

Scrutiny Committee

Date: **Tuesday, 17 December 2019**
Time: **10am**
Venue: **Edwards Room, County Hall, Norwich**

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

Membership:

Cllr Steve Morphew (Chair)
Cllr Alison Thomas (Vice-Chair)

Cllr Roy Brame	Cllr Keith Kiddie
Cllr Ed Connolly	Cllr Ed Maxfield
Cllr Emma Corlett	Cllr Joe Mooney
Cllr Phillip Duigan	Cllr Richard Price
Cllr Ron Hanton	Cllr Daniel Roper
Cllr Chris Jones	

Parent Governor Representatives

Mr Giles Hankinson
Vacancy

Church Representatives

Ms Helen Bates
Mr Paul Dunning

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

A g e n d a

1 To receive apologies and details of any substitute members attending

2. Minutes

(Page 4)

To confirm the minutes from the Meeting held on 19 November 2019

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.

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, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

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

4 To receive any items of business which the Chairman decides should be considered as a matter of urgency

5 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by 5pm on **Thursday 12 December 2019**. For guidance on submitting a public question, please visit <https://www.norfolk.gov.uk/what-we-do-and-how->

6 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Thursday 12 December 2019**

7 The deadline for calling-in matters for consideration at this meeting of the Scrutiny Committee from the Cabinet meeting held on Monday 2 December 2019 is 4pm on Monday 10 December 2019

8 New Anglia LEP and Norfolk and Suffolk Local Industrial Strategy (Page 10)

A report by the Executive Director, Community and Environmental Services

9 Norwich Opportunity Area (Page 28)

A report by the Executive Director of Children's Services

10 Corporate Peer Review (Page 63)

A report by the Executive Director, Strategy & Governance

11 Scrutiny Committee Forward Work Plan (Page 143)

A report by the Executive Director, Strategy & Governance

Chris Walton
Head of Democratic Services
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Date Agenda Published: 9 December 2019



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Scrutiny Committee

Minutes of the Meeting Held on 19 November 2019
at 10:00 am in the Edwards Room, County Hall, Norwich

Present:

Cllr Steve Morphew (Chair)

Cllr Roy Brame
Cllr Ed Connolly
Cllr Emma Corlett
Cllr Phillip Duigan
Cllr Ron Hanton

Cllr Keith Kiddie
Cllr Ed Maxfield
Cllr Joe Mooney
Cllr Dan Roper

Mr Giles Hankinson (Parent Governor Representative)

Substitute Members present:

Cllr Haydn Thirtle for Cllr Alison Thomas
Cllr Terry Jermy for Cllr Chris Jones

Also present:

Cllr John Fisher
Cllr Martin Wilby
Tom McCabe
Simon George
Fiona McDiarmid
Sara Tough
Chris Snudden
John Crowley
Grahame Bygrave
David Allfrey
Karen Haywood
Tim Shaw

Cabinet Member for Children's Services
Cabinet Member for Highways, Infrastructure and Transport
Executive Director of Community & Environmental Services
Executive Director of Finance and Commercial Services
Executive Director Strategy and Governance
Executive Director Children's Services
Director of Inclusion & Learning, Children's Services
Head of Education Achievement & Early Years' Service
Assistant Director, Highways and Waste
Infrastructure Delivery Manager
Democratic Support and Scrutiny Manager
Committee Officer

1 Apologies for Absence

- 1.1 Apologies were received from Cllr Alison Thomas (Cllr Haydn Thirtle substituting), Cllr Chris Jones (Cllr Terry Jermy substituting) and Cllr Richard Price.

2 Minutes

- 2.1 The minutes of the meeting held on 22 October 2019 were declared as an accurate

record and signed by the Chair.

3. Declarations of Interest

- 3.1 Cllr Emma Corlett, Cllr Ed Maxfield and Cllr Hayden Thirtle declared “Other Interests” in the item that gave an overview on key education performance information because they were members of school governing bodies.

4A Urgent Business

- 4.1 No urgent business was discussed

4B Change in the Agenda Order

- 4B.1 The Chair said that he had agreed that the Committee should consider item (9) on the overview of key education performance information before item (8) on Broadland Northway-lessons learnt and one-year monitoring reports.
- 4B.2 The change in the agenda order was necessary because the Cabinet Member for Children’s Services and the Executive Director of Children’s Services would have to leave the meeting early to attend another meeting outside of County Hall.

