years will include council tax increases reflecting forecast levels of CPI, as set out in the Medium Term Financial Strategy (MTFS Table 5). These council tax assumptions have regard to the level of referendum threshold expected to be set for the year, and take into account the Government's assumptions in the Local Government Finance Settlement that Local Authorities will raise the maximum council tax available to them. The final level of council tax for future years is subject to Member decisions annually.
  - iii. there will be no increase in the Adult Social Care precept in 2019-20, based on the current discretions offered by Government.
- e. That the Executive Director of Finance and Commercial Services be authorised to transfer from the County Fund to the Salaries and General Accounts all sums necessary in respect of revenue and capital expenditure provided in the 2018-19 Budget, to make payments, to raise and repay loans, and to invest funds.
- f. To agree the Medium Term Financial Strategy 2018-22 as set out in Appendix I, including the two policy objectives to be achieved:
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- g. The mitigating actions proposed in the equality and rural impact assessments (Appendix H(i)).

**From the County Council Budget 2018-19 to 2021-22: Statement on the Adequacy of Provisions and Reserves 2018-22 report (Annexe 2):**

**2) Agree to:**

- a) Note the planned reduction in non-schools earmarked and general reserves of 36.5% over four years, from £74.169m (March 2017) to £47.112m (March 2022) (paragraph 5.2);
- b) Note the policy on reserves and provisions in Appendix C;
- c) Agree, based on current planning assumptions and risk forecasts set

out in Appendix B:

- i. for 2018-19, a minimum level of General Balances of £19.301m, and
- ii. a forecast minimum level for planning purposes of

- 2019-20, £22.738m; and
- 2020-21, £23.578m; and
- 2021-22, £23.791m.

as part of the consideration of the budget plans for 2018-22, reflecting the transfer of risk from Central to Local Government, and supporting recommendations;

- d) Agree the use of non-school Earmarked Reserves, as set out in appendix E.

**From the County Council Budget 2018-19 to 2021-22: Robustness of Estimates Report (Annexe 3):**

- 3) **Agree** the level of risk and set of assumptions set out in this report, which underpin the revenue and capital budget decisions and planning for 2018-22.

**From the Capital Strategy and Programme 2018-19 report (Annexe 4):**

- 4) **Agree:**
  - a) The proposed 2018-22 capital programme of £428.910m, including the new and extended capital schemes outlined in Appendix B;
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  - e) Recommend to full Council adoption and publication of the Council's Flexible Use of Capital Receipts Strategy for 2018-19 to 2022-23 as set out in Section 5.

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- 5) **Agree:**
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**From the Supplementary Briefing:**

- 6) **Note** the additional funding arising from the Final Local Government Finance Settlement 2018-19 and **agree** that this be transferred into reserves as follows:

- £2.612m – Adults Business Risk Reserve.
- £0.786m – Business Risk Reserve.

These reserves to be available to support budgets in 2018-19 if required, or alternatively to mitigate the level of savings to be found in 2019-20.

The meeting concluded at 12.30 p.m.

**Chairman**



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### Labour Group Amendment: County Council Budget 2018/19:

#### Children Services Committee budget

1. Council agree to remove CHL041 2018/19 £2 million cut to Children's Centres (County Council agenda papers page 110). We propose to allocate £0.5 million from Norfolk Futures transformation budget (County Council agenda papers page 122), £0.714 million from Children's £12m investment (2018-19 element) (County Council agenda papers page 122) and use the additional £0.786 million Rural Services Delivery Grant announced in the Final Local Government Finance Settlement 2018/19 to enable the removal of CHL041 2018/19.

#### Community and Environmental Services budget

2. Council agree to add £1 million to Capital Projects for 2018/9 to speed up the replacement of street lighting with LED lights (County Council agenda papers page 339, CES - Highways) in order to save revenue costs on electricity and to restore night-time lighting to the areas that want it restored.

#### *Advice from Section 151 Officer:*

*The £1.0m capital expenditure in 2018/19 would not incur any Minimum Revenue Provision charge and will be unlikely to incur any borrowing costs due to the Council's current cash holdings*

*(Lost interest would be circa £0.010m which can be accommodated within the existing Treasury budget). As such no additional revenue expenditure needs to be budgeted for in 2018/19.*

*For 2019/20 the additional interest charge would be circa £0.027m and for 2020/21 the MRP and interest charge would be approximately £0.055m. If the amendment is approved the cost will be added to the Medium Term Financial Strategy and form part of the 2019/20 budget.*

*The use of the additional one-off Rural Services Delivery Grant and increased borrowing cost would have the effect of increasing the savings gap in 2019/20 from £34.165m to £34.978m.*

# Norfolk County Council

## 12 February 2018

Appendix B

### Item No: 4 – Norfolk County Council Revenue and Capital Budget 2018-2022. Amendment proposed by the Labour Group.

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

With 26 votes in favour, 45 votes against and 1 abstention, the Labour Group Amendment was **LOST**.

### Liberal Democrat Group Amendment: County Council Budget 2018

#### 1. In the 2018/19 budget that:

- (A) £0.750m be removed from the saving for CHL041 Remodel the children's centre service offer (County Council agenda papers page 110) to be funded by:
- £0.500m from the Norfolk Futures transformation budget (Policy and Resources Committee on County Council agenda papers page 122) and
  - £0.250m from Treasury Management (£0.895m) (County Council agenda papers pages 54 and 121).
- (B) £1.000m be removed from the saving for Review of Day Care Services ASC 013 (County Council agenda papers page 106). £0.500m of this is to be funded from Treasury Management (£0.895m) and the other £0.500m to be deferred to 2019/20 to be funded from the additional Adult Social Care Support Grant announced in the Final Local Government Finance Settlement.
- (C) £0.145m be removed from the saving for CM022 (County Council agenda papers page 114). This to be funded from Treasury Management (£0.895m).
- (D) A reduction of £0.100m from savings to EDT 054 non safety critical highway maintenance (County Council agenda papers page 112) to be funded from a 10% reduction in the basic members allowance and special responsibility allowances.
- (E) ASC 16-19 Building Resilient Lives. The proposed saving for 2018/9 to be phased over two years. The saving for 2018/9 to be reduced to £1.788m with the remaining £1.612m to be deferred to 2019/20. This change will be funded directly by the additional Adult Social Care Support Grant.
- (F) £0.500m of the money for Adult Social Care Support Grant announced in the Final Local Government Finance Settlement be put into the Adult Social Care Committee reserves for the Committee to mitigate any issues implementing that Committee's savings in the 2018/19 budget.



- (G) £0.786 of the money for the additional Rural Services Delivery Grant announced in the Final Local Government Finance Settlement be put into a Business Risk Reserve to mitigate any issues implementing the 2018/19 budget.

**2. In the 2019/20 budget:**

- £0.200m be removed from CM022 for the re-profile the rural service delivery (mobile libraries) to be funded from the increase in Council Tax base.

**3. Across the 2019/20 to 2021/22 budget**

- The £23m savings across Adult Social Care allocated to 2019/2020 and 2020/2021 to be redistributed over a three period to include 2021/22. Officers to make a recommendation to Adult Social Care Committee on how the phasing of these savings should be delivered.

*Advice from Section 151 Officer:*

*Treasury Management Budget:*

*Removing funding from the Treasury Management Budget in 2018-19 reduces the opportunity to borrow at historically low interest rates and increases the risk that the County Council will have to borrow in the future at a higher rate.*

*As highlighted in the Annual Investment and Treasury Strategy 2018-19 report, the Council's cash balances are reducing and in the short to medium term the Council will need to start borrowing.*

*The use of the additional one-off Adult Social Care Support Grant to defer £2.112m of savings from 2018/19 to 2019/20 would have the effect of increasing the savings gap in 2019/20 from £34.165m to £36.277m.*

# Norfolk County Council

## 12 February 2018

Appendix D

**Item No: 4 – Norfolk County Council Revenue and Capital Budget 2018-2022. Amendment proposed by the Liberal Democrat Group.**

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

With 25 votes in favour, 46 votes against and 0 abstentions, the Liberal Democrat Group Amendment was **LOST**.

## Independent Group amendment: County Council Budget 2018/19:

### 1. Policy and Resources Committee

#### 1.1 **REGENERATION of YARMOUTH RIVERSIDE and TOWN CENTRE**

We propose that £250,000 be taken from the £500,000 Norfolk Futures transformation budget (Ref Policy and Resources Committee NCC Policy on County Council agenda papers page 122) to fund a dedicated officer team to engage with the Borough Council and partner agencies to pursue strategic land assembly, master planning and all viability assurance aspects to facilitate development of 1000 plus homes and ancillary retailing/leisure uses in these key brownfield sites of the town which are so important to its future prosperity. The over-riding aim is to enhance the chances of early development of Yarmouth's Riverside and Town Centre sites by delivering certainty and clarity for developers. It will also represent an important element in Norfolk County Council's new Housing Strategy which deploys NCC resources – financial, human, partnership building, strategic planning, influence, leadership – in order to positively influence the quantity and quality of new homes built in Norfolk.

### 2. Children's Services Capital budget

#### 2.1 **CONSTRUCTION of a NEW SEN Autism specific SCHOOL for WEST NORFOLK**

We propose that £10 million is added to the 2018/19 Capital Programme (County Council agenda papers page 339, Children's Services Committee) for the construction of a new Special School in West Norfolk.

2.2 The creation of a new school of this type is crucial in the West of the County to meet acknowledged demand for pupils with autism and complex needs. In particular for those who cannot be adequately catered for in a mainstream school and for whom placement in a complex needs school such as Churchill Park is unsuitable and for whom temporary or part-time placements in a Special resource Base are not suitable as they are only a temporary measure or are unsettling for the child. The Fen Rivers School in Kings Lynn does not take children with Autism and only has placements until Year 3. The creation of this school would also help alleviate some of the transport cost issues sending children from the West to the Wherry School in Norwich.

2.3 It is estimated that £100,000 preliminary work/studies would be incurred in 2018/19 with the main construction costs taking place in 2019/20. An additional £10,000 would be taken from the Norfolk Futures transformation budget in 2018/19 to engage with a suitable Academy Trust to run the school.

*Advice from Section 151 Officer:*

*Capital Expenditure (Item 2):*

*The £0.1M capital expenditure in 2018/19 would not incur any Minimum Revenue Provision charge and will be unlikely to incur any borrowing costs due to the Council's current cash holdings*

*(Lost interest would be circa £0.001M which can be accommodated within the existing Treasury budget). As such no additional revenue expenditure needs to be budgeted for in 2018/19.*

*For 2019/20 the additional interest charge would be circa £0.270M and for 2020/21 the MRP and interest charge would be approximately £0.550m. If the amendment is approved the cost will be added to the Medium Term Financial Strategy and form part of the 2019/20 budget.*

*This would have the effect of increasing the savings gap in 2019/20 from £34.165m to £34.435m.*

**Councillor Kemp, County Council Budget amendment 2018/19**

**1. Adult Social Care Committee**

Council agree to allocate the £3.398 million additional funding announced in the Final Local Government Finance Settlement into the Resilient Lives Programme and reduce budget saving ASC016-019 by £3.398 million (County Council agenda papers page 106), from which this Council cut the budget by £2.1 million from £10 million last year.

*Advice from Section 151 Officer:*

*The use of the additional one-off funding announced in the Final Local Government Finance Settlement to remove budget savings would have the effect of increasing the savings gap in 2019/20 from £34.165m to £37.563m.*

# Norfolk County Council

## 12 February 2018

Appendix G

**Item No: 4 – Norfolk County Council Revenue and Capital Budget 2018-2022. Amendment proposed by Cllr A Kemp.**

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

With 23 votes in favour, 47 votes against and 0 abstentions, the amendment moved by Ms A Kemp was **LOST**.

# Norfolk County Council

## 12 February 2018

Appendix H

**Item No: 4 – Norfolk County Council Revenue and Capital Budget 2018-2022. Substantive Recommendations contained in the report.**

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

With 47 votes in favour, 23 votes against and 0 abstentions, the Recommendations in the report were **CARRIED** and Council **RESOLVED** accordingly.

### **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 Independent Group to ask a question.
5. When the third question has been answered, the Chairman will invite and select a member of the Conservative Group to ask a question.
6. 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.

7. The Chairman will follow the same principle of selecting questioners alternatively from Groups as in paragraphs 2-5 above.
8. 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 Mick Castle, seconded by Sandra Squire

COUNCIL acknowledges the diverse nature and large physical size of Norfolk as a County and the need to ensure that the re-introduction of Cabinet-style governance from 2019 is complemented by the establishment of Area Committees to ensure that local concerns and aspirations can be adequately taken into account by the Cabinet in future decision-making.

COUNCIL resolves to establish two new Area Committees during the 2018-19 municipal year to serve the Kings Lynn & West Norfolk and Greater Yarmouth areas, comprised of local County Councillors meeting twice yearly in the first instance in Kings Lynn and Great Yarmouth respectively with suitable additional co-opted places available to enhance the representative nature of those Committees.

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2. Proposed by David Rowntree, seconded by Jess Barnard

With the expansion of reliable broadband links Council believes it is now appropriate to live stream full council meetings and to improve public access to the proceedings at council committee meetings. Council therefore resolves to:

1. begin live web streaming of full Council meetings from the Annual Meeting in May 2018
  2. make audio recordings of main Council committee meetings that will be available to the public on request from May 2018
  3. request Policy and Resources Committee to include arrangements for streaming of all main Council and committee meetings in any proposals for a return to a cabinet system
  4. request Policy & Resources Committee to make the necessary funds available to implement this decision
-

3. Proposed by Chrissie Rumsby, seconded by Emma Corlett

Council endorses and reaffirms the Communities Committee opposition to the application by the PCC to take over Norfolk Fire and Rescue Service and regrets the decision by the PCC to take the proposal to the next stage. Council welcomes the cross party consensus that such a move would not be in the best interests of the service or the county.

Council resolves to launch an information campaign to ensure residents of Norfolk understand the issues involved in such a takeover and are aware of the efficient and effective way Norfolk FRS operates at present.

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4. Proposed by Tim East, seconded by Dan Roper

Council notes the strong negative public response to proposals in the 2018 budget consultation to reduce subsidies/grants for bus services.

Council affirms that rural bus services provide a key lifeline for those who rely on public transport. It is vital that people can get to their place of work, the GP, or their place of education.

Council resolves that reductions to bus subsidies/grants will not be reintroduced as a budget proposal in the lifetime of the Council's current Medium Term Financial Plan.

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## **Recommendations of the Policy and Resources Committee meeting held on 26 March 2018**

**1 Proposed additions to the capital programme: Better Broadband for Norfolk (BBfN)**

1.1 An extract from a report by the Executive Director of Finance and Commercial Services that was presented to the Committee is enclosed as Appendix A.

**1.2 The Committee RESOLVED to RECOMMEND:**

**That the following funding is allocated to a proposed contract for the provision of Next Generation Access broadband infrastructure as a result of proposals from 6 March 2018 Digital Innovation and Efficiency Committee:**

**£11m raised via borrowing in anticipation of expected rebates that will be due under the terms of current BBfN contracts, to be allocated between 2019-20 and 2021-22.**

**2 Repton Property Developments Ltd. Articles of Association, etc.**

2.1 The Committee received a report by the Executive Director of Finance and Commercial Services on the formal procedures to establish the governance for Repton Property Developments Limited, a company wholly owned by Norfolk County Council, and to adopt suitable articles of association and formally register the Directors appointed by Full Council.

**2.2 The Committee RESOLVED to RECOMMEND:**

- 1. Full Council nominate David Dukes as a replacement County Council Officer Director for Repton Property Developments Ltd.**

**The Committee also RESOLVED:**

- 2. To formally adopt the Articles of Association, the Delegations and Reserved Matters and Adoption of a special resolution for Repton Property Developments Ltd as detailed in the appendices of the Business and Property Committee report of 14 March 2018.**

### 3 **NORSE Consents**

3.1 An extract from a report by the Executive Director of Finance and Commercial Services that was presented to the Committee is enclosed as Appendix B.

3.1 The Committee **RESOLVED:**

**To recommend to Full Council the appointment of Directors to companies in the Norse Group as detailed in Appendix B to this report.**

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

#### **Appendix A: Extract from report presented to Policy and Resources Committee of 26 March 2018**

### **1 Proposed additions to the capital programme**

#### **Better Broadband for Norfolk (BBfN)**

- 1.1 The following extracts are taken from the Better Broadband for Norfolk Programme update report to the 6 March 2018 Digital Innovation and Efficiency Committee.
- 1.2 BDUK estimate that by the end of the State Aid protection period in 2023 a further £11.1 million rebate will be due. The final Gain-share rebate will not be confirmed until the end of the protection period in 2023
- 1.3 The maximum level of funding for the proposed procurement must be confirmed within the State Aid consultation document, it cannot be increased later.
- 1.4 It is recommended that Norfolk County Council borrow to fund this proposed new contract prior to the receipt of anticipated Gain-share rebates from BT. This decision should be taken recognising that, if the total gain-share rebate is less than expected, it may be insufficient to cover the repayment of borrowings.
- 1.5 This risk is low as the calculated Gain-share rebate is based on existing levels of Take-up which have already been achieved, the risk is that people who are currently using a Superfast broadband service will stop doing so.

Norfolk County Council can drive up levels of Take-up using proactive marketing which has already begun.

1.6 If Norfolk's £2 million DEFRA bid is successful, DEFRA funding must be spent by the end of 2020.

1.7 The potential funding sources and likely timings are shown in this table, although the final contract will determine the payment schedule:

<b>Funding Source</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>Total</b>
DEFRA grant, if successful	£2m	-	-	£2m
Borrowing against future Gain-share rebate	£2m	£4m	£5m	£11m
<b>Total</b>	<b>£4m</b>	<b>£4m</b>	<b>£5m</b>	<b>£13m</b>

**Appendix B: Extract from report presented to Policy and Resources  
Committee of 26 March 2018**

<b>Company</b>	<b>Resign</b>	<b>Appoint</b>
NPS North West	Mike Britch	Dean Wetteland
NPS London Limited	Mike Britch	Dean Wetteland
NPS South West Limited	Mike Britch	Dean Wetteland
NPS Leeds Limited	Mike Britch	Dean Wetteland
NPS Norwich Limited	Mike Britch	Steve Daw
NPS Barnsley Limited	Mike Britch	Nicholas Maddox
NPS Peterborough Limited	Mike Britch	Dean Wetteland
Barnsley Norse Limited	Mike Britch	Nicholas Maddox
Hamson Barron Smith Limited	Mike Britch	Dean Wetteland
NPS South East Limited	Mike Britch	Dean Wetteland
Norse Energy Limited	Mike Britch	Dean Wetteland
Norse Energy (Hafod) Limited	Mike Britch	Dean Wetteland
Norse Energy (Stoke Gifford) Limited	Mike Britch	Dean Wetteland
Norse Energy (BSCC) Limited	Mike Britch	Dean Wetteland
Norse Energy (BSCC Biomass) Limited	Mike Britch	Dean Wetteland
International Aviation Company – Norwich Limited	Mike Britch	Dean Wetteland
Broadland Growth Limited	Mike Britch	Simon Hersey
Norse Development Company Limited	Mike Britch	Dean Wetteland
NPS Infinity Limited	Mike Britch	Dean Wetteland
Build Insight Venture Ltd	Mike Britch	Steve Daw
Build Insight Ltd	Mike Britch	Steve Daw
Build Insight Consulting Ltd	Mike Britch	Steve Daw

Robson Liddle Limited	Mike Britch	Dean Wetteland
John Packer Associates Limited	Mike Britch	Dean Wetteland
Bowen Dann Knox Architects Limited	Mike Britch	Dean Wetteland
Barron & Smith Limited	Mike Britch	Dean Wetteland
Naturally Passive Limited	Mike Britch	Dean Wetteland
Heath UK Limited	Mike Britch	Dean Wetteland
Hearth UK (Exeter) Limited	Mike Britch	Dean Wetteland
CornerstoneNPS Limited	Mike Britch	Dean Wetteland
NPS Group Limited	Mike Britch	Dean Wetteland
Daventry Norse Limited		Mark Emms
Daventry Norse Limited		Nicholas Drake
NEWS ltd	Tracy Jessop	Joel Hull



## Recommendation of the Environment, Development and Transport Committee Meeting held on 19 January 2018

1. **Highway capital programme and Transport Asset Management Plan (TAMP)**
  - 1.1 The Committee received the report summarising government settlement and proposed allocations for 2018/19, successful competitive bids which secured significant additional funding from the Local Growth Fund via the LEP, and the Department for Transport's "Challenge" and "Incentive" funds for Maintenance.
  - 1.2 The Committee **AGREED** to **RECOMMEND** that Full Council approve:
    1. The proposed allocations and programme for 2018/19 and indicative allocations for 2019/20/21 (as set out in Appendices A, B and C of the report);
    2. An additional £20m funding to invest in Highways with the allocations as set out in Paragraph 3.4.2 and Appendix D of the report, including a permanent funding solution of the Northern Distributor Road;
    3. The Transport Asset Management Plan (TAMP) for 2018/19 - 21/22.