5. Public Question Time

- 5.1 No public questions were received

6. Local Member Issues/Questions

- 6.1 No local Member questions were received.

7. Call ins

- 7.1 The Committee noted that there were no call-ins for today’s meeting.

8. Overview of Key Education Performance Information

- 8.1 The annexed report (9) gave an overview of key performance measures that Councillors could use to evaluate the effectiveness of the education system in providing an inclusive, good education for all pupils.
- 8.2 Members suggested that the Committee should hold a Member Workshop that could be used as a business development session for Councillors to understand, define and explore when in the year key education performance information should be presented to Committee.
- 8.3 The issues that were considered by the Committee included the following:
- The percentage of schools judged to be good or outstanding
 - Achieving A Good Level of Development in the Early Years Foundation Stage (GLD)
 - Achieving the Expected Standards in Reading, Writing and Mathematics at Key Stage 2
 - At age 16, achieving a standard pass in English and Mathematics (grade 4 -9).

- Post 16 Participation
- Children subject to Permanent Exclusion
- Number of children receiving education at home
- Number of children missing education
- Children and Young People with Special Educational Needs (SEN)
- Looked After Children

8.4 In reply to questions, the Cabinet Member for Children's Services and officers from Children's Services explained the process that had to be followed for the exclusion of children from school, the duty placed on Children's Services to champion high educational standards for all children and the work of the school intervention service in maintaining high education standards.

8.5 It was pointed out that pupils living in rural and urban areas had similar education attainment levels. There were, however, noticeable differences in attainment levels for pupils attending large schools when compared to small schools. There were also attainment gaps for boys and girls in English and Mathematics and for some vulnerable groups of children. All these issues, and other issues identified by Councillors, such as the designated teacher role for Looked After Children and the new Ofsted framework for judging performance, could usefully be discussed at the proposed member workshop.

8.6 The Chair asked for future reports on education issues to include a glossary of terms.

8.7 **RESOLVED**

That the Committee:

- 1. Note the range of educational indicators included in the report.**
- 2. AGREE to hold a Member Workshop that can be used as a business development session for Councillors to understand, define and explore when in the year key education performance information should be presented to the Committee.**

9. Broadland Northway - Lessons Learnt and One Year Monitoring reports

9.1 The annexed report (8) set out the lessons learnt from the Broadland Northway project, following its full opening to the public in April 2018. Included with the Committee report were two separate reports for the Cabinet Member for Highways, Infrastructure and Transport about the lessons learnt from the project and the results of project monitoring one year after its opening.

9.2 The Chair welcomed the invitation that the EDP had given to its readers to raise questions about the contract for the Broadland Northway and the lessons that were learnt for road safety and the environment from such issues as the number of reported accidents, the design of roundabouts and the loss of trees on the route. Questions regarding these and other matters were raised by the Chair and other Councillors throughout the Committee's consideration of this item.

9.3 In reply to questions from Members of the Committee, the Cabinet Member for

Highways, Infrastructure and Transport said that the Broadland Northway project had been concluded within the revised budget of £205 million and, although there were still some costs relating to land acquisitions to be finalised, it was expected that allowances made in the budget would cover these costs. The reasons why the capital costs were higher than originally anticipated were well understood and despite some delays at points in the construction process, the road was delivered on time. The lessons learnt from the delivery of the project were being applied to the Great Yarmouth Third River Crossing project and would be utilised for future schemes. Traffic impacts with the Broadland Northway were in-line with expectations and the various wildlife species monitored and recorded along the route of the Broadland Northway appeared to have adjusted to the road's presence and with the help of mitigation measures no significant detrimental effect was observed. However, the report acknowledged that it was too early to draw conclusions and further monitoring was to be undertaken in future years, as set out in the report.

- 9.4 Fundamental learning points taken from the Broadland Northway project were that early project investment was essential, as was the importance of mitigating risks by, for example, giving the contractor ownership and responsibility for the fully integrated design and delivery of the works and engaging with industry specialists, through a dedicated specialist commercial manager, to ensure adherence to the contract and to support the contract development and procurement processes.
- 9.5 The other lessons learnt included the importance of early engagement with third-parties, such as Network Rail and Utility Companies, which were sources of considerable cost increase and delay on the Broadland Northway project. Early investment in a project during the development stages, and well ahead of the start of the main construction works, were expected to reduce project risks through the establishment of early third-party agreements.
- 9.6 The Committee heard that there were also lessons learnt for the GY3RC project from the regular cross-party Member Group meetings which had advised Councillors about project delivery issues, including project risks and cost increases. An audit, to assess the governance of the GY3RC project, had been completed to ensure that lessons learnt from the Broadland Northway project were applied.
- 9.7 A Councillor suggested that more lessons might have been learnt from the project if Members of the disbanded NDR Working Group had been shown a draft concluding report and asked for their comments.
- 9.8 It was also suggested that the report presented to the Committee should have explained in some detail the borrowing and repayment costs for the Broadland Northway project, as this would have provided a more accurate assessment of the true long-term cost.
- 9.9 In reply to questions, Officers explained why it had taken as long as it had to investigate the more than 1,300 compensation events that were submitted by the contractor Balfour Beatty. Officers said that these were requests for project costs above and beyond those that were included as part of the original works information and these had to be carefully investigated to avoid going to arbitration (under the

terms of the contract).

- 9.10 Members asked for a note to be included with the minutes about the number of signs, bollards and verges that were repaired since the road was opened to the public which outlined the cost and time taken to complete the repair work. Please note that information is attached to these minutes (see appendix a)

9.11 **RESOLVED to recommend to Cabinet**

1. That the Council write to the Government to suggest that they find a new mechanism for dealing with utility issues in advance of major infrastructure projects.

By 8 votes in favour and 3 votes against:

2. That the Committee is supportive of the building of the Norwich Western Link Road.

By 5 votes in favour and 5 votes against and then on the casting vote of the Chair:

3. That the reports presented to the Committee are referred to the External Auditors for investigation of an increase in the projects costs and governance arrangements.

10. **Scrutiny Committee Forward Work Plan**

- 10.1 The Committee considered the forward work plan.

10.2 **RESOLVED**

That the Committee:

1. Agree the forward work plan (as set out in the Appendix of a report received on this matter).
2. Authorise the Chair and Vice Chair to consider the size and political balance of a task and finish group to scrutinise the 'cumulative impact of cutting services for families with disabilities'. The task and finish group is asked to develop terms of reference for this scrutiny for final agreement by the Chair and Vice Chair.