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

The report which the Committee considered can be viewed here:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1364/Committee/18/Default.aspx>

## Recommendation from the Personnel Committee Meeting held on 4 December 2017

### 1. Pay Policy Statement

- 1.1 Under the Localism Act 2011 each Local Authority is required to publish a draft Pay Policy Statement at the beginning of each financial year. The present statement was approved by full Council in April 2017.
- 1.2 The Committee received a copy of the draft Pay Policy Statement for 2018-19 and noted that it was substantially unchanged from the 2017/18 version. A copy of the Pay Policy Statement is attached at Appendix A. The report noted possible future regulations which might require in-year amendment to the Statement.
- 1.3 Government proposals to introduce new regulations on public sector pay had been expected to take effect in 2016 however they had yet to be implemented and the final form of the regulations are still unknown. A revised pay policy statement will be brought back to the Committee in order that the Council can revise any related policies.
- 1.4 The Committee noted that once proposals were in place the Council would need to ensure that governance arrangements were in place to monitor public sector employees who had received severance payments and then returned to work at the same part of the public sector within 12 months.
- 1.5 The Committee has reviewed the draft statement and **RESOLVED** to:
  - **RECOMMEND** to full Council that the final version of the Statement (attached at Appendix A) be approved and made ready for publication.

Cliff Jordan  
Chairman

## DRAFT

## NORFOLK COUNTY COUNCIL

Pay Policy Statement **2018-2019**

Approved by County Council on **[date to be inserted]**

[Text is the same as for the 2017/18 Statement except where shown in **Bold Italics Underlined**]

## 1. Introduction and Scope

- 1.1. Norfolk County Council is committed to accountability, transparency, equity and fairness in pay, reward and remuneration. This Pay Policy Statement outlines the Council's pay and reward policies for **2018-2019**. These ensure that pay and rewards policies are appropriate for the Council's aims, are competitive and affordable, and are consistently and equitably applied.
- 1.2. The policies referred to in this Statement are relevant to Council employees generally. However the scope of this Statement does not include all pay policies relating to certain categories of employees, including:
  - a) Fire-fighters (covered by the National Conditions for Local Authorities' Fire Brigades)
  - b) Teachers (covered by statutory School Teachers' Pay and Conditions)
  - c) Employees in schools
  - d) Employees paid on national pay rates determined by the Soulbury Committee covering Education Improvement Professionals and Educational Psychologists
  - e) Employees in Public Health on NHS conditions of employment.
- 1.3. The Pay Policy Statement fulfils the Council's statutory requirements under Chapter 8 of the Localism Act 2011.

## 2. Definitions

- 2.1. The Council defines the total employment package as consisting of both tangible and intangible elements. The pay policy statement focuses on the tangible pay and reward elements, including salary, allowances, benefits in kind, pension enhancement and payments relating to the ceasing of employment.
- 2.2. The Council defines "lowest paid employees" as staff paid on the first spinal column point of the County Council's pay grades for National Joint Council (NJC) for Local Government Services staff, as this is the lowest pay rate generally applied to NCC roles.
- 2.3. The Council employs some apprentices under the national Apprenticeship framework, who are paid at less than the Council's minimum salary point, in line with the National Minimum Wage for apprentices set by the Department for Business, Innovation and Skills. The rates **from October 2017 are from £3.50 to £7.05 per hour depending on age** (equivalent to **£6,752 to 13,601** per annum for a 37 hour week).

## 3. The Council's Pay and Rewards Strategy

- 3.1. The Council's overall approach to pay and reward is set out in its [Pay and Rewards Strategy](#). The objectives set out in that document are to:
- Attract and retain people with the skills and talent the County Council needs to deliver excellent services in Norfolk.
  - Encourage and reward high levels of contribution, new ways of working, and relevant skills acquisition through experience and development, by employees at all levels.
  - Provide a fair system of reward for employees.
- 3.2. The Council's pay policies are designed to achieve those objectives within the Principles and Core Standards set out in the strategy. Pay policies, and strategy, are kept under review and updated from time to time as necessary.

#### **4. Governance Arrangements**

- 4.1. The Council's Personnel Committee determines the terms and conditions of employment for all staff within the scope of this statement, including the application of any discretions available under the Local government Pension Scheme. The full remit of the Personnel Committee is detailed in the [Council's Constitution](#).
- 4.2. The Officer Employment Procedure Rules of the [Council's Constitution](#) provide for designated Senior Officers to take certain delegated decisions in relation to employment matters, within the policy framework approved by the Personnel Committee.

#### **5. Publication of and access to information relating to pay**

- 5.1. The Council publishes information about pay in accordance with statutory requirements, and the guidance of the Information Commissioner's Office and the Department of Communities and Local Government. Information is published on the [Council's website](#) and in the [Council's Statement of Accounts](#).

#### **6. Basic Pay Determination**

Pay levels for all employees are determined by the following:

- 6.1. The Council uses the Hay Job Evaluation Scheme to establish the relative "sizes" of jobs within the organisation. An evaluation results in an overall job evaluation score, which is used to rank jobs within the organisation. The overall job evaluation score for a job is used to allocate that job to the appropriate pay grade of the Council's [grade structure](#). For senior officers as defined in Part 6.4 of the [Council's Constitution](#) external evaluation specialists will be commissioned to independently review and validate the job evaluation rationale, and the outcome is subject to approval by the Personnel Committee.
- 6.2. Appointment - The incremental point at which an individual will be appointed to within the grade will normally be the minimum of the scale. However appointment may be at a higher point within the scale where necessary to appoint the best candidate. In the case of the senior officers, views of Members of the Appointments Panel will inform the decision.
- 6.3. As the existing arrangements for determining senior salaries are robust and transparent, the County Council has decided that a vote on salary packages above a **pre-determined** defined threshold prior to appointment would not add to democratic accountability, would cause delay in recruitment, and would not be an efficient process.

- 6.4. Progression – all employees are eligible to receive annual incremental increases within the grade structure until they reach the top increment of the grade. There is no further base pay progression once the employee reaches the maximum spinal column point, or maximum of the grade range, for the role. Incremental progression is subject to satisfactory performance as defined by the Council's [performance appraisal policy](#). An increment may be withheld from an individual where a satisfactory rating is not achieved. New starters must complete a 6-month period before becoming eligible for incremental increases.
- 6.5. The Council's pay scale values are subject to annual review. For Norfolk grades from Scale A to Scale O, the Council applies the annual pay award agreed by the National Joint Council for local government services. For grades Scale P and above, the County Council locally reviews pay levels annually having regard to national settlements covering local government and local affordability.
- 6.6. General Review - Pay levels are set with reference to a number of internal and external factors and market forces. Where a need is identified to review the levels of basic pay at all or some pay grades (for example in the light of sustained recruitment and retention difficulties), the Council will commission research into market levels. Any decision on changes as a result of this research would be considered by the Personnel Committee, taking account of affordability.

## **7. Additional Pay Determination**

In addition to basic pay the Council's reward package may include additional pay elements.

- 7.1. The Council will consider the payment of salary supplements in the event of external market pressures for recruitment and retention. Payments must be based on genuine objective grounds and driven by business requirements and not individual circumstances. Payments must be applied consistently based on sound, recognised and robust pay data in accordance with Equal Pay legislation and the [Equal Opportunities in Employment Policy](#). Market supplements are applied, reviewed and withdrawn in accordance with the Council's [Market Supplements policy and procedure \(recruitment and retention\)](#).
- 7.2. There will be occasions where, due to the service needs, employees will temporarily be required to undertake work or perform beyond the normal remit of their substantive role (for example working to a higher level role, or undertaking additional responsibilities). Payment for these extra duties will be made in accordance with the [Acting Up and Honorarium Policy and Procedure](#). All payments are regularly monitored and reviewed as outlined in the policy.
- 7.3. The County Council does not operate a performance pay scheme outside the incremental grading structure that determines basic pay and therefore there are no performance or bonus payments paid to employees of the Council.
- 7.4. Employees that are redeployed, due to redundancy or disability, to a post at a lower grade may be eligible for a redeployment compensation payment. This will be paid in accordance with the [Redeployment Policy and Procedure](#).
- 7.5. The Council employs the use of a number of additional allowances and enhancements to reflect and recompense for additional responsibilities, duties and working patterns. The eligibility to these enhancements varies depending upon the nature of the allowance or enhancement. The applicable principles, scope, eligibility, process and rates are detailed in the respective policy documents. These are kept under review and changes or additional policies would be approved by the Personnel Committee.

- 7.6. The Council operates a Car Provision Scheme, which provides lease cars to employees on a contributory basis. This is restricted to employees that have to travel on a regular basis to fulfil the duties of their role.

## **8. Termination of Employment**

- 8.1. The Council's policy on redundancy is contained within the [Staffing Adjustment Policy](#), which details the conditions under which redundancy payments can be made. Where an employee is made redundant, severance benefits will be based on the number of weeks in the statutory Redundancy Pay Table based on actual weekly earnings. Where full time weekly earnings are less than the statutory cap, employees will receive a rate equivalent to the statutory cap per week, pro rata for part time staff.
- 8.2. Membership of a pension scheme is determined by the relevant conditions of service and is subject to the rules of the specific scheme. The Council operates the Local Government Pension Scheme (LGPS) for most employees within the scope of this statement. Some employees may be members of the Teachers' Pension Scheme (TPS), the Fire Fighters Pension Scheme (now closed to new entrants) (FPS) and the New Fire Fighters Pension Scheme (NFPS).
- 8.3. The Council's practice for early termination of employment arrangements (for reasons other than redundancy) are detailed in the [Retirement policy and procedure](#); and any additional discretions under the pensions regulations for the LGPS are detailed in [Employer's Statement of Exercise of Discretionary Powers](#).
- 8.4. Only in very exceptional circumstances and where the business case supports it might the Council agree to any arrangements in relation to termination of employment outside those referred to above, to avoid or settle a legal claim.
- 8.5. The Council's policy on the employment of people retired on redundancy grounds from Norfolk County Council, or on ill-health or efficiency grounds from any local authority employment, is that any such case must show clear organisational and financial benefits to the Authority. Each case must be considered by the Head of HR and Organisational Development. The remuneration on employment would be determined in the same way as for any other appointment.
- 8.6. Where severance payments over £100,000 are considered, the Managing Director will consult the members of the Personnel Committee and will refer the matter to full Council.

## **9. Remuneration of staff on a Contract for Services**

- 9.1. In common with any large organisation in the public or private sector, from time to time and on a temporary basis the Council needs to use interim staff who are not directly employed. In such cases the Council would not incur the costs of ~~national insurance~~, pension contributions, annual leave or sick pay.
- 9.2. This happens where we have a short term need for particular skills or where we are experiencing recruitment and retention difficulties. When we use interim staff they are usually sourced through specialist agencies.
- 9.3. In line with the Agency Workers Directive, the Council will aim to pay staff on a Contract for Services at a rate consistent with the pay and reward of the Council's directly employed staff performing a role of comparable responsibility. However, as with the employed workforce the Council retains the discretion to take into account market factors in determining the appropriate pay level, whilst demonstrating value for money for the remuneration offered.

9.4. The Council's guide to [Types of Temporary Resources](#) outlines the actions required when there is a requirement for interims or consultants. This confirms the financial threshold at which a business case will need to be submitted for Chief Officer approval and Member endorsement, prior to any contractual commitment.

## **10. Fairness in pay**

10.1. As already stated, the Council recognises the importance of fairness in pay and utilises the following approaches to maintain this:

- a) the Council's pay and reward policies are applied equally to all employees, except where there are good reasons reflecting genuine factors which apply only to certain employee categories;
- b) the Council's Personnel Committee is responsible for setting the pay and conditions policies of all employees within the scope of this statement;
- c) the Council involves the workforce and trades unions in any proposals to change pay and rewards policies and practices. Regular consultation and negotiation take place on all employment matters, including pay and reward;
- d) all categories of employees are covered by recognised trades unions;
- e) the Council's approach to publishing information on pay is set out in paragraph 5.1 to ensure that pay policies are open to scrutiny.

10.2. The current ratio of the Managing Director's pay to the median pay in the organisation is published as set out in paragraph 5.1.

## **11. Review**

11.1. The pay policy statement is reviewed by the Personnel Committee and is recommended to Full Council for annual approval. The statement for **2019-20** will be submitted to Full Council for approval by 31 March **2019**.

For queries contact [hrreward@norfolk.gov.uk](mailto:hrreward@norfolk.gov.uk)

**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, the Independent 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 Meetings held on 15 January and 5 March 2018.

### A – Items from the meeting of 15 January 2018

#### 1. Executive Director's Update

- 1.1 The Executive Director of Adult Social Services updated the Committee on:
- pressures in the NHS and Social Care over Christmas 2017 caused by exceptionally high numbers of elective and unplanned admissions from flu, respiratory disease, norovirus and accidents;
  - powers delegated in April 2016 by the Committee to conclude cost of care reviews for adults in residential and nursing care. Consultation had concluded and the Executive Director for Adult Social Care had exercised this delegated power and published the agreed prices in 2015-16, 2016-17 and 2017-18;
  - A senior management team sector led improvement visit to Bedford council;
  - Progress on recruiting to Social Work vacancies: of the 50 additional practitioner posts, 12.5 were now vacant;
  - Work of the Carers' Charter task and finish group since the last meeting of the Committee; a further update would be given at a later date.
- 1.2 The Chairman **requested** that the Independence Matters annual statement was circulated to Members of the Committee.
- 1.3 The Executive Director of Adult Social Services reported that, when last updated, there were 22 "ordinary vacancies" and 12.5 vacancies of the "additional 50 Social Work posts", a total of 32.5 Social Work vacancies in total across Adult Social Care.

#### 2. Risk Management

- 2.1 The Committee received the report detailing risks for Adult Social Care on an exceptions basis, and outlining a new risk.
- 2.2 The Committee unanimously **AGREED** to the addition of the new Risk RM14314.

#### 3. Adult Social Care Finance Monitoring Report Period 7 (October) 2017-18

- 3.1 The Committee received the financial monitoring report based on information to the end of October 2017, setting out variations from the budget, progress against planned savings and actions being taken by the service to remain within budget.
- 3.2 The Committee unanimously **AGREED**:
- a) The forecast outturn position at Period 7 for the 2017-18 Revenue Budget of £261.313m;
  - b) The planned use of reserves;
  - c) The forecast outturn position at Period 7 for the 2017-18 Capital Programme.

#### 4. Fee levels for adult social care providers 2018/19

- 4.1 The Committee considered the report outlining the recommended approach to fee

uplifts for purchasing adult social care for the 2018/19 financial year.

- 4.2 The Committee **CONSIDERED** and unanimously **AGREED** the approach to fee uplifts for the 2018/19 financial year:
- a) In respect of contracts where an inflation index or indices were referenced an uplift was implemented to match any changes in the relevant index or indices
  - b) In respect of contracts where there was a fixed price for the duration of the contract, no additional uplift in contract prices takes place
  - c) In other contracts, where the Council had discretion in relation to inflationary uplifts that uplifts were considered in line with those set out in this report

## 5. Strategic and Financial Planning 2018-19 to 2021-22 & Revenue Budget 2018-19

- 5.1 The Committee received the report outlining proposals to inform Norfolk County Council's decisions on council tax and contribute towards the Council setting a legal budget for 2018-19.
- 5.2
- a) With 8 votes for and 5 abstentions, the Committee **NOTED** the new corporate priorities – Norfolk Futures – to focus on demand management, prevention and early help, and a locality focus to service provision as set out in section 2 of this report;
  - b) With 13 votes in favour the Committee **CONSIDERED** the service specific budgeting issues for 2018-19 as set out in section 5;
  - c) With 13 votes in favour, the Committee **CONSIDERED** and **COMMENTED** on the Committee's specific budget proposals for 2018-19 to 2021-22, including the findings of public consultation in respect of the budget proposals set out in Appendix 2 of the report;
  - d) With 13 votes in favour the Committee **CONSIDERED** the findings of equality and rural impact assessments attached at Appendix 3 to the report, and in doing so, **NOTED** the Council's duty under the Equality Act 2010 to have due regard to the need to:
    - i. Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
    - ii. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
    - iii. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it;
  - e) With 13 votes in favour, the Committee **CONSIDERED** and **AGREED** any mitigating actions proposed in the equality and rural impact assessments;
  - f) With 8 votes for and 5 abstentions, the Committee **CONSIDERED** the recommendations of the Executive Director of Finance and Commercial Services, and:
    - i. **RECOMMENDED** to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2018-19, within the council tax referendum limit of 3.0% for 2018-19
    - ii. **RECOMMENDED** to Policy and Resources Committee that the Council's budget planning includes an increase in council tax of 3.0% for the Adult Social Care precept in 2018-19, meaning that no increase in the Adult Social Care precept would be levied in 2019-20
  - g) With 8 votes for and 5 against, the Committee **AGREED** and **RECOMMENDED** to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 4 including all of the savings for 2018-19 to 2021-22 as set out;

For consideration by Policy and Resources Committee on 29 January 2018, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full

Council on 12 February 2018.

h) With 13 votes in favour the Committee **AGREED** and **RECOMMENDED** the Capital Programmes and schemes relevant to this Committee as set out in Appendix 5 to Policy and Resources Committee for consideration on 29 January 2018, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 12 February 2018

## **B – Items from the meeting of 5 March 2018**

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

#### **1.1 The Executive Director of Adult Social Services discussed:**

- Difficulties for staff caused by recent severe snow it; he thanked staff in the care and health sector and district council colleagues for their response supporting vulnerable people and establishing emergency shelters for rough sleepers and colleagues at the Eastern Daily Press for positive coverage in the media;
- 42 of the 50 additional social work practitioner posts had been recruited to and would be in post by April 2018; 12 of the additional social worker and 5 social work manager vacancies remained;
- Progress on researching assistive technologies: a paper was due to be brought to the Digital Innovation and Efficiency Committee on 6 March 2018; a further paper would be brought to Adult Social Care Committee at a later date;
- Consultation with the Adult Social Care Senior Management Team about restructure of the Adult Social Services team: formal consultation was due to begin; the new structure was designed to reflect revised integrated arrangements with the NHS. The Committee would be briefed when the outcome was known.

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

2.1 Updates were received from Cllrs Thirtle, B Jones, Gurney and Young.

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

#### **3.1 The Chairman:**

- Updated members on the Health and Wellbeing Board meeting due to be held the following day where integration between the NHS and County Council would be discussed, looking at how commissioning of services could be aligned with NHS commissioning. The STP process would also be discussed, with a focus on prevention services;
- Thanked voluntary, private and Council Adult Social Care staff and other Council staff who worked hard to get to people across Norfolk in the challenging weather;

### **4. Adult Social Care Finance Monitoring Report Period 10 (January) 2017-18**

4.1 The Committee considered the report outlining financial monitoring information based on information to the end of January 2018, variations from the budget, progress against planned savings and details of the use of the improved Better Care Fund.

4.2.1 Mr B Watkins proposed to take the recommendations separately seconded by Mrs B Jones. With 5 votes for and 8 against, the proposal was lost.

- 4.2.2 When the recommendations were taken together, with 8 votes for, 2 against and 3 abstentions the Committee **AGREED**:
- a) The forecast outturn position at Period 10 for the 2017-18 Revenue Budget of £258.901m;
  - b) The planned use of reserves;
  - c) The forecast outturn position at Period 10 for the 2017-18 Capital Programme.

## **5. Performance Management Report**

- 5.1 The Committee received the report setting out the latest performance position for Adult Social Services.
- 5.2 With 8 votes for and 5 abstentions, the Committee **AGREED** the overall performance position for adult social care as described in section 2 of the report.

## **6. Responding to the enquiry into long term sustainable funding for adult social care**

- 6.1 The Committee received the report outlining the Council's response to the Government joint inquiry into long term sustainable funding of social care.
- 6.2 The Committee duly **AGREED**:
- to include a statement to the submission asking "whether Westminster, through the green paper, could reconsider the cutting back of revenue support grant to 0, and keep some of this grant for local authorities".
  - To amend paragraph 2.41c to give specific detail on internal migration and the older age profile
- 6.3 With the 2 amendments above, the Committee unanimously **AGREED**:
- a) The structure of the submission shown at paragraph 1.6 of the report;
  - b) Options for funding that the government could investigate;
  - c) Key approaches that the government could adopt for supporting political and public consensus.

## **7. Adult Social Care Committee Plan**

- 7.1 The Committee considered the report outlining the Adult Social Care three year forward plan and how its areas of responsibility would be shaped by the ambition of "Caring for our County: A vision for Norfolk in 2021" and principles of Norfolk County Council's new strategy, "Norfolk Futures".
- 7.2 When the recommendations were taken together, with 8 votes for, 4 against and 1 abstention, the Committee **RESOLVED** to:
- a) **AGREE** the Adult Social Care Committee Plan at Appendix 1 of the report;
  - b) **NOTE** the Committee's contribution to, and responsibilities, for Norfolk Futures; Norfolk County Council's transformation plan at section 1 of the report;
  - c) **AGREE** metrics against which this Committee would report to Policy and Resources Committee for monitoring purposes at section 2 of the report.

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

**Report of the Business and Property Committee Meeting held  
on 20 November 2017 (reconvened on 11 December), 18  
January 2018 and 14 March 2018**

**A– Items from the meeting of 20 November 2017 (reconvened on  
11 December 2017)**

**1. Deferral of Agenda Item 13**

- 1.1 After discussion, the Committee **AGREED** to defer agenda item 13, “Repton Property Developments Ltd – Outline business case” to a later date, later agreed as 11 December 2017.

**2. Appointment to outside organisation**

- 2.1 The Committee **DULY AGREED** to appoint Cllr Garrod as member representative on the Rural Strategy Steering Group.

**3. Forward plan and delegated decisions**

- 3.1 The Committee **reviewed** the forward plan and delegated decisions by Officers.