The meeting concluded at 13:40

Chair

Location	Description	Cost	Date
North 3 maintenance area	Remove obstruction	£ 220.18	14/11/2017
North 3 maintenance area	Attend Road Traffic Collision	£ 273.27	23/11/2017
North 3 maintenance area	Repair post	£ 111.06	29/11/2017
North 3 maintenance area	Repair sign	£ 467.88	11/12/2017
North 3 maintenance area	Repair or cut bank	£ 273.27	27/12/2017
North 3 maintenance area	Make safe a dangerous tree	£ 42.18	10/01/2018
North 3 maintenance area	Attend Road Traffic Collision	£ 182.18	06/02/2018
North 3 maintenance area	Repair sign	£ 1,340.46	07/02/2018
North 3 maintenance area	Remove obstruction	£ 111.06	09/03/2018
North 3 maintenance area	Repair sign	£ 298.37	13/03/2018
North 3 maintenance area	Repair post	£ 364.31	20/03/2018
North 3 maintenance area	Repair sign	£ 260.94	26/03/2018
North 3 maintenance area	Attend Road Traffic Collision	£ -	04/04/2018
North 3 maintenance area	Clear oil spill with police assistance	£ 184.80	19/05/2018
North 3 maintenance area	Out of hours emergency	£ 184.80	03/06/2018
North 3 maintenance area	Repair sign	£ 112.64	08/06/2018
North 3 maintenance area	Resolve overgrown verge	£ 130.48	05/07/2018
North 3 maintenance area	Replace sign	£ 112.64	13/07/2018
Airport Roundabout	Replacing signs and damaged kerbs	£ 12,916.00	14/07/2018
North 2 maintenance area	Remove oil or spillage	£ 94.50	09/08/2018
North 2 maintenance area	Remove obstruction	£ 184.80	15/08/2018
North 2 maintenance area	Out of hours emergency	£ 350.20	20/08/2018
North 2 maintenance area	Repair timber fence	£ 172.29	23/08/2018
Rear of Airport	Electrical disconnection / reconnection works to illuminated signs	£ 1,267.70	Sep-18
North 3 maintenance area	Repair sign	£ 184.80	05/09/2018
Wroxham Roundabout	Replacing signs and damaged kerbs	£ 16,380.00	24/09/2018
North 4 maintenance area	Repair chevron damage	£ 231.00	25/09/2018
North 3 maintenance area	Install cones	£ 231.00	26/09/2018
Wroxham Road	Electrical disconnection / reconnection works to illuminated signs	£ 3,832.08	Oct-18
Fir Covert Road	Replacing signs and damaged kerbs	£ 10,400.00	04/11/2018
Reepham Road	Replacing signs and damaged kerbs	£ 10,400.00	11/11/2018
North 2 maintenance area	Repair post	£ -	13/11/2018
North 2 maintenance area	Repair kerb damage	£ -	13/11/2018
North 2 maintenance area	Repair sign	£ -	13/11/2018
North 3 maintenance area	Repair sign	£ 2,547.19	13/11/2018
North 3 maintenance area	Repair kerb damage	£ 915.88	13/11/2018
North 3 maintenance area	Repair sign	£ -	13/11/2018
North 3 maintenance area	Repair sign	£ -	13/11/2018
North 3 maintenance area	Repair post	£ 2,022.32	13/11/2018
Drayton Road	Replacing signs and damaged kerbs	£ 11,200.00	18/11/2018
North Walsham	Replacing signs and damaged kerbs	£ 11,200.00	25/11/2018
Holt Road	Electrical disconnection / reconnection works to illuminated signs	£ 2,613.54	Dec-18
North Walsham Road	Electrical disconnection / reconnection works to illuminated signs	£ 2,613.54	Dec-18
Salhouse Road	Replacing signs and damaged kerbs	£ 11,200.00	03/12/2018
Plumstead Road	Replacing signs and damaged kerbs	£ 10,650.00	10/12/2018
North 3 maintenance area	Repair sign	£ -	11/12/2018
Postwick	Electrical disconnection / reconnection works to illuminated signs	£ 2,613.54	Jan-19
Salhouse Road	Electrical disconnection / reconnection works to illuminated signs	£ 2,613.54	Jan-19
Plumstead Road	Electrical disconnection / reconnection works to illuminated signs	£ 2,711.43	Jan-19
North 2 maintenance area	Repair sign	£ 277.20	08/01/2019
North 3 maintenance area	Repair sign	£ 277.20	02/02/2019
North 3 maintenance area	Out of hours attendance requested by police	£ 277.20	05/02/2019
North 3 maintenance area	Repair sign	£ 57.43	15/03/2019
North 3 maintenance area	Remove obstruction	£ 130.62	10/04/2019
	Total	£ 125,235.52	

Scrutiny Committee

Decision making report title:	New Anglia Local Enterprise Partnership and Local Industrial Strategy
Date of meeting:	17 December 2019
Responsible Cabinet Member:	Cllr Andrew Proctor, Leader and Cabinet Member for Governance and Strategy Cllr Graham Plant (Deputy leader and Cabinet Member for Growing the Economy)
Responsible Director:	Executive Director, Community and Environmental Services, Tom McCabe
<p>Introduction</p> <p>Following a Government review of Local Enterprise Partnerships (LEPs) in 2018, new governance and accountability standards were published for LEPs to ensure the effective scrutiny and oversight of their investment decisions. The paper proposed 3 scrutiny models that the LEPs should consider for local scrutiny, one of which was to offer to attend local Scrutiny Committees.</p> <p>Following the move to the Cabinet system of governance in May 2019 an invitation was received from the New Anglia LEP to attend the Scrutiny Committee. The Chair and Vice Chair subsequently agreed to add consideration of this onto the forward work programme for this meeting.</p> <p>This Committee has also asked for further information on the Norfolk and Suffolk Local Industrial Strategy¹ which was endorsed by Cabinet on 7 October 2019, this is provided within the report.</p> <p>Recommendations:</p> <p>The Committee is asked to consider the attached report and agree if there are any issues for future scrutiny.</p>	

1. Background and Purpose

¹ [Norfolk County Council's Cabinet meeting 7 October 2019 – Endorsement of the Norfolk and Suffolk Local Industrial Strategy](#)

- 1.1. Following a review of Local Enterprise Partnerships (LEPs) in 2018 the Ministry of Housing, Communities and Local Government published a policy paper, 'Strengthened Local Enterprise Partnerships'². The paper outlined new governance and accountability standards for LEPs to adhere to and committed to supporting LEPs to set out how they would ensure the effective scrutiny and oversight of their investment decisions
- 1.2. The Government's paper proposed that each individual LEP should consider which of the scrutiny models to adopt out of the following:
- An open offer to attend individual local authority scrutiny committees
 - Setting up something with the local authorities covering their areas
 - Setting up a joint committee with business representatives
- 1.3. The New Anglia LEP has proposed to attend individual local authority scrutiny committees and following agreement from the Chair and Vice Chair have agreed to attend the Scrutiny Committee meeting to provide background to the work of the LEP to support your scrutiny.

2. Proposals

- 2.1. The attached report from the new Anglia LEP at Appendix A outlines background information on the purpose of the LEP, membership and links with District Councils and Suffolk County Council. The report also contains information for the Committee on LEP funding and links to local economic growth. In considering the report the Committee may wish to focus questioning around the following areas:

Funding:

- What are the sources of funding for the LEP, including proportion of funding from Norfolk County Council (NCC)
- The role of the LEP in attracting funding from the private sector

Outcomes:

- How the LEP works with NCC to support projects for economic growth in Norfolk
- What impact the LEP has had on local economic growth in Norfolk and what the key outcomes have been
- How the LEP is identifying potential for growth in Norfolk and what the priorities are for the future
- What the capacity of the LEP is to deliver major projects within Norfolk
- How the work of the LEP links into NCC's plan 'Together, for Norfolk'³

² [Ministry of Housing, Communities and Local Government – Strengthened local Enterprise Partnerships – July 2018](#)

³ [Norfolk County Council – Together, for Norfolk](#)

Accountability

- How representative the LEP is of local and business communities in Norfolk

- 2.2. To assist the Committee in scrutiny the New Anglia LEP Chief Executive Officer, Chris Starkie will be attending the meeting, as will the NALEP Chair, Doug Field. The Leader, Andrew Proctor and Cabinet Member for Growing the Economy, Graham Plant have also been invited to attend.

3. Impact of the Proposal

- 3.1. In May 2019 the Department for Ministry, Housing and Local Government published statutory guidance on overview and scrutiny for local and combined authorities⁴. The updated Guidance included reference to LEPs and highlighted that local authorities should ensure they have appropriate arrangements in place to ensure the effective democratic scrutiny of Local Enterprise Partnerships' investment decisions.

4. Financial Implications

- 4.1. There are no direct funding implications however Norfolk County Council provides funding to the New Anglia LEP and this is outlined in the attached report.

5. Resource Implications

- 5.1. There are no staff, property or IT implications in the report.

6. Other Implications

6.1. Legal Implications

There are no legal implications in the report although the Committee should be aware of the Government's governance and accountability standards for LEPs⁵.

6.2. Human Rights implications

None

6.3. Equality Impact Assessment (EqIA) (this must be included)

None

7. Risk Implications/Assessment

- 7.1. Not applicable

⁴ [Ministry of Housing and Local Government - Overview and scrutiny: Statutory guidance for Councils and combined authorities](#)

⁵ [Ministry and Housing, Communities and Local Government – Strengthened local Enterprise Partnerships – July 2018](#)

8. Select Committee comments

8.1. Not applicable

9. Recommendations

9.1. The Committee is asked to consider the attached report and agree if there are any issues for future scrutiny.

10. Background Papers

10.1. [Norfolk County Council's Cabinet meeting 7 October 2019 – Endorsement of the Norfolk and Suffolk Local Industrial Strategy](#)

Ministry and Housing, Communities and Local Government – Strengthened local Enterprise Partnerships – July 2018

Ministry of Housing and Local Government - Overview and scrutiny: Statutory guidance for Councils and combined authorities

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

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Norfolk County Council Scrutiny Committee