**4. Finance monitoring**

- 4.1 The Committee received the report providing information on the budget position for services reporting to Business and Property Committee for 2017-18.
- 4.2 The Committee **NOTED**:
- a) The forecast out-turn position for the Business and Property 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.

**5. Exclusion of the public**

- 5.1 The Committee **AGREED** to Exclude the Public for discussion of “County Farms Update” “Repton Property Developments Ltd – Outline business case” and “Exempt Minutes”.

**6. County farms update**

- 6.1 The Committee **AGREED** the recommendations in the report.

**7. The meeting reconvened on Monday 11 December 2017 at 8:00am.**

**8. Repton Property Developments Ltd – Outline business case**

- 8.1 The Committee **AGREED** the recommendations in the report with some amendments.

## **B – Items from the meeting of 18 January 2018**

### **1. Urgent Business**

- 1.1 The Chairman requested an update from the Executive Director of Finance and Commercial Services about Carillion; he confirmed that Norfolk County Council (NCC) had no contracts with them but owned part of Carillion through money invested in a ftse tracker fund as part of its pension fund. Officers had found this was £8000, a small amount of the total investment of the pension fund.

### **2. Agritech programme board**

- 2.1 The Committee **AGREED** to appoint Mr F Eagle as the Committee's representative on the Agritech Programme Board.

### **3. Forward Plan and Delegated Decisions**

- 3.1 The Committee reviewed and **NOTED** the forward plan and delegated decisions taken by Officers.

### **4. Economic Development update**

- 4.1 The Committee received the report providing an overview of the work of the Economic Development team reflecting work being done at that time, the ambition to plan work around national strategy, industrial strategy and Brexit and around securing funding.
- 4.2. The Committee **NOTED** the ongoing work of the Economic Development team.

### **5. Key economic sector developments in Norfolk – Inward Investment Activity**

- 5.1 The Committee discussed the report providing an overview of Norfolk County Council's approach to attracting and retaining investment.
- 5.2 The Committee **NOTED** the contents of the report.

### **6. Scottow Enterprise Park – vision for future development**

- 6.1 The Committee received the report seeking Member's views on potential future projects in the context of developing the future direction of the site, and heard a presentation.
- 6.2 Mrs Walker **proposed** that the Committee commend the report as received. The Committee **AGREED** the proposal.
- 6.3 The Committee **CONSIDERED** and **COMMENDED** the approach and potential future projects set out in this report.

### **7. Disposal, Acquisition and Exploitation of Properties**

- 7.1 The Committee received the report outlining proposals for 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.

7.2 The Committee:

- i) **FORMALLY DECLARED** Abbott Farm Barns, Binham surplus to County Council requirements and **INSTRUCTED** 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 Business and Property Committee is authorised to accept the most advantageous bid and report the fact at a subsequent Business and Property Committee meeting.
- (ii) **ENDORSED** the amendment to the boundaries of the previously disposed land adjoining Low Farm Buildings, Postwick Lane – Brundall
- (iii) **FORMALLY DECLARED** the Land at Brancaster Road, Docking surplus to County Council requirements and **INSTRUCTED** 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 Business and Property Committee is authorised to accept the most advantageous bid and report the fact at a subsequent Business and Property Committee meeting.
- (iv) **FORMALLY DECLARED** this parcel of land rear of Rear of Church Road, Hilgay surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property to the adjoining owner. 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 Business and Property Committee is authorised to accept the most advantageous bid and report the fact at a subsequent Business and Property Committee meeting.
- (v) **FORMALLY DECLARED** Oaklands Farm House, Sidegate Road, Hopton on Sea surplus to County Council requirements and **INSTRUCTED** 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 Business and Property Committee is authorised to accept the most advantageous bid and report the fact at a subsequent Business and Property Committee meeting.
- (vi) **FORMALLY DECLARED** the Land at Martham Estate, amounting to 8.22 acres, surplus to County Council requirements and **INSTRUCTED** 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 Business and Property Committee is authorised to accept the most advantageous offer and report the fact at a subsequent Business and Property Committee meeting.
- (vii) **FORMALLY DECLARED** this parcel of land rear of 5/6/7 Blanks Close, Mautby surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property to the adjacent owner for £46,000.
- (viii) **FORMALLY DECLARED** Part of Covert Farm (also known as Decoy Farm), Woodland Area, Mautby surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property to tenant A. 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 Business and Property Committee is authorised to accept the most advantageous offer and report the fact at a subsequent Business and Property Committee meeting.
- (ix) **FORMALLY DECLARED** the Land at Back Lane, Rollesby surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property to the licensee. 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 Business and Property Committee is authorised to accept the most advantageous offer and report the fact at a subsequent Business and Property Committee meeting.

(x) **AUTHORISED** the Executive Director of Finance and Commercial Services Head of Property to arrange for NCC to enter in to a lease with Swift Aircraft Ltd for hanger 2 at Scottow Enterprise park.

(xi) **FORMALLY DECLARED** Wash Farm Premises, Dexter Road, Stow Bardolph surplus to County Council requirements and **INSTRUCTED** 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 Business and Property Committee is authorised to accept the most advantageous offer and report the fact at a subsequent Business and Property Committee meeting.

(xii) **NOTED** the progress of the property disposal programme.

## **8. Finance Monitoring**

8.1 The committee received the report providing the Committee with information on the budget position for services reporting to Business & Property Committee for 2017-18.

8.2 The Committee **NOTED** the report.

## **9. Performance Management**

9.1 The Committee received the third performance management report based upon the revised Performance Management System.

9.2 The Committee **REVIEWED** and **AGREED** the performance data, information and analysis presented in the vital sign report cards.

## **10. Strategic and Financial Planning 2018-19 to 2021-22 & Revenue Budget 2018-19**

10.1 The Committee received the report setting out proposals to inform Norfolk County Council's decisions on council tax and contribute towards the Council setting a legal budget for 2018-19.

10.2 The Committee duly:

1) **NOTED** the new corporate priorities – Norfolk Futures – to focus on demand management, prevention and early help, and a locality focus to service provision as set out in section 2 of this report.

2) **CONSIDERED** and **AGREED** the service-specific budgeting issues for 2018-19 as set out in section 5 of this report.

3) **CONSIDERED** and **COMMENTED** on the Committee's specific budget proposals for 2018-19 to 2021-22, **NOTING** the findings of public consultation in respect of the budget proposals set out in section 8 of this report.

4) **CONSIDERED** the findings of equality and rural impact assessments detailed in section 9 of this report and in doing so, **NOTED** the Council's duty under the Equality Act 2010 to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;



- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5) **CONSIDERED** and **AGREED** any mitigating actions proposed in the equality and rural impact assessments;

6) **CONSIDERED** the recommendations of the Executive Director of Finance and Commercial Services, and:

a. **RECOMMENDED** to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2018-19, within the council tax referendum limit of 3.0% for 2018-19;

b. **NOTED** that the Council's budget planning includes an increase in council tax of 3.0% for the Adult Social Care precept in 2018-19, meaning that no increase in the Adult Social Care precept would be levied in 2019-20.

7) **AGREED** and **RECOMMENDED** to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 4 including all of the savings for 2018-19 to 2021-22 as set out.

For consideration by Policy and Resources Committee on 29 January 2018, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 12 February 2018.

8) **AGREED** and **RECOMMENDED** the Capital Programmes and schemes relevant to this Committee as set out in Appendix 5 to Policy and Resources Committee for consideration on 29 January 2018, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 12 February 2018.

## 11. Risk Management

11.1 The Committee considered the report providing the Committee with the latest departmental level property risks as at January 2018 following the latest review conducted in December 2017.

11.2 The Committee **CONSIDERED** and **AGREED**:

- a) the risk reported by exception in paragraph 2.2 and Appendix A of the report, and the other departmental risks relating to Property in Appendix D of the report;
- b) that the recommended mitigating actions identified in Appendix A of the report are appropriate.

## 12. Land Acquisition process – Norwich Distributor Road (NDR)

12.1 The Committee received the report reviewing and clarifying the process for remaining purchases.

12.2 The Committee **AGREED** to delegate responsibility for all land acquisition decisions for the NDR scheme to the Executive Director of Community and Environmental Services, in consultation with the Head of Property, Executive Director of Finance and Commercial Services, Chair of Business and Property Committee and Chair of Environment Development and Transport Committee.

## 13. Exclusion of the public

13.1 The Committee **AGREED** to exclude the public for discussion of items 20, County

Farms Estate Management Update, and 21, Exempt Minutes.

#### **14. County Farms update**

14.1 The Committee **AGREED** the recommendations set out in the report.

### **C – Items from the meeting of 14 March 2018**

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

The Chairman updated members on attendance at an Economic Development meeting with local food producers and a future Armed Forces Covenant.

#### **Forward Plan and Delegated Decisions**

The Committee reviewed and **NOTED** the forward plan and delegated decisions taken by officers.

#### **Committee Plan 2018/2021**

The Committee received the annexed report which set out the Committee's three year forward plan which set out its areas of responsibility would be shaped by the ambition of the County Council's new strategy.

The Committee;

- **AGREED** Business and Property Plan as set out in Appendix 1;
- **NOTED** the Committee's contribution to, and responsibilities, for Norfolk Futures, NCC's transformation plan;
- **AGREED** the performance measures against which the committee will report to Policy and Resources Committee for monitoring purposes, as set out in para 1.1.8 of the report.

#### **Finance Monitoring**

The Committee received the annexed report which provided information on the budget position for services relating to the Committee. It provided information on the revenue budget including any forecast over or underspends and any identified budget risks. It also provided an update on the forecast use of reserves and details of the capital programme.

The Committee **NOTED**;

- The forecast outturn position for the Business and Property Committee;
- The capital programme for this Committee;
- The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.

#### **Performance Management**

The Committee received the annexed report which provided information on the five vital signs indicators under the remit of the Committee.

The Committee **NOTED** the performance data, information and analysis presented in

the report and **AGREED** that the recommended list of actions identified were appropriate.

## **Risk Management**

The Committee received the annexed report which provided the Committee with the latest departmental level property risks as at March 2018, following the latest review conducted in February 2018.

The Committee asked for a report on carbon reduction and it was **AGREED** that this would be put on the forward plan for a future agenda.

The Committee **NOTED**;

- The risk reported by exception (in paragraph 2.2 and Appendix A), and the other departmental risk relating to Property (in Appendix D);
- That the recommended mitigating actions identified in Appendix A were appropriate.

## **Repton Property Developments**

The Committee received the annexed report which informed the Committee that the point had been reached in the setting up of Repton Property developments Limited, to complete the formal procedures to establish the governance for the company, adopting suitable articles of association and formally register the Directors appointed by the Council.

The Committee **AGREED** to:

- **RECOMMEND** to Policy and Resourced that they adopt the proposed articles of association, delegations, and reserved matters and the special resolution as detailed in the appendices;
- **RECOMMEND** to Policy and Resources Committee that they nominate to Full Council David Dukes as the replacement County Council Officer Director.

The Vice-Chair took the Chair.

## **Disposal, acquisition and exploitation of Properties**

The Committee received the annexed report which outlined proposals for exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs could be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County.

The Committee;

- **REVIEWED** the previous decision to declare Emneth Canal, High Road to Collette Bridge (2027/015) surplus and **AGREED** that the site is surplus and instructed the Head of Property to dispose of the property at best consideration. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance and Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous offer and report the fact at a subsequent Business and Property Committee meeting.
- **AGREED** that Part of Union Farm Land, Fakenham Road, Gressenhall was surplus to County Council requirements and instructed the Head of Property to dispose of the property by way of sale of the freehold. 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 offer and report the fact at a subsequent B&P Committee meeting.

- **AGREED** to the sale of their freehold interest in the Hethel Engineering Centre for £3,000,000 and assign the leasehold interest in the site to Hethel Innovation Ltd.

The Chair re-took the Chair.

### **County Farms Estate Management Update**

The Committee received the annexed report which provided an update on the County Farms estate since its last meeting, including such matters as the reletting cycle that currently underway, proposed capital improvements to the Estate, the next Farmers Market and rent collection update.

The Committee **NOTED** the management update.

### **Exclusion of the Public**

The Committee **AGREED** to exclude the public for item 17; Exempt Minutes

### **Exempt Minutes**

The exempt minutes were agreed as an accurate record and signed by the Chairman

**Keith Kiddie**  
**Chairman, Business and Property Committee**

## Report of the Children's Services Committee Meetings held on 16 January 2018 and 13 March 2018

### A Report from the meeting held on 16 January 2018

#### 1. Performance Monitoring 2017-18

- 1.1 The Committee received the report by the Executive Director of Children's Services which focused primarily on data as at end of November 2017 and in addition to vital signs performance the report contained key information via the MI report.
- 1.2 The Committee **NOTED** the performance data, information and analysis presented in the vital sign report cards and determined the recommended actions identified were appropriate.

#### 2. Finance Monitoring Report Period 8 (November) 2017-18

- 2.1 The Committee received the report by the Executive Director of Children's Services which provided an update on the performance and financial forecast outturn information for the 2017-18 financial year, as at end of November 2017 (period 8).
- 2.2 The Committee **RESOLVED** to;
- Agree the forecast outturn position at period 8 for the 2017-18 Revenue Budget for both the Local Authority Budget and the schools budget.
  - Agree to endorse and recommend to Policy and Resources Committee the use of £2.591m reserves, as set out in section 2.3, to reduce the level of the Children's Services forecast revenue overspend.
  - Agree the forecast position as at period 8 for the 2017-18 Capital Programme

#### 3. Strategic and Financial Planning 2018-19 to 2021-22 and Revenue Budget 2018-19

- 3.1 The Committee received the report by the Executive Director of Children's Services which set out the proposals to inform the decisions on council tax and contribute towards the Council setting a legal budget for 2018-19. The report set out details of the County Council's strategy which will set out the future direction, vision and objectives for the Council across all its services. It also provided an overview of the financial issues for the Council.
- 3.2 The Committee **RESOLVED** to;
1. Note the new corporate priorities – Norfolk Futures – to focus on demand management, prevention and early help, and a locality focus to service provision as set out in section 2 of this report.
  2. Agree the service-specific budgeting issues for 2018-19 as set out in section 5.

3. Note the Committee's specific budget proposals for 2018-19 to 2021-22 including the findings of public consultation in respect of the budget proposals as set out in Appendix 2.
4. Note the findings of equality and rural impact assessments, as set out in Appendix 3 of the report, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to;
  - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
  - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - Foster good relations between persons who share a relevant protected characteristic and person who do not share it.
5. Note and agree any mitigating actions proposed in the equality and rural impact assessments;
6. Note the recommendations of the Executive Director of Finance and Commercial Services, and;
  - a) Recommend to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2018-19, within the council tax referendum limit of 3.0% for 2018-19;
  - b) Note that the Council's budget planning includes an increase in council tax of 3.0% for the Adult Social Care precept in 2018-19, meaning that no increase in the Adult Social Care precept would be levied in 2018-20.
7. Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 4 of the report including all of the savings for 2018-19 to 2021-22 as set out for consideration by Policy and Resources Committee on 29 January 2018, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 12 February 2018.
8. Agree and recommend the Capital Programmes and schemes relevant to this Committee as set out in Appendix 5 to Policy and Resources Committee for consideration on 29 January 2018, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 12 February 2018.

#### **4. Dedicated Schools Grant (DSG)**

4.1 The Committee received the report by the Executive Director of Children's Services which presented the changes to the distribution for the Dedicated Schools Grant from April 2018 in line with the Department of Education's Fairer School Funding arrangements.

4.2 The Committee **RESOLVED** to;

- Agree the Dedicated Schools Grant funding and the changes to the schools funding formula.

#### **5. The Supply of School and Childcare Places in Norfolk**

5.1 The Committee received the report by the Executive Director of Children's Services which is an annual report combined with the statutory report to Members on the published Childcare Sufficiency Assessment.

5.2 The Committee **RESOLVED**;

To adopt the Schools' Local Growth and Investment Plan and the Childcare Sufficiency Assessment.

## **6. Determination of 2019/20 Admission Arrangements**

6.1 The Committee received the report by the Executive Director of Children's Services which summarised the statutory consultation outcomes and proposed no changes to Norfolk's admissions co-ordination scheme and timetable for the academic year 2019/20.

6.2 The Committee **RESOLVED**;  
Local Authority admissions co-ordination: The co-ordination schemes and timetables including in-year co-ordination are approved for 2019/20.

Admission arrangements for Community and VC schools: That no changes are made to the current (2018/19) policies for 2019/20.

## **7. Elective Home Education – the Norfolk Picture**

7.1 The Committee received the report by the Executive Director of Children's Services which provided contextual information in relation to Elective Home Education (EHE). The report enabled members to be aware of the LA's duties for children and young people who are home educated, current performance in accordance with these duties and areas for improvement are identified and acted upon.

7.2 The Committee **RESOLVED** to;

- Note the current law and guidance on Elective Home Education (EHE) and proposed changed to guidance.
- Note the current performance given the increase in numbers and the complexity of cases locally and the prospect of additional and clearer statutory responsibilities in this area.
- Receive an update in March 2019.

## **8. SEND Sufficiency Strategy**

8.1 The Committee received the report by the Executive Director of Children's Services which provided Members with information about the current government capital funding being made available for Norfolk and our ongoing engagement with partners and stakeholders to determine the priorities for the funding. In addition this report sets the context for future reporting, to both Children's Services Committee and Policy & Resources Committee, as part of a new over-arching SEND strategy and related 5 year invest to save plan.

8.2 The Committee **RESOLVED** to;

- Comment on draft recommendations for use of future government capital funding for SEND in Norfolk, prior to further co-production with partners and stakeholders in the spring term.
- Agree to receive a further report to the March Children's Services Committee, to formally sign-off the plan prior to publication to secure £2.7million government capital SEND funding; in addition to receive subsequent reports in the summer, to take forward the longer term SEND Strategy and related sufficiency / invest to save plan.

## **9. Children Injured in Road Traffic Accidents and Accidental Poisonings**

- 9.1 The Committee received and **NOTED** the report by the Executive Director of Children's Services which explained that Norfolk had a higher rate of injury hospital admissions in children and young people. The main causes are falls, poisoning and road traffic collisions. Children's Services, together with public health could play a significant role in providing leadership, co-ordination and training.

## **10. Committee Forward Plan and Update on Decisions Taken Under Delegated Authority**

- 10.1 The Committee received the annexed report (16) by the Executive Director of Children's Services which set out the forward plan to enabled members to shape future meeting agendas and items for consideration. The report was also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director.
- 10.2 The Committee **NOTED** the forward plan.

## **B Report from the meeting held on 13 March 2018**

### **1. Children's Services Committee Plan 2018/2021**

- 1.1 The Committee received the report outlining the Children's Services Committee Plan, which set out the objectives for the year and demonstrated how each area of the Council's work would change to deliver the Norfolk Futures transformation plan.
- 1.2 The Committee **RESOLVED** to:
- Agree the Children's Services Committee Plan;
  - Note the Committee's contribution to, and responsibilities for, Norfolk Futures, NCC's transformation plan;
  - Agree metrics against which this Committee will report to Policy and Resources Committee for monitoring purposes

### **2. Performance Monitoring 2017-18**

- 2.1 The Committee reviewed the performance data outlined in the report, presented on an exception basis.
- 2.2 The Committee **REVIEWED** and **COMMENTED** on the performance data, information and analysis presented in the vital sign report cards and determined that the recommended actions identified are appropriate.

### **3. Finance Monitoring 2017-18**

- 3.1 The Committee considered the report providing an update on the performance and financial forecast outturn information for the 2017-18 financial year and setting out



financial outturn data for the period ending 31 March 2018 (period 10), as at the end of January 2018.

3.2 Members **AGREED**:

- a) the forecast outturn position at period 10 for the 2017-18 Revenue Budget for both the Local Authority Budget and Schools Budget;
- b) The forecast outturn position at period 10 for the 2017-18 Capital Programme.

**4. Post 16 Education and Training in Norfolk**

- 4.1 The Committee received the report providing an overview of post 16 provision, quality, outcomes for students and support for young people, and a brief overview of current work by teams in Children's Services and Community and Environmental Services.
- 4.2 The Committee **NOTED** the content of the paper.

**Penny Carpenter**  
**Chairman, Children's Services Committee**

## Report of the Communities Committee Meetings held on 17 January and 7 March 2018

### A: Meeting held on Wednesday 17 January 2018.

#### 1 Urgent business

- 1.1 The Committee **agreed** to consider the following item as urgent business so the Police & Crime Panel would have a clear view of Norfolk County Council's position when it met at its Extraordinary meeting on Monday 22 January 2018.
- 1.2 **The Local Business Case Update on Police and Fire Collaboration**
- 1.2.1 The Committee received and considered the Independent Review of Options for the Future of Police and Fire and Rescue Service Governance in Norfolk, produced by Grant Thornton and Commissioned by the Office of the Police & Crime Commissioner (PCC) for Norfolk.
- 1.2.2 The Committee considered that the report appeared slightly biased in favour of transferring governance to the PCC; that the report failed to demonstrate that such a move would provide value for money; and Members questioned whether the money spent on commissioning the report could have been spent more effectively within the Fire Service itself. Members also felt there were other ways collaborative working could be promoted.
- 1.2.3 The Committee was of the view that Norfolk already had an excellent Fire and Rescue Service, being one of the most efficient in the country and felt that there was insufficient evidence within the report for changing the current arrangements.
- 1.2.4 The Committee considered that Option 1 of the report (Voluntary Collaboration – Continue with the Fire and Rescue Authority as part of the County Council and continue to try to drive additional benefits from voluntary collaboration) was the option they wished to support, as there was already a lot of voluntary collaborative working between the emergency services.
- 1.2.5 Mr D Roper proposed, seconded by Mr H Humphrey that:
- Norfolk County Council should retain governance of the Fire and Rescue Service, while continuing to support and promote appropriate collaboration between emergency services and that Option 1 was the Council's preferred way forward.
  - The PCC should not progress to a full Business Case and public consultation, due to the marginal nature of the Outline Business case and the associated costs, which could be more effectively used for front-line services.
  - It would not support Options 3 or 4 in any way.