17 December 2019

Scrutiny of New Anglia Local Enterprise Partnership

1. Background to the LEP

1.1 Purpose

- 1.1.1 This report answers each of the question areas identified by the Scrutiny Committee: background to New Anglia Local Enterprise Partnership, funding, outcomes achieved and accountability.
- 1.1.2 In June 2010 the government dissolved the nine Regional Development Agencies (RDAs) across England and invited local authority and business leaders to form Local Enterprise Partnerships (LEPs). Their purpose would be to enable improved coordination of public and private investment in transport, housing, skills, regeneration and other areas of economic development.
- 1.1.3 The New Anglia Local Enterprise Partnership (LEP) was established in December 2010, as a company limited by guarantee. It works with businesses, local authority partners and education institutions to:
- stimulate economic growth, employment, community development, inward investment and commerce in Norfolk and Suffolk
 - promote Norfolk and Suffolk positively at regional, national, European and international levels on matters affecting their economic development.
- 1.1.4 In terms of a strategic plan for the partnership, New Anglia worked with regional businesses, education providers, local councils, the voluntary and community sector to draw up and agree the [Norfolk and Suffolk Economic Strategy](#) (NSES), which sets out the ambition for Norfolk and Suffolk to be:
- The place where high growth businesses with aspirations choose to be.
 - An international facing economy with high value exports.
 - A high performing, productive economy.
 - A well-connected place.
 - An inclusive economy with a highly skilled workforce.
 - A centre for the UK's clean energy sector.
 - A place with a clear, ambitious offer to the world.
- The Strategy was endorsed by all local authorities in Norfolk and Suffolk and signed off by the LEP board in autumn 2017.
- 1.1.5 The LEP secures funds from Government to achieve these ambitions, through the delivery of programmes, to ensure that businesses have the funding, support, skills and infrastructure needed to flourish and grow.

1.2 Membership

- 1.2.1 The LEP has a business-led Board of 18 members: 10 private sector, six local authority and two education sector. The private/public composition of the board was mandated by Government, following a recent review of LEPs and their governance.
- 1.2.2 The Board is responsible for approving all key decisions. Details of the Board members, as well as copies of Board papers are available on the LEP website at <https://newanglia.co.uk/our-board>.
- 1.2.3 The Leader of Norfolk County Council is a Board member, along with the Leader of Norwich City Council and, in rotation, a representative per county from Norfolk and Suffolk's other district councils – Norfolk's is currently Cllr Chapman-Allen from Breckland Council.
- 1.2.4 The Local Assurance Framework (LAF) outlines the processes and procedures for decision making at the LEP. The document is an agreement between New Anglia and Government, underlining the LEP's commitment to transparency in decision-making. The LAF outlines the LEP structure, including its boards, sub-boards and committees. It also explains the relationships between the LEP and local authorities and arrangements for the delivery and oversight of projects. The LAF is available on the [LEP website](#).

1.3 Links with districts/Suffolk

- 1.3.1 In addition to having Norfolk and Suffolk district representation on the LEP Board, the LEP Chief Executive (Chris Starkie) and his team are involved in Norfolk's growth framework:
- Chris attends Norfolk Chief Executives and Norfolk Leaders' meetings on a regular basis
 - Members of Chris' team attend the monthly Norfolk Growth Delivery Group, which works to Norfolk Chief Executives and drives economic growth at an operational level, including bringing forward Norfolk's project pipeline.
 - Both groups involve the County Council and Norfolk's districts.
- 1.3.2 There is also considerable joint working between the County Council, Suffolk County Council and the LEP, such as on inward investment and sector promotion, where the offer is bigger than just one county. For example, the energy offer in Great Yarmouth and Lowestoft is jointly promoted at trade shows such as Offshore Wind and Norfolk and Suffolk property investment opportunities are promoted at the national commercial property show (MIPIM) in London, each year.
- 1.3.3 The LEP also works with individual districts on a number of specific groups and projects, eg the County Council, Norwich, Broadland and South Norfolk in the Greater Norwich Partnership and King's Lynn and Great Yarmouth on the Towns and High Street Fund bids.

2. Funding

2.1 Sources of funding, including proportion from the County Council

- 2.1.1 The LEP's budget varies from year to year. It receives some funding from central Government towards core costs, but the majority of its funding is directly attributed to programmes and projects.
- 2.1.2 In order to secure core funding from Government, the LEP must match this funding from local partners. Norfolk and Suffolk County Councils each provide annual funding of £75,000 a year, with district councils providing £7,000 a year. NCC therefore contributes just under 11% of the LEP's Core Funding total of £0.7m below:

New Anglia LEP income and expenditure 2018/19

Income	£m	
Growth Deal	33.1	
Core funding	0.7	*a
Other income	5.7	
Total income	39.5	
Expenditure		
Growth Deal Grants	22.1	
Other grants	1.3	
Other expenditure	4.3	
Allocated expenditure	11.7	*b
Total expenditure	39.4	

*a - The £75k contribution from NCC forms part of New Anglia's Core Funding

*b - This expenditure has been allocated to projects and programmes but not yet paid

- 2.1.3 LEPs have been the Government's preferred method of distributing funding since the dissolution of the RDAs, so the Council has been active in its engagement with New Anglia, both in order to influence the shape of growth in the county, but also to lever additional funding into Norfolk, from programmes administered by the LEP (eg the £33m of Growth Deal funding above). More detail on these funds, and key Norfolk projects, are outlined at **Appendix A**.
- 2.1.4 Funding has also been levered into Norfolk through gaining Enterprise Zone (EZ) status for 16 sites in Norfolk and Suffolk, enabling all additional business rates generated to be retained locally, as well as securing additional Government investment. Further details of the performance of the Norfolk EZs can be found in **Appendix B**.

3. Outcomes

3.1 How the LEP works with NCC to support economic growth projects in Norfolk

- 3.1.1 As mentioned at 1.2, the County Council is represented on the LEP Board. Under the company's articles of association the County Council is entitled to a permanent seat on the Board – currently the Leader of the Council, who is nominated a Director of the company.
- 3.1.2 Senior officer contact is also maintained through the LEP's Management Committee. This is the executive committee which oversees day to day management of the LEP. NCC's Assistant Director for Growth & Development has a seat on this committee.
- 3.1.3 In addition, NCC's Assistant Director for Growth and Development also has a seat on the LEP's Economic Strategy Delivery Coordinating Board. This is the main forum for shaping and oversight of the delivery plans for both the Norfolk & Suffolk Economic Strategy (NSES) and Local Industrial Strategy (LIS).
- 3.1.4 There are also regular "contact" meetings and through officer participation in numerous operational and project meetings.

NCC also has a range of other means of support and liaison including:

- Staff secondments to help deliver specific programmes or projects
- Staff support to deliver the Enterprise Zone business targets
- Aligning commitments around apprenticeships to further encourage apprenticeship awareness, growth and levy transfer, as part of the Apprenticeship Levy Transfer Pool.

3.2 Impact of the LEP on local economic growth in Norfolk – key outcomes

3.2.1 Economic indicators

The Strategy seeks to grow the regional economy by creating 88,000 new jobs and 30,000 successful new businesses by 2036. New Anglia's outputs are measured on an annual basis, however, it is not possible to break them down by Norfolk and Suffolk. For 2018/19, LEP programmes contributed:

- Over £22m invested into large capital and infrastructure projects through the Growth Deal with Government
- 1561 new jobs created
- 323 new businesses created
- 908 businesses given at least 3 hours of dedicated support
- 720 learners and apprentices supported

The next review of these target indicators is due in April 2020.

3.2.2 Projects and programmes.

The key area of impact of LEP funding is that it brings schemes forward more quickly than would otherwise have been possible – in some cases, if at all.

Also, the relatively wide distribution of this funding across key growth and regeneration areas.

An overview of the projects and programmes funded by the LEP can be found at **Appendix A**.

In total, funding levered into Norfolk amounts to **£126.7m** to date:

Funding Stream	Norfolk (£)
Growth Deal	96,284,770
Growing Places Fund	10,190,330
Growing Business Fund	17,084,125
Small Grants Scheme	2,956,700
Innovative Projects Fund	122,000
Total	126,637,925

More information on individual projects funded with businesses is available on the LEP's investment map <https://newanglia.co.uk/our-investment-map>. To date, the LEP has awarded over 750 grants to businesses across the region.

Growth Deal is by far the most significant programme, accounting for **c£96.3m** in Norfolk over time (£22.1m in the current financial year). This is funding a wide range of strategic infrastructure, including road and rail improvements, college buildings, innovation centres (such as King's Lynn Innovation Centre and the City College Norwich Digital Technology Factory) flood defences and broadband rollout. See **Appendix A** for individual project details.

Growing Places Fund (GPF)

GPF is an £18m loan fund which also provides grants to support heritage and cultural projects. Norfolk investments include a £2.3m loan to kickstart housing in North Walsham and grants to the Venetian Waterways in Great Yarmouth and the Writers' Centre and Castle Museum in Norwich.

Further leverage

The LEP is able to lever in additional funds – eg from the private sector, through match-funding the business grants programme (Growing Business Fund) – and by using GD and GPF investment to attract other funding sources, such as Department for Transport, the Environment Agency, Heritage Lottery Fund, Arts Council, Homes England and DCMS.