1.2.6 Upon being put to a vote, the motion was **unanimously CARRIED**.

## **2 Adult alcohol and drug services update**

2.1 The Committee considered the report by the Director of Public Health updating it on the current performance in adult alcohol and drug treatment; the new adult alcohol and drug behaviour change service and future policy and strategic work.

2.2 The Committee **RESOLVED** to:

1. Endorse the direction and progress in improving delivery of adult alcohol and drug services, with a focus on recovery and in line with the new National Drug Strategy 2017.
2. Endorse the development of a network to address key strands within the National Drug Strategy 2017, tackle harms caused by alcohol and drugs misuse, and provide support and guidance for service delivery in order to better meet the needs of the residents of Norfolk.

## **3 Casualty Reduction Partnership Delivery Plan Update – 2017-18**

3.1 The Committee considered the report by the Director of Public Health outlining the activities of Norfolk County Council's Road Safety Team and wider partnership.

3.2 The Committee **RESOLVED** to:

1. Note the progress so far on the Road Casualty Reduction Partnership (RCRP) delivery plan for 2017-18.
2. Endorse the development of performance measures and updated communications strategy in the delivery plan for 2018/19.
3. Set up a Member Task and Finish Group to develop a revised strategy for road safety.

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

4.1 The Committee considered the report by the Executive Director of Community and Environmental Services setting out details of the County Council's strategy which would set out the future direction, vision and objectives for the Council across all its services. The report provided an overview of the financial issues for the Council, including the latest details of the Autumn Budget 2017 and the Local Government Finance Settlement for 2018-19. It summarised the Committee's saving proposals for 2018-19, identified budget pressures and funding changes, and set out the proposed cash-limited revenue budget as a result of them. The report also provided details of the proposed capital programme.

4.2 Each recommendation was separately voted on as follows:

- 1) Note the new corporate priorities – Norfolk Futures – to focus on demand management, prevention and early help, and a locality focus to service provision as set out in section 2 of this report. **This recommendation was**

**unanimously agreed.**

- 2) Consider and agree the service-specific budgeting issues for 2018-19 as set out in section 5. **This recommendation was unanimously agreed.**
- 3) Consider and comment on the Committee's specific budget proposals for 2018-19 to 2021-22 set out in Appendix 2, including the findings of public consultation in respect of the budget proposals set out in Appendix. **This recommendation was agreed.**
- 4) Consider the findings of equality and rural impact assessments, attached at Appendix 4 to this report, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:
  - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
  - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.**This recommendation was agreed.**
- 5) Consider and agree any mitigating actions proposed in the equality and rural impact assessments. **With 9 votes in favour, 4 votes against and 0 abstentions, this recommendation was agreed.**
- 6) Consider the recommendations of the Executive Director of Finance and Commercial Services, and:
  - a. Recommend to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2018-19, within the council tax referendum limit of 3.0% for 2018-19;
  - b. Note that the Council's budget planning includes an increase in council tax of 3.0% for the Adult Social Care precept in 2018-19, meaning that no increase in the Adult Social Care precept would be levied in 2019-20.  
**This recommendation was agreed.**
- 7) Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 5 including all of the savings for 2018-19 to 2021-22 as set out for consideration by Policy and Resources Committee on 29 January 2018, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 12 February 2018.  
**With 9 votes in favour, 4 votes against and 0 abstentions, this recommendation was agreed.**
- 8) Agree and recommend the Capital Programmes and schemes relevant to this Committee as set out in Appendix 6 to Policy and Resources Committee for consideration on 29 January 2018, to enable Policy and

Resources Committee to recommend a Capital Programme to Full Council on 12 February 2018. **This recommendation was agreed.**

## **5 Risk Management**

- 5.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing it with the Communities departmental risk register exception, as at December 2017, following the latest review conducted in December 2017. The reporting of risk was aligned with, and complemented, the performance and financial reporting to the Committee.
- 5.2 The Committee **RESOLVED** to note:
1. The risk reported by exception from the Communities departmental risk register;
  2. Whether the recommended mitigating actions identified in Appendix A for the risk presented were appropriate, or whether Risk Management improvement actions were required (as per Appendix C).

## **6 Performance Management**

- 6.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing it with performance data, information and analysis presented in the vital sign report cards and asking it to determine whether the recommended actions identified were appropriate or whether another course of action was required.
- 6.2 The Committee **RESOLVED** to **NOTE** the report.

## **7 Regulation of Investigatory Powers Act 2000**

- 7.1 The Committee considered the report by the Chief Legal Officer and the Executive Director of Community & Environmental Services detailing the use of Regulation of Investigatory Powers Act (RIPA) by the County Council for 2016-17 and summarised the changes to the Council's Policy and Guidance.
- 7.2 The Committee **RESOLVED** to:
1. **Note** the use of RIPA by the Council for 2016 and 2017, and
  2. **Approve** the revised Policy and Guidance document for RIPA.

## **8 Finance Monitoring**

- 8.1 The Committee considered the report by the Executive Director of Community & Environmental Services providing it with information on the budget position for services reporting to Communities committee for 2017-18. It provided information on the revenue budget including any forecast over or underspends and any identified budget risks. It also provided an update on the forecast use of reserves and the details of the capital programme.
- 8.2 The Committee **RESOLVED** to note:

- a) The forecast out-turn position for the Communities Committee revenue budget and note the current budget risks being managed by the department.
- 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 Forward Plan and Decisions taken under delegated authority

- 9.1 The Committee considered the report by the Executive Director of Community & Environmental Services setting out the Forward Plan for Communities Committee.
- 9.2 The Committee agreed to add the following topics to the forward work programme.
- Report on mobile library provision when remodelling had been carried out.
  - A briefing on teenage pregnancy rates.
  - Update on the Drug and Alcohol Contract once it had had an opportunity to bed in.
- 9.3 The Committee **RESOLVED** to note:
- 1. the Forward Plan.
  - 2. the delegated decisions detailed in section 1.2 of the report.

## B: Meeting held on Wednesday 7 March 2018

### 1 Urgent business

- 1.1 The Chairman advised that, following the recent spell of bad weather and as the Committee held responsibility for resilience, she had asked for a verbal update on the business continuity arrangements and for details of any learning points. The Committee would be receiving a full report on Resilience and Emergency Planning at its meeting on Monday 21 May 2018.
- 1.1.1 The Director of Public Health informed the Committee about how the resilience arrangements and business continuity plans had been activated and used to monitor the delivery of council services throughout the period of disruption caused by the snow and high winds. Staff who had considered it unsafe to travel into work had been encouraged to work from home. The Highways Team had carried out gritting and snow ploughing on major routes to try to keep main roads clear, although the amount of snow that had fallen combined with the high winds had made this task very difficult. A range of organisations and partners had worked well together to provide support for those worst affected.

The bad weather had caused a significant external IT failure which had meant staff had been unable to access their emails and documents at home. The Information

Management Team (IMT) had quickly found a work-around solution to the failure and staff had been able to access their emails.

Norfolk County Council's Business Continuity plans had been brought into operation and had worked well.

It was anticipated that a full debriefing session would be held within the next few weeks with the Committee receiving a full briefing at its May meeting.

- 1.1.2 The Chief Fire Officer updated the Committee about the emergency assistance Norfolk Fire and Rescue Services had provided throughout the extreme weather period and thanked everyone involved for the excellent work they had undertaken.
- 1.1.3 The Committee wished to place on record its thanks and congratulations to all staff who had gone above and beyond their duty to ensure that Norfolk County Council services were maintained.

## **2 Annual report of the Norfolk Armed Forces Community Covenant**

- 2.1 The Committee received the report by the Executive Director of Community and Environmental Services providing it with the annual progress report on Norfolk's Independent Armed Forces Covenant Board's Strategy and Action Plan 2017-19.
- 2.2 The Committee welcomed Tony Tomkinson, Chairman of the Armed Forces Covenant Board; Keith Kiddie, Armed Forces Member Champion; and Major Gavin Rushmere, British Army Reservists, who attended the Committee meeting to present the report.
- 2.3 The Committee **RESOLVED** to:
  - 1. Note the progress against the Norfolk Armed Forces Community Covenant Action Plan (detailed in Appendix 1 of the report).
  - 2. Nominate representatives to attend the conference set out in Section 3 of the report.

## **3 Norfolk Against Scams Partnership**

- 3.1 The Committee received the report by the Executive Director of Community and Environmental Services presenting a recommendation on the proposed formation of the Norfolk Against Scams Partnership; to support the National Trading Standards 'Friends Against Scams' initiative.
- 3.2 The Committee **RESOLVED** to:

**Support** the establishment of a Norfolk Against Scams Partnership (NASP) with the National Trading Standards (NTS) Scams Team and communities in our county and agree to Norfolk County Council becoming one of the flagship Friends Against Scams local authorities.

- 4 Trading Standards Service Plan including Food and Feed Law Enforcement Plan (FFLEP) and Enforcement of Age Restricted Sales and Illegal Tobacco Plan (EARSITP).**
- 4.1 The Committee received the report by the Executive Director of Community and Environmental Services introducing the Trading Standards Service Plan 2018-19 (Appendix 1 of the report), including: Annex 1 – The Enforcement of Age Restricted Sales and Illegal Tobacco Plan (EARSITP), and Annex II – The Food and Feed Law Enforcement Plan (FFLEP) which needed to be adopted by the Communities Committee.
- 4.2 The Committee **RESOLVED** to:
- Adopt the Trading Standards Service Plan including Annexes I and II, and
  - Delegate the functions of the regulator for the purposes of the Environmental Protection (Microbeads) (England) Regulations 2017 to the Head of Trading Standards.
- 5 Suicide Prevention Plan**
- 5.1 The Committee received the report by the Director of Public Health setting out the progress made on implementing Norfolk’s suicide prevention strategy and action plan.
- 5.2 The Committee **RESOLVED** to:
1. **Note** the progress to date on the implementation of the Norfolk Suicide Prevention Strategy and action plan.
  2. **Endorse** the proposed actions for 2018-19.
- 6 Mental Health Campaigning**
- 6.1 The Committee received the report by the Director of Public Health presenting a summary of mental health campaign initiatives and activities undertaken throughout 2017-18. The mental health campaign activities focused on two areas: Reducing Stigma and Suicide Prevention.
- 6.2 The Committee viewed a video presentation, including a case study used to help reduce the stigma around mental health and highlighting men’s mental health in particular.
- 6.3 The Committee **RESOLVED** to:
- **Note** the work that had been undertaken to date.
  - **Endorse** the use of engagement with the arts to improve both physical and mental health and wellbeing in future campaigns and projects.
- 7 Tobacco Control Action Plan**
- 7.1 The Committee received the report by the Director of Public Health following the publication of the Tobacco Control Plan for England, towards a ‘smokefree’ generation. The Plan outlined four main ambitions of driving down overall



prevalence, reducing smoking in pregnancy, reducing smoking in those with mental health conditions and backing evidence based innovations.

7.2 The Committee received a presentation titled “Smoking and Tobacco Control” (attached at Appendix A).

7.3 The Committee **RESOLVED** to:

1. **Note** the progress that had been made in the past 18 months towards Norfolk’s ambitions related to smoking and tobacco control.
2. **Endorse** the approach to tobacco control and stop smoking services as detailed in the Norfolk Tobacco Control Alliance’s Action Plan for 2018.

## **8 Casualty Reduction Task and Finish Group – Terms of Reference**

8.1 The Committee received the report by the Director of Public Health setting out the proposed terms of reference for the Casualty Reduction Task and Finish Group, agreed at the Committee meeting held on 17 January 2018.

8.2 As part of its work, the Committee asked the Task and Finish Group to consider whether speed limits on country roads were appropriate.

8.3 The Committee **RESOLVED** to:

- a) **Agree** the terms of reference for the task and finish group.
- b) **Agree** that a report detailing the findings of the task and finish group should be considered by Communities Committee.

## **9 Norfolk Fire and Rescue – Service Plan 2018-19**

9.1 The Committee received the report by the Executive Director of Community and Environmental Services enabling Members to have oversight of the priorities and activities to be delivered by Norfolk Fire and Rescue Service in 2018-19.

9.2 The Committee **RESOLVED** to:

- **Approve** the Norfolk Fire and Rescue Service Delivery Plan 2018-19 (appendix 1 of the report).

## **10 Norfolk Fire and Rescue Service – Annual Statement of Assurance**

10.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out the Annual Statement of Assurance which looked backward to the previous financial year and provided assurance on financial, governance and operational matters.

10.2 The Committee **RESOLVED** to:

- **Note** the assurances that financial, governance and operational management of Norfolk Fire and Rescue Service meet statutory requirements.
- **Approve** the Norfolk Fire and Rescue Authority Statement of Assurance 2016-17 (set out at Appendix 1).

## **11 Communities Committee Plan 2018-19**

- 11.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out how Service Committees had been commissioned by Policy & Resources Committee to develop Committee Plans which would set out objectives for the year, and specifically demonstrate how each area of the Council's work would change to deliver Norfolk Futures Strategy.
- 11.2 The Committee **RESOLVED** to:
1. **Agree** the Communities Committee Plan, as set out in Appendix 1 of the report.
  2. **Note** the Committee's contribution to, and responsibilities for, Norfolk Futures, NCC's transformation plan.
  3. **Agree** the performance measures against which this Committee would report to Policy & Resources Committee for monitoring purposes, as set out in paragraph 1.1.8 of the report.

## **12 Risk Management**

- 12.1 The Committee received the report by the Executive Director of Community and Environmental Services providing it with the Communities departmental risk register reported by exception, as at March 2018, following the latest review conducted during February 2018. The reporting of risk was aligned with, and complemented, the performance and financial reporting to the Committee.
- 12.2 The Committee **RESOLVED** to:
- a) **Note** the new risk RM14293 – The organisation not having the technical capacity and/or skills required to meet the needs of its digital transformation/technology driven efficiency agenda, being reported to the Digital Innovation and Efficiency Committee.
  - b) **Note** the new risk RM14337 reported to Committee by exception from the Communities departmental risk register.
  - c) **Note** the recommended mitigating actions identified in Appendix A of the report are appropriate.
  - d) **Note** the summary of Communities departmental level risks (set out in Appendix E of the report).

## **13 Performance Management**

- 13.1 The Committee received and **noted** the report by the Executive Director of Community and Environmental Services setting out the performance management report.

## **14 Finance Monitoring**

- 14.1 The Committee received 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. The report provided information on the revenue budget including any forecast over, or underspends

and any identified budget risks. It also provided an update on the forecast use of reserves and the details of the capital programme.

14.2 The Committee **RESOLVED** to **note**:

- a) The forecast out-turn position for the Communities Committee revenue budget and note the current budget risks being managed by the department.
- 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.

## **15 Forward Plan and Decisions taken under delegated authority**

15.1 The Committee received the report by the Executive Director of Community & Environmental Services setting out the Forward Plan for Communities Committee.

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

- 1. the Forward Plan.
- 2. the delegated decisions detailed in section 1.2 of the report.

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

## **Report of the Digital Innovation and Efficiency Committee meetings held on 22 January 2018 and 6 March 2018**

### **Items from the meeting of 22 January 2018**

#### **1 Finance monitoring**

- 1.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided the Committee with information on the budget position for services reporting to Digital Innovation & Efficiency Committee for 2017-18.

#### **1.2 RESOLVED**

**That the Committee note:**

- 1. The forecast out-turn position for this committee.**
- 2. The current capital programme for this committee.**
- 3. The draft capital programme for IMT from 2018 - 21 which will be taken to the P&R Committee in January and then on to full council in February 2018.**
- 4. The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.**

#### **2 New Social Care System**

- 2.1 The Committee received a report and Power Point presentation by the Executive Director of Adult Social Services that informed Members of the progress of the Social Care System Replacement (SCSR) programme and outlined the benefits and future development.
- 2.2 The presentation included a demonstration of the services "Liquid Logic" (the replacement for the Care First System) could be expected to provide on-line, including examples of how the system provided for integrated working and data sharing with NHS and other public sector partners. The Committee was informed that the Adults and Finance Go Live took place on schedule and after live testing, was released to staff on 22 November 2017. The Children's, Early Help and Finance project continued to move forward to plan. The fourth round of testing started on 27 December 2017 and the Go Live was due to take place by the end of April 2018.

#### **2.3 RESOLVED**

**That the Digital Innovation and Efficiency Committee note the progress on delivering the new Social Care Record System for Adult Social Services, Children's and Finance and agree to receive a further report at the May 2018 meeting of this Committee.**

### 3 **IMT Performance Indicators**

- 3.1 The Committee received its third performance management report for the IMT Department. The report included operational dashboard information based on the eight vital signs performance indicators that fell under the remit of this Committee, none of which had met the exception criteria.

### 3.2 **RESOLVED**

**That the Committee:**

- 1. Note current LPA policies and lobby to update where necessary to ensure that high speed broadband is promoted.**
- 2. Encourage FTTP over FTTC to maximise connection speeds and futureproof the installation.**
- 3. Work with broadband companies to ensure highways policies and procedures speed up deployment and encourage further investment.**
- 4. Ask for a progress report at the next meeting about the action that the Norfolk District Councils are taking as LPAs to ensure that residents can access high speed broadband when they move into new developments.**

### 4 **Mobile Telecommunications**

- 4.1 During discussion with guests from the four main providers of mobile networks in the county (EE, Telefonica/O2, Three and Vodafone) and their representative trade body Mobile UK, and a guest from the Norfolk Chamber of Commerce, the following key points were made:

- The guest from the Norfolk Chamber of Commerce spoke about the limitations of current mobile phone coverage levels (some 11% of Norfolk's businesses had found that they could only get 2G signals). The limitations on coverage levels, signal strength and channel availability had a significant effect on the growth of a sustainable local economy for Norfolk, particularly in rural areas.
- The guests from the mobile phone operators spoke about the role that local planning authorities could play in helping to achieve a transformation in mobile telecommunications. They spoke about how local planning authorities should look to change their view of mobile phone operators and provide more clear planning guidance and policies in relation to mobile phone services. They spoke about how mobile phone operators were sometimes overburdened by planning restrictions. They said that the services that mobile phone operators provided should be viewed as a vital component of society for education, home working and community cohesion and resilience, particularly in rural areas like Norfolk. At present many planning authorities in England as a whole had too narrow an understanding of the work of mobile phone operators.
- The guests explained their current and anticipated future level of investment in mobile phone technology in Norfolk and for across England as a whole, their network sharing arrangements, the geographical range of telecommunications signals in rural and urban areas and how the use of mobile phones indoors in "no or limited service spots" would be boosted by fibre installation in homes and businesses across the county.
- The Head of IMT informed the Committee that the County Council had begun work on a commission that had identified the potential use of some 500 public sector owned structures, such as council offices, fire towers, wind turbines and

existing telecommunications masts that could be used for mobile telecommunications. Of these sites, some 200 might be particularly suitable to the providers to mount new infrastructure in the “not-spots” of the county where coverage was lacking. A survey was currently being undertaken using multiple typical handsets to test all major networks on issues such as quality of service, signal strength and contention levels. The survey would be undertaken on A & B roads, market towns and significant tourism areas of the county. The survey was commissioned to help residents and businesses to make better informed buying decisions and to help the County and the mobile network operators identify which existing public owned structures could be used to host equipment.

- In reply to questions it was said that with the roll out of Norfolk’s street lighting contract and the installation of new forms of street lighting further opportunities for improvements in mobile voice and data connectivity would emerge. The role of Highways and Network Rail Networks in assisting with mobile phone communications was also discussed.
- Members suggested that a list should be kept of large landowners in the county who might be willing to provide land for mobile telecommunications.

#### **4.2 RESOLVED**

**That the Committee note the information provided by the mobile network operators and in the light of the comments that have been made in the meeting ask officers to explore further what the Council could do to facilitate improved mobile voice and data coverage and performance across Norfolk.**

#### **5 Forward Plan**

##### **5.1 RESOLVED**

**That the Committee agree the forward plan.**

#### **Items from the meeting of 6 March 2018**

#### **6 Finance Monitoring**

- 6.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided the Committee with information on the budget position for services reporting to Digital Innovation & Efficiency Committee for 2017-18.

##### **6.2 RESOLVED**

**That the Committee note:**

- 1. The forecast out-turn position for this Committee.**
- 2. The current 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.**

#### **7 IMT Performance Indicators**

- 7.1 The Committee received its fourth performance management report for the IMT Department. The report included operational dashboard information based on the

eight vital signs performance indicators that fell under the remit of the Committee.

7.2 The Committee heard that the answer phone facility had been removed to provide a better service so that calls were only answered by a member of the IMT staff. The abandonment rate was higher than hoped but it was expected that this would improve over time.

7.3 The Committee also heard that the bad weather in early March had proved a test for the amount of remote access being used at the same time. Data captured at the time revealed that 1,500 users were working remotely concurrently. Until the Wednesday all was working perfectly until the Thursday when there was an external outage due to the Vodafone network. Members heard that more testing needs to be carried out by users working from home so as to check their ability to access services remotely ahead of any future major incident.

#### 7.4 **RESOLVED**

**That the Committee note:**

- 1. The information provided in the report.**
- 2. The proposals for automation and two additional apprentices, funded through other IMT staff savings to further improve IMT performance.**

#### 8 **DIE Committee Plan incorporating Norfolk Futures**

8.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that set out the three year forward plan which in turn set out how its areas of responsibility would be shaped by the ambition of *Caring for our County: A Vision for Norfolk in 2021* and the principles of *Norfolk Futures*, the County Council's new strategy.

8.2 The Committee heard that all Local Authorities had similar aims and the Head of IMT confirmed that he was working closely with Local Authorities through various guises so would share best practice.

#### 8.3 **RESOLVED**

**That the Committee:**

- 1. Agree the Digital Innovation and Efficiency Committee Plan, set out in Appendix 1 to the report.**
- 2. Note the Committee's contribution to, and responsibilities, for Norfolk Futures, NCC's transformation plan.**
- 3. Agree the performance measures against which this committee will report to Policy and Resources Committee for monitoring purposes, as set out in para 1.1.8 of the report.**

#### 9 **Better Broadband for Norfolk Programme update**

9.1 The Committee received a report by the Executive Director of Community and Environmental Services that described two new opportunities that supported the Council's stated aim to achieve access for 100% of Norfolk properties.

## 9.2 **RESOLVED**

**That the Committee:**

- 1. Agree the procurement approach described in section 2 of the report.**
- 2. Delegate authority to the Executive Director of Community and Environmental Services in consultation with the Chair and Vice Chair of Digital Innovation and Efficiency Committee to enter into contract(s) with the successful bidder(s) for the provision of Next Generation Access broadband infrastructure.**
- 3. Recommend to Policy & Resources Committee, and then to Full Council for the £11 million of forward funding for the next stage of BBfN.**

## 10 **Assistive Technology**

- 10.1 The Committee received a report by the Executive Director Adult Social Services and the Executive Director, Finance and Commercial Services that reviewed the developments in “assistive” technology and how those technologies (designed to help people to live independently) could help the Council to cope with the combined drivers of increased demand and reduced budgets. The Committee also watched a short video showing the example of when assistive technology was not suitable.
- 10.2 With regards to the demonstrator suite that could be built at County Hall, Members asked if there was portable demonstrators available. Officers confirmed that social workers took smaller items of equipment around with them as they were conscious of the need to be able to use the equipment in all parts of the county. The equipment could be set up to individually programme to a person’s specification. Some equipment was predominantly there to reassure carers and other family members.
- 10.3 Officers were happy to attend meetings which had already been set up, rather than set up new meetings to showcase equipment.

## 10.4 **RESOLVED**

**That the Committee:**

**Note the information provided in the report.**

## 11 **Digital Inclusion Strategy**

- 11.1 The Committee received a report by the Executive Director of Community and Environmental Services that outlined why digital inclusion was an issue for Norfolk and the steps proposed to address the barriers that Norfolk people faced in getting on line.

## 11.2 **RESOLVED**

**That the Committee endorse the Digital Inclusion Vision and Strategy and recommend its approval at P&R committee to improve digital inclusion in Norfolk.**



## **12 Mobile Telecommunications**

- 12.1 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 update on the survey that had been carried out and proposed some steps going forward.
- 12.2 Members asked that the results were published with a zoom function as residents would be particularly interested to know the results of their specific area. The results would also be sent to all Members of the Council and ATWG would be attending the next meeting.

### **12.3 RESOLVED**

**That the Committee:**

- 1. Note the information regarding progress with the survey.**
- 2. Agree to receive a briefing from AWTG on the final results of the survey after completion on the 22nd March 2018.**
- 3. Approve plans to use the data in further dialogue with mobile network operators to drive coverage improvements through access to public sector buildings and where possible fibre backhaul.**
- 4. Publish the findings on the Councils Internet site to help residents and businesses to make better informed mobile telephony buying decisions.**
- 5. Note options for a periodic refresh of the data.**

## **13 Forward Plan and Update on Decisions taken under delegated authority**

### **13.1 RESOLVED**

**That the Committee agree the forward plan.**

**Note delegated decisions.**

**Tom Garrod  
Chairman**

## Report of the Environment Development and Transport Committee Meetings held on 19 January and 16 March 2018.

### A – Items from the meeting of 19 January 2018

#### 1. Rail Update

- 1.1 The Committee received the report providing an update on strategic rail issues for the County.
- 1.2 The Committee **RESOLVED** to:
  - 1. **AGREE** findings of the review into how the county council deals with strategic rail issues, and task Norfolk Rail Group with reviewing how it operates with a view to making it a stronger, more effective group;
  - 2. **NOMINATE** Mr T Smith as Member representative for Community Rail Norfolk;
  - 3. **AGREE** the county council responds to the Future of Community Rail Strategy, and that this be delegated to the Executive Director in consultation with the Chairman/ Vice Chairman of EDT;
  - 4. **NOTE** progress on strategic rail issues.

#### 2. A47 priorities and government consultation

- 2.1 The Committee considered the report providing an update on the current consultation on proposals for trunk roads. The role of Norfolk County Council was to make a case about the priorities of Norfolk to the Government who would make the final decision about which schemes to involve in the trunk-way programme.
- 2.2 The Committee **RESOLVED** to:
  - 1. **REAFFIRM** the council's priority commitment to dualling the A47 Acle Straight to the east and Tilney/East Winch (including Hardwick Flyover at King's Lynn) in the 2020-25 trunk road programme;
  - 2. **AGREE** that a response to the consultation be prepared, to be agreed with and sent by the chair of Environment, Development and Transport Committee;
  - 3. **ASK** the Executive Director of Community and Environmental Services to write to Highways England and MPs about speeding up the process of dualling the Acle Straight.

#### 3. Strategic and Financial Planning 2018-19 to 2021- 22 and Revenue Budget 2018-19

- 3.1 The Committee received the report outlining proposals to inform Norfolk County Council's decisions on council tax and contributing towards the Council setting a legal budget for 2018-19.
- 3.2 The Chairman **proposed**, seconded by the Vice-Chairman, that the Committee recommended to Policy and Resources Committee to remove the £500,000 saving for bus subsidies and the £200,000 saving on gritting routes to be offset by the increase in Council Tax, having listened to the feedback received from the public on these proposed cuts. The proposal was **AGREED** by the Committee.

- 3.3 When the proposals were taken together, with 12 votes in favour and 1 abstention the Committee:
- 1) **NOTED** the new corporate priorities – Norfolk Futures – to focus on demand management, prevention and early help, and a locality focus to service provision as set out in section 2 of the report.
  - 2) **CONSIDERED** and **AGREED** the service-specific budgeting issues for 2018-19 as set out in section 5;
  - 3) **CONSIDERED** and **COMMENTED** on the Committee’s specific budget proposals for 2018- 19 to 2021-22 set out in Appendix 2, including the findings of public consultation in respect of the budget proposals set out in Appendices 3a-d;
  - 4) **CONSIDERED** the findings of equality and rural impact assessments, attached at Appendix 4 to this report, and in doing so, **NOTED** the Council’s duty under the Equality Act 2010 to have due regard to the need to:
    - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
    - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
    - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
  - 5) **CONSIDERED** and **AGREED** any mitigating actions proposed in the equality and rural impact assessments;
  - 6) **CONSIDERED** the recommendations of the Executive Director of Finance and Commercial Services, and:
    - a. **RECOMMENDED** to Policy and Resources Committee that the Council’s budget includes an inflationary increase of 2.99% in council tax in 2018-19, within the council tax referendum limit of 3.0% for 2018-19;
    - b. **NOTED** that the Council’s budget planning includes an increase in council tax of 3.0% for the Adult Social Care precept in 2018-19, meaning that no increase in the Adult Social Care precept would be levied in 2019-20.
  - 7) **AGREED** and **RECOMMENDED** to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 5, but removing the £500,000 saving for bus subsidies and the £200,000 saving on gritting routes, and using the additional potential saving of £100,000 identified within the proposed DIY waste saving to reduce the proposed saving on non-safety critical highways maintenance budgets by the same amount.
- For consideration by Policy and Resources Committee on 29 January 2018, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 12 February 2018.
- 8) **AGREED** and **RECOMMENDED** the Capital Programmes and schemes relevant to this Committee as set out in Appendix 6 to Policy and Resources Committee for consideration on 29 January 2018, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 12 February 2018.

#### 4. Highway capital programme and Transport Asset Management Plan (TAMP)

- 4.1 See *Recommendation to Council*.

#### 5. Great Yarmouth Third River Crossing

- 5.1 The Committee received the report on the procurement process to appoint the main

contractor for the Great Yarmouth Third River Crossing. An amendment to the recommendations was noted: e and f shown in the report were intended to be bullet points under recommendation d; see amended recommendations below.

- 5.2 The Chairman **proposed** that the Norwich Distributor Road working group continued over to the Third River Crossing Working Group and **nominated** Mr M Castle as its Chair. The Committee **AGREED** this proposal and nomination.
- 5.3 The Committee **RESOLVED** to:
- a) **APPROVE** the contracting strategy outlined in this report;
  - b) **AGREE** the proposed approach to social value;
  - c) **AGREE** the proposed evaluation criteria set out in this report;
  - d) **AGREE** to form a Member working group to consider in more detail:
    - the evaluation model;
    - mitigation of risk;
  - g) **DELEGATE** to the Executive Director of Environmental & Community Services authority to agree the detailed evaluation criteria, in consultation with the Chairman and Vice-Chairman of the committee and the Head of Procurement;
  - h) **AGREE** that the Head of Procurement may issue an Official Journal Contract Notice, which would commence the procurement exercise.
6. **River Wensum Strategy Public Consultation**
- 6.1 The Committee discussed the report outlining the main contents of the draft River Wensum Strategy and details of the recent public consultation.
- 6.2 The Committee **AGREED** to strongly endorse the vision and objectives of the draft River Wensum Strategy and to support the ongoing partnership working, but felt Norwich City Council should look beyond the current boundary to get best value for the Strategy.
7. The Committee received the report detailing a review of the performance of the Highways Agency Agreement.
- 7.1 The Committee **RESOLVED** to:
- 1. **NOTE** and **COMMENT** on the details of the reviewed of the Norwich Highways Agency Agreement, **AGREE** not to invoke the termination, but **EXTEND** the current Agreement for one year to March 2020, to allow the details of the new Agreement to be fully developed;
  - 2. **AGREE** that a report comes back to this Committee early in 2019 outlining a proposed new Norwich Highways Agency Agreement that would include details of the scope for financial savings.
8. **The London Plan: Consultation**
- 8.1 The Committee considered the report outlining The London Plan and outcomes flowing from it which had the potential to impact on economic growth in Norfolk.
- 8.2 The Committee **AGREED** the comments in the report as the basis for the County Council's response to the draft London Plan.
9. **Performance Management**
- 9.1 The Committee received the report reporting performance on an exception basis using a report card format.

- 9.2 The Committee **REVIEWED** and **COMMENTED** on the performance data, information and analysis presented in the vital sign report cards.

## **10. Risk Management**

- 10.1 The Committee reviewed the report providing information from the latest risk register as at January 2018, following the latest review conducted in December 2017.
- 10.2 The Committee **CONSIDERED** and **AGREED**:
- a) the new risk RM14336 - Failure to construct and deliver the Great Yarmouth 3rd River Crossing (3RC) within agreed budget (£121m) and agreed timescales (construction completed early 2023), which was reported by exception (paragraph 2.2 & Appendix A), and changes to other departmental risks (Appendix E);
  - b) that the recommended mitigating actions identified for the new risk RM14336 in Appendix A were appropriate;
  - c) putting forward a recommendation to the January 2018 Audit Committee that risk RM14336 was managed both on the departmental Environment, Development and Transport Committee risk register and the corporate risk register, given its corporate significance;
  - d) the revised risk scores for the Norwich Distributor Road risk (RM14248), following sign off of the revised Norwich Distributor Road budget at the November 2017 Full Council meeting.

## **12. Finance monitoring**

- 12.1 The Committee received the report outlining information on the budget position for services reporting to Environment, Development & Transport Committee for 2017-18.
- 12.2 The Committee **NOTED**:
- a) The Forecast out-turn position for the Environment, Development and Transport Committee revenue budget and note the current budget risks being managed by the department;
  - 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.

## **13. Forward plan**

- 13.1 The Committee reviewed and **NOTED** the Forward Plan for 2018 and delegated decisions taken by Officers.

# **B – Items from the meeting of 16 March 2018**

## **1 Welcome and Thanks**

The Chairman welcomed members of the Highways Team and a Norfolk Farmer to the Meeting, who helped clear roads during the recent snow. He thanked members of the public who helped neighbours and friends and thanked the staff present and all Highways Staff in depots across the County, who were a credit to Norfolk.

Thanks were also given on behalf of the Committee by Mr East, Mrs Walker, Mr Jermy and Mr Castle.

## 2 Urgent Business

The Chairman had met with the trails team at Beeston Bump where they had repaired the footpath, which was part of the National Trail.

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

An update from the Norwich Western Link Project Member Working Group and the Norwich Depot Hub Member Group were circulated.

Mr Foulger updated members from the most recent meetings of the Third River Crossing Members Working Group and Norwich Distributor Road (NDR) Working Group.

## 4 Highway Parish Partnership Schemes 2018/19

The Committee considered the report setting out the proposed parish partnership programme for 2018/19 following analysis and review of the applications submitted.

The Asset and Capital Programme Manager updated the Committee that of the 10 reported rejections, 4 had subsequently been agreed, 2 were in further discussion and there were 4 firm rejections. Detail was given on the 4 rejected schemes and it was reported that the 4 subsequently agreed schemes amounted to £6,500.

The Committee **APPROVED** all bids listed in Appendix B for inclusion in the Parish Partnership Programme for 2018/19.

## 5 Recommendations of the Norfolk Strategic Planning Member Forum

The Committee received the report detailing the Norfolk Strategic Planning Framework (previously the Norfolk Strategic Framework) recommended for approval by the Norfolk Strategic Planning Member Forum at their meeting in December 2017.

The Committee **RESOLVED** to **ENDORSE** the Norfolk Strategic Planning Framework as part of the ongoing duty to co-operate process.

## 6 Committee Plan 2018/19

The Committee considered the three year forward plan, setting out how its areas of responsibility would be shaped by the ambition of “*Caring for our County: A vision for Norfolk in 2021*”, and the principles of the “*Norfolk Futures*” strategy.

The Committee **RESOLVED** to:

1. **AGREE** the Environment, Development and Transport Committee Plan, set out in Appendix 1 of the report;
2. **NOTE** the Committee’s contribution to, and responsibilities for, Norfolk Futures, NCC’s transformation plan;
3. **AGREE** the inclusion of an indicator on residual waste volume to report to Policy and Resources Committee for monitoring purposes.

## 7 Sub National Transport Bodies and the East of England Sub National Transport Forum

The Committee received the report containing detail on how Sub-national Transport Bodies (STBs) could investment decisions on the major transport networks. The Chairman requested that the committee agree a £6000 annual contribution towards the Forum, to be kept under review, to cover operating costs of the STB.

The Committee **RESOLVED** to:

1. **NOTE** the engagement of Norfolk County Council in the East of England Subnational Transport Forum, represented by the chair of Environment, Development and Transport Committee;
2. **CONSIDER** the benefits of being a member of a Sub-national Transport Body;
3. **INCLUDE** the £6,000 annual contribution towards the STB.

## 8 Risk management

The Committee reviewed the risk management report providing information from the latest Environment, Development and Transport Committee risk register as at March 2018, following the latest review conducted in February 2018.

The Committee:

- a) **NOTED** Risk RM14336 - Failure to construct and deliver the Great Yarmouth 3rd River Crossing within agreed budget (£121m), and **AGREED** timescales (construction completed early 2023), which was reported by exception (in paragraph 2.2 and Appendix A of the report), and changes to other departmental risks (in Appendix D);
- b) **AGREED** that the recommended mitigating actions identified for the new risk RM14336 in Appendix A were appropriate;

## 9 Performance management

The Committee reviewed the performance report based upon the revised Performance Management System, implemented as of 1 April 2016, and the Committee's 13 vital signs indicators.

The Committee:

1. **REVIEWED** the performance data, information and analysis presented in the vital sign report cards and **AGREED** the recommended actions identified were appropriate;
2. **AGREED** to the removal of the "Average journey speed during morning peak time" measure.

## 10 Finance monitoring

The Committee received the report giving information on the budget position for services reporting to the Committee for 2017-18, information on the revenue budget including forecast over or underspends and identified budget risks, an update on the forecast use of reserves and details of the capital programme.

The Committee **NOTED**:

- a) The Forecast out-turn position for the Environment, Development and Transport Committee revenue budget and **NOTED** the current budget risks being managed by the department;
- 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.

## **11 Forward Plan, decisions taken under delegated authority and Working Group Terms of Reference**

The Committee reviewed the forward plan, decisions taken under delegated power and proposed terms of reference for the Great Yarmouth Third River Crossing Member Working Group.

The Committee:

1. **REVIEWED** the Forward Plan at Appendix A of the report and **requested** addition of a report on the East Midlands Rail Line;
2. **NOTED** the delegated decisions set out in section 2 of the report;
3. **APPROVED** the Terms of Reference for the Great Yarmouth Third River Crossing Member Working Group, as set out in Appendix B of the report.

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



## **Report of the Policy and Resources Committee meetings held on 29 January 2018 and 26 March 2018**

### **Items from the meeting of 29 January 2018**

#### **1 Finance monitoring report Period 8: November 2017**

- 1.1 The Committee received a report from the Executive Director of Finance and Commercial Services that summarised the Period 8 (November 2017) forecast financial outturn position for 2017-18, to assist Members to maintain an overview of the overall financial position of the Council.

#### **1.2 RESOLVED**

**That the Policy and Resources Committee:**

- 1. Note the period 8 forecast Revenue overspend of £2.790m, subject to approved use of reserves;**
- 2. Agree the use of £2.591m reserves, as set out in paragraph 3.2 below and paragraph 2.10 in Appendix 1 to the report, to reduce the level of the Children's Services forecast revenue overspend, as recommended by 16 January 2018 Children's Services Committee;**
- 3. Note the forecast General Balances at 31 March 2018 of £19.301m, before taking into account any over/under spends;**
- 4. Note the revised expenditure and funding of the current 2017-20 capital programme as set out in Appendix 3 of the report;**
- 5. Agree to the addition of £0.100m to the capital programme to fund a corporate financial reporting systems upgrade as described in section 4 of Appendix 2 of the report (Capital Programme);**
- 6. Approve the decision not to pursue potential retrospective performance deductions of £0.150m, due to incorrectly interpreted rectification periods through the early years of the Street Lighting PFI contract as explained in Appendix 1 section 5, and paragraph 4 of the report.**

#### **2 Our Vision, Strategy and Service Plans**

- 2.1 The Committee received a report by the Managing Director that set out the Administration's Vision with its ambitions for the County and the Council's Strategy for each area of its work to be transformed to effectively deliver those ambitions.

**2.2 RESOLVED (with 9 votes in favour and 4 votes against)**

**That the Policy and Resources Committee:**

- a. Adopt “Caring for our County: A Vision for Norfolk in 2021-22.”**
- b. Agree “Norfolk Futures” and the principles driving service transformation.**
- c. Commission the Service Committees to develop plans to demonstrate how each area of the Council’s work will change to deliver Norfolk Futures, progress against which will be monitored by Policy and Resources Committee.**

**3 Recycling Norfolk’s Disused Railways – a vision for a cycling and walking network for the County**

3.1 The Committee received a report by the Executive Director, Community and Environmental Services that proposed officers undertake a feasibility exercise into the business case for bringing Norfolk’s disused railway infrastructure back into use as an integrated cycling and walking network. It was proposed that the feasibility work would focus on three disused railways, Weaver’s Way (owned in part by Norfolk County Council), King’s Lynn to Fakenham and King’s Lynn to Hunstanton. A general feasibility study of the whole of the network would also be undertaken in parallel with this detailed work.

**3.2 RESOLVED**

**That Policy and Resources Committee:**

- a. Ask that Officers investigate the feasibility of using disused railways and other underused parts of the transport system to improve cycling, horse riding and walking links. The work will focus on connecting urban areas and market towns with places of employment, education, retail and leisure.**
- b. Note that three disused railways will be investigated as a pilot, Weaver’s Way, King’s Lynn to Fakenham and King’s Lynn to Hunstanton with a small amount of initial physical work undertaken on Weaver’s Way if (additional) external funding allows.**

**4 Progress on the Council’s Equality, Diversity & Inclusion Objectives 2017-2020**

4.1 The Committee received a report by the Executive Director, Community and Environmental Services that summarised the progress made so far on the Council’s Equality, Diversity and Inclusion Objectives 2017-2020, and emerging issues.

#### 4.2 **RESOLVED**

**That Policy and Resources Committee:**

1. **Revise the objectives to improve focus on promoting equality and inclusion across the workforce and to revise Objective 5 as set out in Appendix 2 of the report.**
2. **Approve the revised Equality, Diversity & Inclusion Policy (Appendix 3 of the report).**
3. **Note that Norfolk County Council has been awarded the top level of Disability Confident Leader by the Department of Work and Pensions.**

#### 5 **Bullying and Harassment Cases**

5.1 The Committee received a report by the Managing Director that followed a request from the December 2017 meeting of the County Council about the number of bullying and harassment claims that were made in the last two years, any action or learning points that had arisen, and if any changes were required to the Council's procedures, following a number of high profile cases.

5.2 Members asked for the Council's Bullying and Harassment Policy to apply in equal measure to Members as well as to Officers.

#### 5.3 **RESOLVED**

**That Policy and Resources Committee:**

1. **Note the available evidence on the number of cases.**
2. **Note the re-introduction of the Bullying and Harassment policy as a standalone policy to reinforce its importance, together with aligned employee and management support, to enable any issues to be raised and resolved effectively.**
3. **That the re-introduced Bullying and Harassment policy be re-worded in a way that means it applies to Members and Officers of the Council in equal measure.**

#### 6 **Determination of Admission Arrangements 2019-20**

6.1 The Committee received a report by the Director of Children's Services that following a consultation process recommended no changes to Norfolk's proposed coordinated admissions scheme and timetable for the school year 2019/20. The report was presented to Children's Services Committee on 16 January 2018 and recommended to Policy and resources Committee for approval.

#### 6.2 **RESOLVED**

**That Policy and Resources Committee:**

1. With regard to Local Authority admissions co-ordination, approve the co-ordination schemes and timetables including in-year co-ordination for 2019/20.
2. With regard to Admission arrangements for Community and VC schools, make no changes to the current (2018/19) policies for 2019/20.

## **7 Notifications of Exemptions Under Contract Standing Orders**

- 7.1 The Committee received a report by the Executive Director of Finance and Commercial Services that set out the exemptions that had been made up to 2 November 2017 under paragraph 9.11 of Contract Standing Orders and that were over £250,000 and therefore needed to be notified to the Policy and Resources Committee.

### **7.2 RESOLVED**

**That 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.**

## **Items from the meeting of 26 March 2018**

## **8 Policy and Resources Committee Plan**

- 8.1 The Committee received a report by the Managing Director that set out how the Policy and Resources Committee's areas of responsibility within the three year forward plan would be shaped by the ambition of *Caring for our County: A vision for Norfolk in 2021*, and the principles of the County Council's new strategy: *Norfolk Futures*. The strategy set out what would be delivered over the next three years with the resources available. It identified key metrics against service transformation which would be monitored by Policy and Resources Committee over the period.

### **8.2 RESOLVED**

**That Policy and Resources Committee:**

1. **Agree the Policy & Resources Committee Plan**
2. **Agree that Policy & Resources monitor the development of Local Service Strategy.**
3. **Agree Policy & Resources Vital Signs.**
4. **Agree the corporately significant vital signs, identified by each Committee.**

**9      Corporately Significant Vital Signs Performance Management Report**

9.1      The Committee received a report by the Strategy Director that provided up to date performance management information for corporately significant vital signs for the period to December 2017/January 2018. The report was based on the 'vital signs' performance indicators agreed by the Committee as part of the Council's revised performance management framework introduced in April 2016.

**9.2      RESOLVED**

**That Policy and Resources Committee note the performance data and recommended action.**

**10      Managing Director's Department and Finance and Commercial Services Vital Signs Performance Management Report**

10.1      The Committee received a report by the Strategy Director that provided up to date performance management information for the Managing Director's Department and Finance and Commercial Services for the period to December 2017/January 2018. This was based on the corporately significant 'vital signs' performance indicators agreed by the committee as part of the Council's revised performance management framework introduced in April 2016.

**10.2      RESOLVED**

**That Policy and Resources Committee note the performance data and recommended action.**

**11      Risk Management Report**

11.1      The Committee received a report by the Executive Director of Finance and Commercial Services that provided the Committee with the corporate risk register as it stood in March 2018, along with an update on the Risk management Strategy 2016-19, and other related matters, following the latest review conducted during March 2018.

**11.2      RESOLVED**

**That Policy and Resources Committee note:**

- 1. The changes to the corporate risk register (appendices A and B to the report), the progress with mitigating the risks; and**
- 2. The scrutiny options for managing corporate risks (Appendix C to the report);**
- 3. The movement of corporate risks since the last meeting (Appendix D to the report);**
- 4. The Finance and Commercial Services departmental risk**

**summary (Appendix E to the report).**

**12 NCC 2017-18 Finance Monitoring Report – Period 10**

- 12.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided details of the forecast position for the 2017-18 Revenue and Capital Budgets, General Balances, and the forecast Council's Reserves at 31 March 2018, together with related financial information. The report also provided a brief commentary on a proposal to wind up the Great Yarmouth Development Company.

**12.2 RESOLVED**

**That Policy and Resources Committee:**

- 1. Note the period 10 forecast Revenue overspend of £1.597m;**
- 2. Note the forecast General Balances at 31 March 2018 of £19.301m, before taking into account any over/underspends;**
- 3. Note the revised expenditure and funding of the current and future 2017-22 capital programme as set out in Appendix 3 of the report;**
- 4. Agree, subject to agreement from GYBC, to transfer the assets of the Great Yarmouth Development Company, under the terms of the shareholder agreement, with a view to the company being wound up as explained in Capital Appendix 2, section 5 of the report.**

**13 Delivering Financial Savings 2017/18**

- 13.1 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 on 20 February 2017. The report commented on the exceptions to successful delivery, in particular those items rated as red.

**13.2 RESOLVED**

**That Policy and Resources Committee note:**

- 1. The forecast shortfall of savings delivery of £5.261m, which amounts to 11% of total savings for 2017-18;**
- 2. The budgeted value of 2017-18 savings projects rated as RED of £7.428m, of which £2.725m are forecast to be delivered;**
- 3. The budgeted value of 2017-18 savings projects rated as AMBER of £1.214m, of which £0.656m are forecast to be delivered;**
- 4. The budgeted value of 2017-18 savings projects rated as GREEN or BLUE of £39.132m, of which £39.132m are forecast to be delivered; and**
- 5. The planned removal of savings for 2018-19 (£7.174m) and 2019-20 (£0.100m) reflecting delay and removal of savings as**

**approved in 2018-22 budget setting by County Council on 12 February 2018.**

**14 Chancellor's Spring Statement and Needs and Resources Consultation**

14.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided a summary of the Chancellor's Spring Statement that would inform the Government's Budget decisions in the Autumn and therefore provided the framework for the Council's own financial planning for the 2019-20 financial year. In addition, the Council's response to the Government's *Fair Funding Review: a review of relative needs and resources* was appended to the report for Members' information. This set out an overview of the Council's key requests to Government in respect of future funding. The Fair Funding Review, alongside the implementation of greater business rates retention, was expected to have a significant impact on the resources available to local government for the delivery of services from 2020-21 onwards.

**14.2 RESOLVED**

**That Policy and Resources Committee:**

- 1. Note the implications of the Chancellor's Spring Statement 2018 for the Council's 2019-20 budget setting.**
- 2. Note the Council's response to the Government Fair Funding Review.**

**15 Procurement Six-monthly update**

15.1 The Committee received an update report by the Executive Director of Finance and Commercial Services on procurement issues. The report gave Members notice about current issues and forthcoming procurements so that they were able to provide strategic input.

**15.2 RESOLVED**

**That Policy and Resources Committee:**

- 1. Note the pipeline and the contracts of particular interest/concern that are included in the report.**
- 2. Note the information contained in the report about contract management.**
- 3. Ask for a more detailed analysis (at their next meeting) of whether the County Council could make savings by insourcing services which are currently bought-in and to be informed if significant Tier 1 and Tier 2 contracts and categories of spend may be combined in some way to allow for strengthened contract management.**
- 4. Approve the nomination of Councillor John Fisher as shareholder representative for ESPO Trading Limited.**

**16 Norfolk and Waveney – Expression of Interest to Become an Integrated Care System**

- 16.1 The Committee received a report by the Managing Director about an invitation from NHS England for the Norfolk and Waveney Sustainability and Transformation Programme to bid to become one of a ‘second wave’ of Integrated Care Systems. The report set out the opportunities this presented for improved health services and integrated care, the criteria for application and how these reflected the Council’s priorities. Norfolk was recognised as having a strong track record of integrated services and integrated commissioning and our STP had been assessed as ‘Advanced’. Becoming an integrated care system would position Norfolk and Waveney as one of the early adopters of the model. A risk register would be maintained during the development of new arrangements with the NHS.

**16.2 RESOLVED (with 10 votes in favour and 2 votes against)**

**That Policy and Resources Committee support the Norfolk and Waveney Sustainability and Transformation Partnership expression of interest to become an Integrated Care System.**

**17 Digital Inclusion Strategy**

- 17.1 The Committee received a report by the Executive Director, Community and Environmental Services that set out the Digital Inclusion Vision and Strategy, which was endorsed at the Digital Innovation and Efficiency Committee on 6 March 2018. The strategy aimed to address the main barriers to digital inclusion for the groups of people most likely to be disadvantaged by not being online.

**17.2 RESOLVED**

**That Policy and Resources Committee:**

- 1. Approve the Digital Inclusion Vision and Strategy, which was endorsed at the Digital Innovation and Efficiency Committee on 6 March 2018.**
- 2. Ask to receive the detailed figures for the exclusion data that is expressed in the report in percentage terms.**

**18 Hethel Innovation Ltd**

- 18.1 The Committee received a report by the Executive Director of Finance and Commercial Services about the outcome of a light touch review of the governance arrangements for Hethel Innovation Ltd that took account of lessons learnt from the review of NORSE governance arrangements carried out in 2016. The report set out three areas where the review had recommended that the arrangements for Hethel Innovation Ltd were strengthened or changed. Policy and Resources Committee was also



requested to approve a loan of £3m to enable Hethel Innovation Ltd to purchase the Council's freehold interest and assignment of the adjacent leasehold interests in the Hethel Engineering Centre.

## 18.2 **RESOLVED**

**That Policy and Resources Committee:**

- 1. Receive an annual shareholder report from Hethel Innovation Ltd in June each year.**
- 2. Ask the Executive Director of Finance and Commercial Services, in consultation with the Executive Director of Community and Environmental Services and Chair of Business and Property Committee, to put a Shareholder Agreement in place between Hethel Innovation Ltd and the County Council.**
- 3. Authorise the Executive Director of Finance and Commercial Services to amend to the Articles of Association for Hethel Innovation Ltd to reflect the changes set out in paragraph 2.3.5 of the report.**
- 4. After noting that Business and Property Committee on 14 March 2018 had approved the sale of the Council's freehold interest in the Hethel Engineering Centre and assignment of the adjacent leasehold interest to Hethel Innovation Ltd for £3m, to agree to authorise the loan of £3m to Hethel Innovation Ltd. The commercial structure of the loan will be agreed by the Executive Director of Finance and Commercial Services, but it is anticipated that the loan and capital interest will be repayable over 31½ years to mirror the repayment of the Council's existing loan to Hethel Innovation Ltd.**

## 19 **Code of Corporate Governance**

- 19.1 The Committee received a report by the Executive Director of Finance and Commercial Services and Chief Legal Officer about a refresh of the Council's Code of Corporate Governance in line with CIPFA's latest guidance. The Code brought together the Council's Governance and Standards in one place and supported the Council's Constitution. The Code was referenced in the Council's Annual Governance Statement, published each year and subject to external audit scrutiny.

## 19.2 **RESOLVED**

**That Policy and Resources Committee approve the revised code of corporate governance at Appendix A to the report.**

## 20 **Notification of Exemptions under Contract Standing Orders**

- 20.1 The Committee received a report by the Executive Director of Finance and Commercial Services that set out the exemptions that had been made up to 26 February 2018 under paragraph 9.11 of Contract Standing Orders and

that were over £250,000 and therefore needed to be notified to the Policy and Resources Committee.

**20.2 RESOLVED**

**That 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**

## **Reports of the Norfolk Health Overview and Scrutiny Committee meetings held on 7 December 2017, 11 January 2018 and 22 February 2018**

### **Items from 7 December 2018**

- 1 Norfolk and Suffolk NHS Foundation Trust-mental health services in Norfolk**
  - 1.1** The Committee received a suggested approach by Maureen Orr, Democratic Support and Scrutiny Team Manager, to the latest Care Quality Commission inspection of Norfolk and Suffolk NHS Foundation Trust (NSFT) on the provision of mental health services in Norfolk.
  - 1.2** The Committee received evidence from Norfolk and Suffolk NHS Foundation Trust and South Norfolk CCG (the lead commissioners for mental health services in Norfolk).The Committee also heard from the Campaign to Save Mental Health Services in Norfolk and Suffolk and from Unison.
  - 1.3** **The Committee made the following comments and recommendations to the Commissioners and NSFT based on the information received during the meeting:**
    - **NSFT and South Norfolk CCG (lead commissioners for mental health) should update the Committee on 5 April 2018 about progress with the action plan to address the Care Quality Commission (CQC) requirements.**
    - **The Committee should be kept informed about NSFT's progress in advance of the 5th April 2018 meeting via the NHOSC Briefing.**
    - **NHOSC Members were invited to visit the mental health services to learn more about progress.**
    - **A detailed point made during the meeting by Cllr Corlett regarding the reduction of NSFT's share of CCG budgets since 2013/14 and the rise in demand for NSFT's services in the corresponding period should be put in writing. A written response should be provided by South Norfolk CCG and shared with NHOSC Members via the NHOSC Briefing.**
  - 1.4** **The Committee then went on to make the following more detailed comments and recommendations:**

**With regard to the NSFT overall approach to improvement**

**Comments:-**

    - **NHOSC welcomed NSFT's approach to encouraging feedback from frontline staff.**

## **Recommendations:-**

- 1. NSFT should ensure that service user participation in NSFT's improvement was genuine co-production, with the broadest range of service users possible and should monitor whether the service user participation was representative of the service user population as a whole.**
- 2. NSFT should give clear, easy to understand feedback to all service users about what service changes or developments had taken place as a result of their feedback, along with information on how to escalate concerns if the feedback was not acted on without reasonable explanation.**

### **With regard to the availability of beds and out of trust / out of area placements**

- 3. NSFT should give NHOSC a more detailed account to provide assurance of its oversight of the service received by patients in out-sourced beds.**
- 4. The CCGs should provide funding to enable NSFT to open 15 adult acute beds at Yare Ward, Hellesdon Hospital.**

### **With regard to staffing**

- 5. NSFT should consider use of retention bonuses rewarding length of service and special responsibility payments for hard to recruit areas.**
- 6. NSFT should consider the business case for 'return to practice' incentives for:-**
  - i) Those who were out of service that still had valid professional registration**
  - ii) Those whose professional registration had lapsed**
- 7. NSFT and the CCGs should liaise with all the Local Housing Authorities in Norfolk to identify housing opportunities available for incoming staff.**

### **With regard to future commissioning strategy and funding**

**The CCGs should develop a formula for funding that took into account increases in referrals to secondary mental health care and demographic variation.**

## **2 Forward Work Programme**

- 2.1** The forward work programme was agreed as set out in the agenda papers with the addition of the following item for the 5 April 2018 meeting:-
  - Norfolk and Suffolk NHS Foundation Trust – mental health services in Norfolk – an update on progress since 7 December 2017
- 2.2** The Committee asked for information on the following items to be included in the January NHOSC Briefing to enable Members to decide whether or not they should be included on a future agenda:-
  - Maternity services – information on the rates of Caesarean sections at the N&N, JPUH and QEH; rates of spending on services (including health visiting);

comparisons of neonatal health.

- New A&E provision for the elderly at the N&N - an update on the initiative and on the effect it was having on the rest of the A&E service.
- Pharmacy – information on the local impact of a dispute between the Department of Health and medicine suppliers over agreed costs of drugs.

## **Items from 11 January 2018**

### **3. Visit to the new Older People's Emergency Department at the Norfolk and Norwich Hospital**

- 3.1 Members were invited to view the new Older People's Emergency Department at the Norfolk and Norwich Hospital on Friday 26 January 2018. The visit provided an opportunity to receive a presentation and ask questions about the new service, followed by a tour of the department.

### **4. Visits to Norfolk and Suffolk NHS Foundation Trust mental health facilities in central and west Norfolk**

- 4.1 Members were invited to visit NSFT facilities in central and west Norfolk at a date to be arranged in March 2018.

### **5 Delayed discharges / transfers of care – the District Direct pilot**

- 5.1 The Committee received a report on District Direct which was being piloted by five district councils (South Norfolk, North Norfolk, Breckland, Broadland and Norwich) and the Norfolk and Norwich Hospital to support patient discharge and its effect on delayed discharges / transfers of care. The Committee received evidence from Norfolk and Norwich University Hospitals NHS Foundation Trust and South Norfolk Council.

- 5.2 The following key points were noted:

- District Direct was the name given to a pilot scheme that involved five district council officers (from South Norfolk, North Norfolk, Breckland, Broadland and Norwich) each being seconded for one day per week to work within the NNUH integrated discharge team to support patients to return home.
- The district officers had experience in dealing with homelessness, housing adaptations and benefits and were familiar with a wide range of measures to support patients' return to their own homes.
- It was hoped that the District Direct pilot could be rolled out to the Queen Elizabeth and James Paget Hospitals, community hospitals, mental health inpatients and prison release.
- The speakers said that NHS England had chosen to use the District Direct pilot as a case study of best practice and would be sharing details of the pilot nationally.
- The District Councils had funded the pilot scheme from its inception in September 2017 until December 2017. In December 2017 the NNUH had taken on the funding of the pilot scheme in order to maintain the momentum of the initiative until the end of the current financial year by which time it was

hoped that more sustainable funding could be secured.

- The pilot had saved 385 bed days over 17 weeks (5-day week) leading to a saving of £77,000. It was estimated that over the course of a year (7-day week) District Direct could lead to a saving of £330,690.
- The pilot had halved average length of stay in older people's beds. The overall length of patient stay in hospital had been reduced by 42%.
- The speakers said that a detailed evaluation of the pilot scheme would be undertaken in February 2018. The results of the evaluation would be shared widely with interested parties (including the County Council) with a view to securing long-term funding for extending the scheme to 7 days a week with a focus on A&E as well as on hospital wards. The speakers said that a seven day scheme would provide for a more consistent service that better met NNUH requirements.

### 5.3 Members commented that:-

- On the evidence that they had so far received the continuation of District Direct appeared to be desirable.
- A robust evaluation of the cost effectiveness of the pilot would be necessary to make the business case for it to become a core service and be extended to 7 day working with a focus on A&E as well as on hospital wards.
- The evaluation study should include examples of effective practice in certain District Council areas, which others might wish to implement.

5.4 The Committee agreed to receive information on the evaluation of the District Direct pilot in the NHOSC Briefing. Depending on the evaluation findings, NHOSC might wish to revisit the subject at a future meeting.

## 6 **Children's autism services (central & west Norfolk) – assessment and diagnosis**

6.1 The Committee received a suggested approach by Maureen Orr, Democratic Support and Scrutiny Team Manager, to an update report from NHS commissioners and providers on action to reduce waiting times. The Committee received evidence from Great Yarmouth and Waveney CCG and Norfolk Community Health and Care NHS Trust.

6.2 The following key points were noted:

- In September 2017, as a result of the identification of increased demand and unacceptably long waiting times for diagnostic assessment for Autism Spectrum Disorder (ASD), the four Norfolk CCGs (which excluded Great Yarmouth and Waveney) had agreed £250,000 of additional investment that was being used to increase staffing capacity within the service.
- Details regarding additional posts could be found in the Committee report. NCHC had received approval to commence recruitment to these posts which were either advertised/subject to interview or already filled.
- The main threat to the achievement of reduced waiting times for assessment and diagnosis of children's ASD in central and west Norfolk was identified as lack of staffing and staff absence due to failure to recruit, sickness, maternity leave or resignation.
- It was anticipated that by 1st May 2018, the agreed trajectory (set out in the report) for improvement in waiting times for assessment for autistic spectrum

disorders would mean that no child waited more than 52 weeks for assessment to commence; provided the predicted staffing was available.

- By 1<sup>st</sup> May 2019 it was anticipated that no child would be waiting more than 18 weeks.
- There was senior level oversight of progress against the agreed waiting times trajectory and decisions about funding were taken by the Joint Commissioning Committee which included all the CCGs.
- The speakers said that a single waiting list had been introduced for all patients. All referrals were triaged on the basis of clinical need, however, Looked After Children received preferential access because of their state of vulnerability and complex needs. Children who were excluded from school were also tracked on the system and prioritised because of their vulnerability and complex needs.
- Of all those referred to the service for an assessment, 75% -80% were diagnosed with ASD. The families of those who were not diagnosed with ASD were signposted to other means of support such as that available from Autism Anglia and through the work of schools and children's services. By the time of their diagnosis the requirements of many of these children were already well known about for other reasons.
- All the families who had been waiting over 52 weeks, with no appointment booked for assessment to commence, had been offered a place on a Positive Behaviour Support Programme (PBSP). Some families decided not to take up a place on a PBSP as they considered they had already developed the necessary skills.
- Healthwatch Norfolk was gathering experiences from parents/carers of children/young people (18 and under) with ASD (or possible ASD) who were trying to access help and support from health and social care services. The information that was being collected included experiences with the diagnostic services and post diagnostic support services across the county and would be shared widely when the study had been completed.

6.3 The Committee **agreed** to ask Norfolk Community Health and Care NHS Trust to provide details about the number of over 52 week waiters with no appointment booked for assessment to commence who had taken up the offer of a place on a Positive Behaviour Support Programme.

6.4 The Committee also agreed to receive an update in the NHOSC Briefing (internal briefing) on progress against the agreed trajectory for improvement in waiting times for assessment for autistic spectrum disorders.

## 7 Forward work programme

7.1 The forward work programme was **agreed** as set out in the agenda papers with the addition of Maternity services to be added to NHOSC's Forward Work Programme for 12 July 2018. It was noted that the situation regarding provision of Speech and Language Drop in Sessions at Angel Road Children's Centre, Norwich, would be followed up in advance of the SLT item on 5 April 2018 agenda.

7.2 The Committee asked for information on the following items to be included in the NHOSC Briefing:-

- Community Pharmacy and the effects of the shortage / high cost of medicines, and the types of medicines affected.
- Sexual Health Services in Norfolk.
- Evaluation of the District Direct pilot

## Items from 22 February 2018

### 8 Physical health checks for adults with learning disabilities

8.1 The Committee received a suggested approach by Maureen Orr, Democratic Support and Scrutiny Team Manager, to a report on the take-up of physical health checks for adults with learning disabilities in Norfolk. The Committee received evidence from Great Yarmouth & Waveney CCG (lead CCG for primary care) and South Norfolk Clinical Commissioning Group (lead CCG for mental health).

8.2 The following key points were noted:

- GP practices were encouraged to identify all patients aged 14 who had moderate, severe or profound learning disabilities, or a mild learning disability with other complex health needs. They were asked to maintain a learning disabilities register and to offer individuals an Annual Health Check.
- The Annual Health Checks for patients with learning disabilities were commissioned by local Clinical Commissioning Groups (CCGs). They were distinct from the NHS Health checks for adults aged 40 – 74 years of age that were commissioned by Public Health and Norfolk County Council.
- Annual health checks were only offered to people with disabilities whose GP had registered them as having a learning disability or associated condition. The speakers accepted that the number of people with a learning disability on GP registers was much smaller than the likely true number of people with a learning disability, although GP registers should include those with the highest need.
- The uptake of Annual Health Checks was monitored by NHS England who had a national target of 50% of those on a GP's learning disabilities register who were offered a health check as having received one. The speakers said that the national target was also that of the CCGs but that both the CCGs and NHS England were aiming to stretch the target to 65%.
- Although the report showed that in 2016/17 there was a marked increase in the number of people with learning disabilities who had received a health check, and that all the CCGs had achieved above the 50% target (with South Norfolk and Great Yarmouth and Waveney close to the stretched target) clear disparities between different areas of Norfolk in terms of patient uptake suggested that much more needed to be done to help people with learning disabilities to receive health checks and thereby reduce the inequalities they faced.
- Members were of the view that the local target should be 100% and that if the CCGs were to aim for anything less than this figure they would doing a disservice to those who needed the health checks.
- Members asked to be provided with additional information about the take-up rate of learning disabilities annual health checks across Norfolk in 2014-15, 2015-16 and 2016-17. Members asked for this information to show the geographic spread of annual health checks by CCG area and by GP Practice. They also requested evidence to show that the CCGs monitored the uptake of mandatory capacity and consent training and awareness training by provider staff.
- The speakers said that in order to increase confidence in the records of those



who were eligible for annual checks the CCGs were taking steps to resolve data quality issues, to ensure patient summary care records were updated and visible to all health care professionals and to provide for a two way flow of information from primary and social care.

- It was important for GPs and other trained health professionals to be involved in the actual screening in terms of quality assurance because this was more likely to lead to appropriate referrals and ultimately health gains.
- The speakers said that while there was an additional administrative and training burden involved in GPs and other health professionals providing annual health checks, and this could be a particular concern for GP practices with a comparatively small number of eligible patients, the financial rewards for GPs practices that provided these checks were significant. GP practices were encouraged to undertake a steady stream of annual health checks throughout the year and to not view them as an additional income stream near the end of a financial year.
- One reason for the poorer health of people with learning disabilities was that they often had difficulty in recognising illness, communicating their needs and making timely use of primary health care services. They were also less likely to proactively seek help to address known health concerns.
- There was a lack of awareness/understanding among people with learning disabilities and their carers about annual health checks. The attitudes and perceptions of carers about health checks were as important as those of the patients themselves. Targeted communications campaigns, designed for people with learning disabilities and carers were therefore needed to increase that awareness.
- Communication guides and information for health professionals about learning difficulties were available from MENCAP and other voluntary organisations.
- Members asked for evidence to show how the CCGs had received and taken on board the views of people with learning difficulties in the Transforming Care work.
- Members recognised that Annual Health Check could lead to the detection of potentially treatable conditions and targeted actions to deal with them.
- In reply, the speakers said that before being asked to undertake their first annual health check patients might have already had their health needs assessed and be in receipt of education health care plans. The CCGs worked closely with schools and social care to identify those in need of support.
- The speakers said that they checked to ensure that after undertaking annual health checks patients were provided with care support plans that were suitable to their specific needs.

### 8.3 The Committee **agreed** to request:

- Evidence to show how the CCGs received the views of people with learning disabilities and took these views into account in the Transforming Care work.
- A quarterly breakdown of numbers of patients who received a learning disabilities health check in 2014-15, 2015-16 & 2016-17 in:-
  - Each of the 5 CCG areas
  - Each GP practice.
- Evidence of the CCGs' monitoring of the uptake of mandatory capacity and consent training and awareness training by provider staff.

### 8.4 The Committee **agreed to recommend** to the CCGs that the local target for percentage of patients on the GP Learning Disability register who receive a health

check should be 100% of those eligible.

#### 8.5 The Committee **agreed** to:

- Write to NHS England (with a copy to the Secretary of State for Health) to:-
  - seek an explanation of the rationale for setting the national target of patients on the GP Learning Disability register who receive a health check at just 50%
  - Express the opinion that the national target should be 100%.
- Ask the CCG representatives to update NHOSC in 6 months' time (i.e. at 6 Sept 2018 meeting) on progress with the 'next steps' referred to in the report (i.e. data cleansing; audit of practices on Learning Disability register completion; increasing LD health check take up; ensuring practices apply the Accessible Information Standard when communicating with LD patients, etc.)

#### 8.6 The opportunity was offered for a Member to visit the Learning Disabilities Transforming Care Board. (Offered to Cllr J Brociek-Coulton during response to a question).

### 9 **Continuing Healthcare**

#### 9.1 The Committee received a suggested approach by Maureen Orr, Democratic Support and Scrutiny Team Manager, to an update report from Norwich, North Norfolk, South Norfolk and West Norfolk Clinical Commissioning Groups (the CCGs) on the action they had taken over the past year in response to the Committee's 2017 recommendations on the delivery of NHS Continuing Healthcare (CHC) to patients who were assessed as eligible for NHS CHC under the National Framework for NHS Continuing Health Care (Department of Health). The Committee received evidence from Norfolk Continuing Care Partnership, Norwich CCG and from Norfolk County Council. The Committee also heard from a member of the public and service user.

#### 9.2 The following key points were noted:

- Continuing healthcare (CHC) policies in Norfolk remained in line with the national framework, practice guidance and directions.
- On 1<sup>st</sup> November 2017 the CCGs had set up the Norfolk Continuing Care Partnership (NCCP) which had a Strategic Board with Director level membership from all 5 CCGs and Norfolk County Council. The change to NCCP and how it functioned was published on each CCGs website.
- The Board Members were committed to working together and to the implementation of NHOSC's Feb 2017 recommendations which had not yet progressed as far as might be expected.
- The NCCP was taking early action to reduce waiting times between referral and assessment which remained longer than targeted.
- The NCCP intended to implement a new model of working that ensured patients received a package of care that was reviewed regularly by staff familiar with their case, to ensure the care delivered met the patients' assessed clinical needs.
- The NCCP was developing clear programmes of work and ongoing recruitment was taking place.
- The transition to the NCCP had not resulted in staff redundancies.

- Norfolk Continuing Care Partnership and Norfolk County Council were recruiting additional staff to ensure there was sufficient capacity to undertake assessments within the required timescales and to fortify key areas of the service.
- When the recruitment drive was complete there would be 92 members of staff (excluding Great Yarmouth) providing support for CHC in Norfolk. This represented an increase of an additional 17 posts. One of these posts would provide a co-ordinating role with the Complex Cases Review Board.
- The revised staffing figure would include an additional 6 qualified social worker posts. Each social workers would have no more than the benchmarked standard of 50 patients.
- As a result of the change to a NCCP, and the increased staffing, the robustness and consistency of CHC decision making could be expected to improve.
- The partnership model provided a foundation for future integrated working between the NHS and the County Council.
- In response to anecdotal concerns in relation to the service user experience of the CHC process and the time taken to receive a decision, the NCCP intended to explore with Healthwatch Norfolk new mechanisms to seek patients /relatives' feedback with regard to how well they understood CHC processes, and how well they were explained.
- Members considered that the nationally produced easy read version of the CHC guidance (at 17 pages long) was not up to the task and that the NCCP should look at producing its own local version.

9.3 Caroline Fairless-Price, a member of the public and service user, asked if the NCCP would allow the review process to be led by the standards set out in Harwood Care Charter which she said was a useful tool to draw out patient need and explain to patients what could be achieved. She suggested that real time feedback from Continuing Healthcare service users was essential if progress was to be made. It was important for the NCCP to have the information from patients that allowed it be seen to be developing safety net services for patients rather than just a revolving door emergency service.

9.4 In reply, the speakers said that while the Harwood Care Charter represented an important standard of service it was only one of many such standards to which the NCCP and the County Council aimed to operate.

9.5 The Committee **noted** that in the light of the comments made by the service user the Norfolk Continuing Care Partnership (NCCP) representatives undertook to consider ways of introducing real-time feedback from Continuing Healthcare service users. The Committee also **noted** that NCCP was a newly formed partnership and that Healthwatch Norfolk had very recently been asked to work with it to improve communication with service users. The Committee **agreed** to ask the NCCP representatives to update Members on progress in 9 months-time.

## 10 **Norfolk Health Overview and Scrutiny Committee appointment**

10.1 The Committee agreed to appoint Cllr G Middleton as NHOSC link with Norfolk Community Health NHS Trust.

## 11 **Forward work programme**

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

‘Ambulance performance and turnaround times’ on 24 May 2018

The report for the ‘Norfolk and Suffolk NHS Foundation Trust – mental health services in Norfolk’ on 5 April 2018 agenda to include information from the Royal College of Psychiatrists about funding of services.

**Michael Chenery of Horsbrugh**  
**Chairman**

## **Report of the Planning (Regulatory) Committee Meetings held on 1 December 2017, 16 February 2018 and 23 March 2018.**

### **A: Meeting held on 1 December 2017.**

#### **1 Election of Chairman**

Mr C Foulger was elected Chairman of the Planning (Regulatory) Committee for the remainder of the ensuing year.

#### **2 Election of Vice-Chairman**

Mr M Sands was elected Vice-Chairman of the Planning (Regulatory) Committee for the remainder of the ensuing year.

#### **3 Appointments to Planning (Regulatory) Urgent Business Sub-Committee**

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

Chairman – Mr C Foulger  
Vice-Chairman – Mr M Sands  
Mr B Long  
Mr R Brame  
Mr E Seward

### **B: Meeting held on 16 February 2018.**

#### **1 Y/2/2017/2010: Hillcrest Primary School, Hillcrest, Downham Market, King's Lynn, Norfolk, PE38 9ND.**

1.1 The Committee considered the report by the Executive Director of Community and Environmental Services seeking full planning permission for the erection of a standalone 2-storey class base block to expand the school to a 3 form entry (630 pupil place) and provide a permanent replacement for the existing temporary modular accommodation: an extension to the existing reception classroom and additional parking provision.

1.2 The Executive Director of Community and Environmental Services was authorised to:

- i. Grant planning permission subject to the conditions outlined in section 13 of the report.
- ii. Discharge conditions where those detailed in the report require the submission and implementation of a scheme, or further details, either before development commences, or within a specified date of planning permission being granted.
- iii. Delegate powers to officers to deal with any non-material amendments to the application that may be submitted.

### **C: Meeting held on 23 March 2018.**

- 1 **C/1/2017/1003: Boundary Pit, Off Sandy Hill lane, Old Yarmouth Road, North Walsham**
  - 1.1 Proposal: Extension of waste recycling site and increase in annual throughput from 75,000 to 90,000 tonnes, to include additional area for inert storage, building extensions, installation of 12no. PV panels, picking line, perimeter bunding, vehicle parking area (part retrospective), re-excavation of eastern end of the site to remove deposited inert waste and achieve final level as approved under application C/1/2011/1003, off site highway improvements and consolidation of planning permissions (Carl Bird Limited).
  - 1.2 The Committee received the report by the Executive Director of Community and Environmental Services seeking planning permission to extend the overall size of an existing recycling and waste transfer facility that dealt with inert construction and demolition waste, mixed skip waste and municipal waste, from approximately 4 hectares (ha) to 6ha. The application also sought to increase by 20% the site's permitted waste throughput from 75,000 to 90,000 tonnes per annum (tpa). The application included development within the existing site consisting of a picking line, a new internal road layout and installation of PV panels to the office.
  - 1.3 The Committee unanimously **RESOLVED** to:
    - Approve the application, delegating to officers the drafting of the decision notice, including suitable conditions.
- 2 **Y/2/2017/2009: Agricultural field at the junction south of Back Street and east of Winch Road in Gayton**
  - 2.1 The Committee received the report by the Executive Director of Community and Environmental Services seeking full planning permission for the change of use of agricultural land and the erection of a new school and nursery to replace the existing school currently located on Lynn Road, Gayton. The application site relates to an unallocated greenfield site, outside but on the edge of the development boundary identified for Gayton.

2.2 The Committee **RESOLVED** to:

- **Note** the report.
- **Agree** to undertake a site visit (to be arranged) before determination of the submitted planning application.

### 3 **Member Technical Briefing**

3.1 The Committee received the report by the Executive Director of Community and Environmental Services proposing that Members be provided with a technical briefing service to update members on general planning matters prior to planning committees.

3.2 Four members supported the proposal and six members of the Committee **did not support** the holding of a technical briefing meeting prior to future Planning (Regulatory) Committee meetings.

**Colin Foulger**  
Chairman, Planning (Regulatory) Committee

## **Report of the Audit Committee Meeting held on 23 January 2018**

### **1 Risk Management Report**

- 1.1 The Committee considered the report by the Executive Director of Finance & Commercial Services providing it with the corporate risk register as at January 2018, along with an update on the Risk Management Strategy 2016-19 and other related matters, following the latest review conducted during December 2017.
- 1.2 The Committee welcomed Tom McCabe, Executive Director Community and Environmental Services to the meeting, who gave the Committee a brief update on the Third River Crossing and Northern Distributor Route (NDR) projects.
- 1.3 The Committee **RESOLVED** to note:
- a) The changes to the corporate risk register (Appendices A and B of the report), the progress with mitigating the risks; and
  - b) The scrutiny options for managing corporate risks (Appendix C of the report);
  - c) The movement of corporate risks since the last meeting (Appendix D of the report).

### **2 Norfolk Audit Services Report for the Quarter ended 30 September 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 note:
- 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 External Auditor's Annual Audit Letter 2016-17 and Audit Committee Briefing**

- 3.1 The Committee considered the report by the Executive Director of Finance & Commercial Services introducing the External Auditor's Annual Audit Letter



2016-17. The letter is one of certain communications that EY must provide to the Audit Committee of the audited client. The Pensions Committee would receive a separate letter for its approval. The letter was available on the Council's website.

3.2 The Committee welcomed Mr D Riglar from Ernst & Young who had attended the meeting to present the report and answer questions from the Committee.

3.3 The Committee **RESOLVED** to note:

- The External Auditor's Audit Letter 2016-17.
- The key messages and questions contained in the briefing.

#### **4 Internal Audit Strategy, Approach, Strategic Plan 2018-21 and Internal Audit Plan for the first half of the year 2018-19.**

4.1 The Committee considered the report by the Executive Director of Finance & Commercial Services setting out the Internal Audit Strategy, Approach, Strategic Plan and Internal Audit Plan.

4.2 The Committee **RESOLVED** to note:

- That Internal Audit's strategy and plan, contribute to an effective system of internal audit and risk management and that those arrangements are compliant with all applicable statutes and regulations, including the Public Sector Internal Audit Standards (2016) and the Local Authority Guidance Note of 2013 and any other relevant statements of best practice.
- The strategy and plan being the; Internal Audit Strategy 2018-21, the Approach 2018-19, the Three Year Strategic Audit Planned Days to support the Audit Opinion, the Summary Internal Audit Plan for the first half of the year 2018-19 for work supporting the Internal Audit Strategy and the Detailed Internal Audit Plan for the first half of the year 2018-19 and mapping of Corporate Risks to the Plan. (As set out in Appendices A to F of the report).

#### **5 Counter Fraud, Bribery and Corruption Audit Committee Progress Report**

4.1 The Committee considered the report by the Chief Legal Officer providing it with an update in respect of the counter-fraud activity undertaken by Norfolk Audit Services (NAS) during the reporting period 1 July 2017 to 31 December 2017.

5.2 The Committee **RESOLVED** to note:

- The content of the Anti-Fraud, Bribery and Corruption Audit Committee Progress Report set out at Appendix A of the report.

#### **6 Norfolk County Council's Insurance Cover**

6.1 The Committee considered the report by the Executive Director of Finance & Commercial Services providing it with information relating to the current position of the insurance provision for Norfolk County Council. The Insurance function

was part of the Finance and Commercial Services Department, overseen by the Policy and Resources Committee. The report provided members with assurance as to how the insurance provision was delivered for the County Council and how claims against the Council were managed by the Insurance Team.

6.2 The Committee **RESOLVED** to:

- **Note** that proper insurance provision existed where appropriate, as confirmed by external and internal reviews and accept the report.

## **7 Audit Committee Work Programme**

7.1 The Committee received the report by the Executive Director, Finance and Commercial Services setting out the programme of work.

7.2 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 future meetings:

- Director of NorseCare should be invited to attend the Audit Committee meeting in April 2018 so the Committee could further understand the risks and pressures on delivering social care in the current operating structure, and provide an opportunity to raise any issues, concerns and forward plans with the committee.
- Update from representative from Adult Social Care regarding Risk RM019 (Failure to deliver a new fit for purpose social care system on time and to budget)
- Update on the roll-out of fraud e-learning.

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

## Report of the Personnel Committee Meeting held on 4 December 2017

### 1. Pay Policy Statement

- 1.1 The Committee has reviewed the draft statement and **RESOLVED** to recommend it to full Council for approval.

### 2. Gender Pay Gap Reporting

- 2.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 applies to all local authorities and states that by April 2018, all companies in the UK with more than 250 employees must publish:

- Their median gender pay gap figures, which compare the pay of the man and woman who are at the mid-point of the company payroll.
- Their mean gender pay gap figures- produced by dividing the total male and female payroll by the number of workers
- The proportion of men and women in each quarter of the pay structure
- The gender pay gaps (mean and median) for bonuses.

The data is calculated for the public sector as at 31 March each year, and must be published within 12 months.

- 2.2 Norfolk County Council's gender pay gap is primarily driven by the structure of its workforce, and to a lesser extent by the length of service in grade. An analysis of the mean gender pay gap by NCC shows that for the majority of grades the difference between the pay of men and women is around 1% and therefore we fully meet our pay equality across most levels.
- 2.3 The Committee discussed the importance of ensuring that the 'best' person was recruited for jobs within the Council. It was however important to have policies in place to ensure that women, and also minority groups, were supported in assisting them to progress in the workplace either through flexible working policies or addressing training needs.
- 2.4 The Committee has **RESOLVED**:

To authorise the Head of HR to publish the gender pay gap reporting outcomes for 2017/18 before the statutory deadline.

### 3. Grade of Locality Library and Information Assistant

- 3.1 The structure of the Norfolk Library and Information Service is changing to adapt to new ways of working and significant changes in demand, and to ensure that libraries can operate efficiently with a reduced budget. To help meet new challenges the Locality Library and Information Assistant role has been revised to include new job related responsibilities and therefore requires a regrade. Although the majority of grading decisions are delegated to the Head of Human Resources under the Council's constitution, grading of jobs involving significant

numbers of posts or where changes give rise to significant cost implications are reserved for Personnel Committee

- 3.2 The eventual increase in annual staff costs is estimated at £110,000 at present pay rates. The initial cost will be substantially less (approximately £330,000 including on costs), as existing staff will move to the bottom of the new grade. This is in the context of delivering the agreed £622,000 budget saving for the Library and Information Service in 2018/19. Proposed changes and costings for the regrade have been built into the overall business case for change.

- 3.3 The Committee has **RESOLVED:**

To approve the regrading of the Locality Library and Information Assistant role from Scale C to D.

4. **Enhanced employment offer for 'hard to recruit' posts.**

- 4.1 Currently there are recognised difficulties in recruiting particular professional posts due to national skills shortages. One consequence of this for NCC is that we rely on agency workers and potential candidates often choose to work for an agency rather than direct with us as an employer. This can be challenging for NCC as it increases our costs and reduces resilience as a service provider. The report received set out the issues associated with attracting employees to 'hard to recruit' posts which can lead to additional costs and a less stable workforce through the reliance on agency workers. The Committee noted that the majority of 'hard to recruit' posts were predominantly for social worker posts within Children's Services and although we are attracting newly qualified social workers, particularly new graduates from UEA, there are still difficulties in recruiting experienced employees to these roles.
- 4.2 The report recommended an enhanced offer for the "Agency to Employee" initiative, subject to a permanent contract being offered and accepted in principle, after a period of six months' agency employment. This offers a 'try before you buy' approach to relocating to Norfolk. It also outlined details of an enhanced offer for recruitment to hard-to-recruit posts more generally.
- 4.3 The Committee noted that the proposals outlined in the report would give NCC a more flexible approach to attracting employees to permanent roles and would also support the need to rely less on agency workers by offering them better incentives to join us on a permanent basis. Officers will monitor where initiatives have been implemented and a report will be brought back to a future meeting on how it is progressing and any financial implications.

4.4 The Committee **RESOLVED** to:

- 1.1 Approve the extension of continuous service, for the purposes of rights to sickness, leave and notice periods, to Agency Workers moving to permanent employment with the Council in hard to recruit posts.
  - 1.2 Note the other proposed actions to support the "Agency to permanent employment" initiative in Table 1.
  - 1.3 Approve amendments to the Relocation policy:
    - 1.3.1 to clarify that the policy applies to those moving from and to rental accommodation; as well as to home owners
    - 1.3.2 to amend the interest-free loan maximum amount from £5,000 to £10,000 in line with new HMRC tax limits
    - 1.3.3 to widen the scope of costs for which interest free loans can be used within the scheme.
  - 1.4 Approve a new 'refer a friend' provision as part of the Market Supplements policy, whereby existing employees will be paid a £500 incentive if they refer someone who is then permanently appointed to a hard to fill post, each case to be approved by the Head of HR.
  - 1.5 Delegate authority to the Head of HR to apply the enhanced employment offer as appropriate for hard to recruit posts.
2. The Committee also agreed to monitor where these initiatives were implemented and that a report would be brought back to a future meeting on how the scheme was progressing and any financial implications.

**5. Employment Costs**

5.1 The Committee received a confidential report regarding employment costs and:

**RESOLVED:**

- To approve the opening of discussion with unions on options around employment costs
- To note the further work that departments are undertaking to maximise the cost effectiveness of employment expenditure.

**Cliff Jordan**  
**Chairman**

## Report of the Health and Wellbeing Board Meeting held on 6 March 2018

### 1. Sustainability and Transformation Partnership (STP) - Vision for the future model of Primary Care in Norfolk and Waveney

#### a) An Integrated Care System

- 1a.1.1 The Board considered the report setting out the opportunities for improved health services and integrated care from the invitation to submit an expression of interest to become one of eight STPs in a 'second wave' of Integrated Care Systems
- 1a.1.2 Mr A Lejk, STP Executive Lead, introduced the report, advising that the Department of Health and Social Care were seeking expressions of interest from systems to become integrated to achieve a single financial model planned around population need; planning services around wellbeing and prevention would allow people to remain independent for longer and would require organisations to work together to shift resources towards a self-sustainable model.
- 1a.1.3 NHS England would provide feedback on the submission and the STP would come back to the HWB at its meeting on 2 May 2018 for a further discussion, when more detail would be available. This would be followed by a consultation.
- 1a.2 The Health and Wellbeing Board unanimously **RESOLVED** to **SUPPORT** the Expression of Interest to become an Integrated Care System, subject to agreement by Trust Boards, Governing Bodies and Council Committees.

#### b) Vision for the future model of Primary Care in Norfolk and Waveney

- 1b.1.1 The Board considered the report updating members on the Norfolk and Waveney Sustainability and Transformation Partnership (STP), with a focus on the vision for the future model of primary care in Norfolk and Waveney.
- 1b.1.2 The Board have noted the delivery plan for the BCF though the commitments remain to some degree "at risk" pending national guidance and assurance. Proposals were also endorsed for the additional funding for adult social care announced in the Budget in March.
- 1b.2
  - 1.The Health and Wellbeing Board unanimously **NOTED** with concern the workforce challenges facing the sustainability of general practice, especially in recruitment of GPs;
  - 2.Given these workforce challenges the Health and Wellbeing Board unanimously **RESOLVED** to **APPROVE** the strategic direction of primary care development, including proposals to:

- promote self-care and responsible health seeking behaviours from the public;
- widen the range of staff working in general practice;
- introduce new consultation and communication methods;
- a focus for GPs on people with the most difficult health problems;
- bring GP practices to work more closely together.

## **2. Norfolk's Joint Health and Wellbeing Strategy 2018-22**

- 2.1 The Health and Wellbeing Board (HWB) received the report outlining a summary of key points from the HWB workshop, which had focused on developing the strategic approach to the next Joint Health and Wellbeing Strategy.
- 2.2 The Health and Wellbeing Board unanimously:
1. **AGREED** the Board's strategic approach, based on the outcomes of the workshop before Christmas;
  2. **ENDORSED** the draft Strategic Framework, which will form a core element of the Strategy;
  3. All HWB Partners **AGREED** to sign up to the HWB Joint Strategy according to the timetable outlined in section 4, through their formal organisational mechanisms

## **3. Pharmaceutical Needs Assessment (PNA) 2018**

- 3.1.1 The Board considered the report outlining the Pharmaceutical Needs Assessment for 2018 and heard a presentation;
- 3.1.2 The Board heard that the assessment concluded that the number and distribution of pharmaceutical service provision in Norfolk is adequate and that no current need had been identified for more pharmaceutical providers at this time.
- 3.2 The Health and Wellbeing Board **RESOLVED** to:
1. **APPROVE** the publication of the new Norfolk Pharmaceutical Needs Assessment 2018 by April 2018, in line with the HWB's statutory responsibilities;
  2. **ENDORSE** the PNA recommendations at paragraph 2.3 of the report;
  3. **CELEBRATE** the value of Community Pharmacies - the contribution they make to health and wellbeing and their potential for making a positive contribution in future

## **4. Health and Wellbeing Board (HWB) and health scrutiny - briefing note**

- 4.1 The Board received the report outlining the complementary roles of the Health and Wellbeing Board and health scrutiny to remove any confusion amongst members of the health community.
- 4.2 The Health and Wellbeing Board **NOTED** the contents of the briefing.

**Mr Bill Borrett**  
**Chairman, Health and Wellbeing Board**

## **Report of the Norfolk Joint Museums Committee meeting held on 12 January 2018**

### **1 Area Museums Committees**

- 1.1 The Joint Committee received reports from meetings of the Breckland, King's Lynn and West Norfolk and Norwich Area Museums Committees.
- 1.2 From the Breckland report, the Joint Committee noted that the Farmers' Foundry engine boiler at Gressenhall Farm and Workhouse Museum had been certified by an engineer as unsafe. The Friends of Gressenhall had generously agreed to support the NMS to obtain a suitable historical replacement boiler that could be used to power a range of different processes including threshing work, corn-mills, centrifugal pumps, stone-crushers, dynamos, chaff-cutters, hay-balers and saw benches. NMS was seeking a grant for a replacement boiler from the Arts Council England Preservation of Industrial and Scientific Material (PRISM) fund and was exploring other sources of external funding.
- 1.3 Members attention was drawn to the many challenges that were associated with putting in place public transport to Gressenhall Farm and Workhouse for special event days. It was noted that various public transport initiatives had been tried in the past but they had met with very limited success. NMS was currently in discussions with the Mid Norfolk Railway about whether it would be possible to put in place appropriate transport on special event days between Mid Norfolk Railway venues and Gressenhall Farm and Workhouse. Discussions on this subject were part of an attempt to upgrade joint marketing and publicity for Gressenhall Museum and Workhouse. An update on developments would be reported to the next meeting of the Area Committee.
- 1.4 From the King's Lynn and West Norfolk report, the Joint Committee noted the ways in which the Lynn Museum continued to work with local schools and the College of West Anglia to deliver a broad range of learning activities.
- 1.5 From the Norwich report, the Joint Committee placed on record its congratulations to the learning team at Norwich Castle on having been awarded the prestigious Sandford Award for Heritage Education. It was noted that the Area Committee had received a PowerPoint presentation on the work of the learning team at Norwich Castle which included information about a pilot project Babies in Museums and a proposal to establish an Early Years' gallery to welcome families and provide facilities for 2 and 3 year olds.

### **2 Finance Monitoring Report for 2017/18**

- 2.1 The Joint Committee was informed that progress with NMS Revenue budgets and Reserves and Provisions indicated that the NMS should achieve a break-even position at the year-end.
- 2.2 In reply to questions, Members were informed that the Gressenhall events programme was being promoted by an increased programme of digital marketing and the museum's own social media presence. During the 2017-18 winter closure, the finishing touches were being made to the Voices from the Workhouse project including the



completion of the display of objects from the museum's rural life collections. Partnership development of the digital offer at Gressenhall included the creation of new content for the Collections Gallery and Workhouse galleries on iPad tablets available to visitors.

- 2.3 The Joint Committee **resolved to note progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2017/18.**

### **3 Risk Management report**

- 3.1 The Joint Committee **received and noted a report that provided Members with the Norfolk Museums Service Risk Register as at December 2017.**

- 3.2 Members were informed of the positive progress that had been made against the greatest risk on the register, namely the need to secure Arts Council England (ACE) funding as a National Portfolio Organisation (NPO). The NMS was awarded provisional funding for 2018-22 in the new ACE NPO funding programme, with final sign-off of the required Business Plan and associated documents expected by March 2018.

### **4 Norfolk Museums Service – Performance & Strategic Update Report**

- 4.1 The Joint Committee received a report that provided progress with performance over the current financial year 2017/18, details as to museum education and learning programmes, marketing and PR, partnerships, commercial developments, Norwich Castle Keep and other capital developments, NMS fundraising, the Arts Council England funding programme and the DCMS National Museums Review.

- 4.2 During discussion, the following key points were noted:

- Museum visits across all ten NMS sites for the period up to the end of October 2017 were 306,417 compared to 267,157 for the equivalent seven month period in 2016/17, a 15% increase. This positive position for the year-to-date was largely attributable to a very strong events and exhibitions programme, including Titanic: Honour & Glory at Time and Tide and Nelson & Norfolk, followed by the first month of the Rembrandt: Lightening the Darkness exhibition, at the Castle Museum.
- Norwich Castle Museum & Art Gallery remained the most visited heritage attraction of its kind in the eastern region. Its success had an enormous impact on the overall visitor numbers for the NMS.
- Increases in visitor attendances were a direct result of investment in museum buildings, services and the exhibitions programme. Attendance figures would tail-off if investment in the Service was not maintained.
- The numbers of school visits to NMS museums for the period up to the end of October 2017 were 23,386 compared to 25,781 for the equivalent four-month period in 2016/17, a 9% decrease on last year's all time record-breaking figures but still higher than the equivalent period in 2015/16. The school visit figures were also well above the national average. A discussion was held about the vital importance of this key performance measure and the role of learning within the Museum Service's diverse remit.
- NMS arranged a full countywide programme of activities for hard to reach groups such as Looked After Children, young carers, disadvantaged groups and young offenders.
- Members were invited to contact NMS if they wanted to participate in a NMS

school learning activity.

- The Learning Teams had secured two prestigious Sandford Awards for Excellence in Education. These national awards recognised the role which museums and heritage sites played in supporting the development of young people in a variety of ways.
- The Heritage Lottery Fund had awarded the NMS a Round 1 pass for a grant of £776,500 for the project Norfolk Journeys which sought to empower young people to develop their own pathways into the County's heritage under the HLF's new *Kick the Dust* programme. This was a consortium project delivered in partnership with YMCA Norfolk and Creative Collisions (a youth arts network based in Great Yarmouth). Subject to a Round 2 pass by HLF, project activity would start in April 2018 and run until March 2022 (4 years).
- The Marketing and PR focus within the NMS was now on the 2018 programme, especially the next Norwich Castle exhibition *The Square Box On The Hill* early in the New Year and the *Paston Treasure* exhibition programme, including the international exhibition at Yale University, USA. Details regarding the *Paston Treasure* exhibition programme would be reported to the next meeting of the Joint Committee.
- A large amount of preparatory research and advocacy work had been put into the Castle Keep development project which included the submission of applications to grant-giving trusts and foundations.
- The Department for Culture, Media and Sport had published the National Museums Review, (officially titled the Mendoza Review) for which the NMS' Teaching Museum was used as one of a small number of case studies within the report. The current Teaching Museum Trainees, who were well into their 12 month placements, were in attendance at this Committee meeting and introduced to Members.

#### **4.3 The Joint Committee resolved:**

- 1. To note progress regarding development of the Keep at Norwich Castle.**
- 2. To note progress in terms of the programme and key Service Plan priorities for 2017/18.**
- 3. To note progress in terms of developing the business plans for Arts Council England's new funding programmes for 2018-22, and to give formal, delegated approval to proceed with the submission of the plans. (Note: The Committee received a power point presentation on this matter during the next item on the agenda).**
- 4. To note progress with the Museums Service's new Heritage Lottery Fund supported project, *Kick the Dust*.**

#### **5 Arts Council England Business Plans for 2018-22**

5.1 The Joint Committee received a power point presentation from Jo Warr, Head of Development and Jamie Everitt, Regional Museum Development Manager about the Arts Council England Business Plans for 2018-22.

5.2 The power point presentation (which can be found on the Joint Museums Committee pages website) included details about the following:

- The National Portfolio 2018-22
- The Arts Council 10 Year Strategy Great Art & Culture for Everyone
- Goal 1 –Excellence

- Goal 2 –Audiences
- Goal 3 -Resilience
- Goal 4- Leadership and Diversity (including the Teaching Museum)
- Goal 5 – Children and Young People
- Funding Agreement Requirements
- Museum Development
- Accredited Museums
- SHARE – Expenditure
- SHARE – Excellence
- SHARE – Audiences
- SHARE – Resilience
- SHARE – Diversity & Skills
- SHARE – Children & Young People
- Support for Norfolk museums
- Arts Council Assessment

### **5.3 The Joint Committee resolved:**

**To reaffirm the decision taken earlier in the meeting to note progress in terms of developing the business plans for Arts Council England’s new funding programmes for 2018-22, and to give formal, delegated approval to proceed with the submission of the plans.**

**To thank Jo Warr and Jamie Everitt for their presentations.**

**John Ward  
Chairman**

## Report of the Norfolk Records Committee Meeting held on 12 January 2018.

### A – Items from the meeting of 12 January 2018

#### 2. Appointment of Co-opted Member

- 2.1 The Committee received the report outlining the recommendation for appointment to the third Co-opted Member position, Mr Steynor, a trustee of NORAH.

The Committee unanimously **AGREED** to co-opt Mr Alan Steynor as the third Co-Opted Member of the Committee.

#### 3. Finance and Risk

- 3.1 The Committee considered the report forecasting the financial out-turn for the Norfolk Record Office (NRO) for 2017/18, the NRO revenue budget for 2017/18, reserves and provisions and an update on the service risk register.
- 3.2 The Committee considered and NOTED, subject to the above request by the Chairman:
- The forecast position of the revenue budget, reserves and provisions for 2017/18;
  - The management of risk for 2017/18

#### 4. Long-Term Strategy 2018-2023

- 4.1 The Committee received the report outlining the long term strategy to inform long term planning and service planning for 2018-19.
- 4.2 The Committee **CONSIDERED** and **NOTED** the long-term strategic aims outlined in the report to inform both long-term planning and service planning for 2018-19.

**Christopher Kemp**  
**Chairman, Norfolk Records Committee**

## Norwich Highways Agency Joint Committee Report of the meeting held on 18 January 2018

- 1 **Norwich Area Transportation Strategy Implementation Plan – Rose Lane and Prince of Wales Road.**
- 1.1 The Committee considered the report seeking approval to consult on proposals for the Rose Lane / Prince of Wales Road area. Members were also asked to approve the advertisement of Traffic Regulation Orders for the early phases of the scheme to enable some work to be undertaken next financial year.
- 1.2 The Committee unanimously **RESOLVED** to:
  - (1) note that the original strategic proposal to remove general traffic from Prince of Wales Road and make Rose Lane two-way has proven not to deliver the anticipated benefits, and the scheme has been refined to achieve the most positive outcomes for transport in the city centre;
  - (2) approve for consultation the proposals included in the Rose Lane / Prince of Wales Road project, including:
    - (a) re-aligning the road between the end of Mountergate and Prince of Wales Road, creating a new public space on Prince of Wales Road and a two-way link between Prince of Wales Road and Mountergate;
    - (b) closing Eastbourne Place to motorised traffic;
    - (c) narrowing Rose Lane to two traffic lanes along the majority of its length, providing wider pavements, an off-carriageway cycle route, landscaping and a bus and loading bays. The current bus lane is to be removed;
    - (d) converting King Street between Prince of Wales Road and Rose Lane to a pedestrian / cycle zone and close it to through motorised traffic at its junction with Prince of Wales Road, significantly upgrading this section of National Cycle Route No. 1. The direction of traffic flow along King Street to be reversed from Rose Lane through to the Greyfriars Road junction;
    - (e) moving the disabled space from King Street to Greyfriars Road;
    - (f) providing a cycle track through Cattlemarket Street from Rose Lane, linking with the existing facility;
    - (g) providing an enhanced pedestrian / cycle facility on Market Avenue;
    - (h) creating a contra-flow cycle lane on Bank Street, moving the disabled parking to the south side of the road;
    - (i) adjusting the layout of Agricultural Hall Plain to take account of the closure of King Street providing a new cycle link to Castle Meadow from Prince of Wales Road and wider pavements;

- (j) maintaining Prince of Wales Road as a one-way route for motorised traffic, installing an off-carriageway contra-flow cycle route to the south side by narrowing the carriageway (but maintaining two lanes of traffic);
  - (k) closing St Faiths Lane to motorised traffic at its junction with Prince of Wales Road, maintaining two-way cycling and enhancing pedestrian provision;
  - (l) considering proposals to visually upgrade the area around the Foundry Bridge.
- (3) ask the head of city development services to progress the statutory procedures associated with advertising the Traffic Regulation Orders that are necessary for the implementation of the first phases of the scheme as described in this report.

## 2 University Area Permit Parking Consultation

2.1 The Committee considered the report advising members of the responses to the recent consultation in the University area to extend the existing permit parking areas and recommending the implementation of permit parking in the area.

2.2 The Committee unanimously **RESOLVED** to:

- (1) note the responses to the permit parking consultation;
- (2) agree to implement a 10am to 4.00pm Monday to Friday permit parking scheme in Ambleside Close, Buttermere Road, Crummock Road, Earham West Centre, Edgeworth Road, Enfield Road (part), Grasmere Close, Hemlin Close, Keable Close, Pitchford Road (part), Rockingham Road, Scarnell Road, Wakefield Road, Wordsworth Road (part), as shown on the plans (nos. PL/TR/3329/776) attached in Appendix 1;
- (3) agree to implement a 24-hour 7 day a week permit parking scheme in De Hague Road (part), Fairfax Road and Northfields as shown on the plan (no. PL/TR/3329/778) attached in Appendix 2;
- (4) agree to convert the existing permit bays on North Park Avenue that currently operate 10am to 4pm Monday to Friday to 24 hour 7 day a week operation as shown on the plans (nos. PL/TR/3329/777) attached in Appendix 3;
- (5) agree to implement the 'no waiting' arrangements associated with the permit parking scheme that was proposed in the South Park Avenue area and to implement additional waiting restrictions in the Norvic Drive area (but not to progress any permit parking in this area at the current time) as shown on the plans (nos. PL/TR/3329/779) attached in Appendix 4, and as amended in relation to Osborne Road as shown on the plan (no TR/PL/3329/783) (circulated at the meeting.);
- (6) ask the head of city development services to complete the statutory processes to implement these proposals.

### **3 Transport for Norwich – Angel Road / Waterloo Road cycling Improvements**

3.1 The Committee considered the report setting out the responses from the first and second consultations and asking it to approve further advertising and consultation on the Angel Road/Waterloo Road cycling improvements scheme.

3.2 The Committee **RESOLVED** to:

- (1) agree the retention of the existing signalised crossing on Waterloo Road north of the junction with Angel Road;
- (2) ask the head of city development services to carry out the necessary statutory legal procedures to:
  - (a) advertise and consult on the revised proposals for traffic calming on Waterloo Road and Angel Road as shown on plans PE4122-CO-012 to 016, including the cycle lane on Waterloo Road;
  - (b) confirm the traffic regulation order to install a 30 minute waiting area outside nos.126/128 Waterloo Road and a no waiting at any time restriction on Angel Road opposite Rosebery Road;
- (3) delegate consideration of any comments received from the consultation to the head of city development services, in discussion with the chair and vice chair of this committee.

### **4 Transport for Norwich – Cycling improvements, Edward Street/Magpie Road Junction**

4.1 The Committee considered the report seeking approval to consult on the proposals to aid pedestrians and cyclists at the junction of Edward Street and Magpie Road.

4.2 The Committee **RESOLVED** to:

- (1) approve for consultation the scheme to introduce a segregated cycle crossing of Magpie Road at its' junction with Edward Street. In addition to the crossing the scheme will have the effect moving the position of the Heath Road closure, changing the vehicle waiting restrictions in Heath Road and Esdelle Street, introducing a new cycle path on land to the east side of Edward Street and converting part of the footpath on the western side of Edward Street to shared use;
- (2) ask the head of city development services to carry out the necessary statutory legal procedures to advertise the road notices and traffic regulation orders for the cycle scheme in Edward Street and Magpie Road as shown on plan No. PEA009-MP-004C.

**John Fisher**  
**Chair, Norwich Highways Agency Committee**