Against the Growth Deal allocation of **£223m** the LEP has already secured **£547m** of matched funding and is on course to achieve its target of leveraging in **£619m** by 2021, the end of the Growth Deal programme.

European Funding

The LEP has also secured **£12.9m** of European funding, which will attract a further **£12.9m** of private sector investment, to run the Growth Hub and wider Business Growth Programme, including the Small Grant Scheme and the Start-Up Programme.

Innovative Projects Fund

The Innovative Projects Fund supports revenue projects which help to deliver the ambitions on the Economic Strategy and Local Industrial Strategy. In its first year it comprised £0.5m of funding from EZ revenues. However, in 2019/20, this £0.5m is being matched by the same amount of business rates from the Norfolk and Suffolk business rates pools. This is a great example of the three bodies working closely together to provide revenue funding for SMEs to innovate and grow. Although the current bidding round doesn't end until 20 December 2019, the LEP has already received many project applications.

3.2.3 Business support. The [New Anglia Growth Hub](#) is a key contact point with Norfolk and Suffolk businesses. It was created in recognition that although there were many sources of advice, guidance and support for business there was no one place where this was all drawn together. The Hub provides free access to independent advisers who work on the basis of Information, Diagnostic and Brokerage (IDB) in an initial meeting that takes around an hour:

- Information – Advisers ask for information on all aspects of a business. This can include anything from staff numbers to financials and future plans. Gathering as much information as possible to thoroughly understand a business.
- Diagnostic – Advisers visit a business, raise awareness of the importance of good advice to help a business grow, carry out a diagnostic on the business and provide them with an action plan for growth.
- Brokerage – The Growth Hub provides a bespoke signposting and referral service, putting businesses in contact with specialists in their field, such as Innovate UK, Intellectual Property Office and Enterprise Europe Network.

The Hub is funded through the European Regional Development Fund (ERDF) as part of a wider business support programme – the New Anglia Business Growth Programme (BGP). The BGP is a £26m programme, with £12m of ERDF matched with private sector contributions. This means the Growth Hub and the wider programme is run at no cost to the LEP or local partners.

The Growth Hub service also signposts and advises on applications to the various funding pots delivered by the LEP, as well as other sources, as and when they become available. It forms part of a wider package of support to businesses that includes private providers such as banks, accountants and solicitors, as well as enterprise agencies such as MENTA and NWES, who provide support for start-up businesses.

To date some **8,431** businesses have accessed over **41,000 hours** of support.

Data from the Growth Hub is used to monitor business trends, together with qualitative information from Growth Hub adviser interactions, to gauge business views on what is happening in their industry.

3.2.4 Growing key sectors. The LEP works with a range of sector groups who represent the interests and needs of their sector to the LEP and also feed into the development of programmes and strategy to meet business needs and support growth. Information on the key sectors and associated groups is available on the LEP website https://newanglia.co.uk/our_sectors.

3.2.5 Enterprise Zones. The **Great Yarmouth and Lowestoft EZ** was established to capitalise on the £50bn investment in the East of England energy sector in the next

20 years, while the multi-site **Space to Innovate Enterprise Zone** is projected to create 18,500 jobs over the next 25 years, with 5,000 new jobs delivered by 2021. More detail on the EZs can be found in **Appendix B**.

- 3.2.6 **Skills.** The LEP has worked closely with the business community and local authorities to develop the skills plans for the region's key sectors. This is to ensure that the proposed interventions clearly meet the needs of each sector and each plan has been adopted and is being taken forward by that sector
<https://newanglia.co.uk/sector-skills-plans>.

3.3 How the LEP is identifying potential for growth in Norfolk and priorities for the future

- 3.3.1 As mentioned in section 1.1, the strategic framework for economic growth is the Norfolk and Suffolk Economic Strategy (NSES).
- 3.3.2 The [Local Industrial Strategy](#) (LIS) is the next stage in the evolution and implementation of the NSES, building on it, but a deeper and more focused piece of work that looks in more detail at the two counties' competitive strengths and the contribution to be made by the high growth sectors of clean energy, agri-food and ICT/digital.

The LIS arose from the Government's Industrial Strategy White Paper, which was published in November 2017, setting out a long-term plan to boost the productivity and earning power of people throughout the UK, and tackling regional and local disparities.

The County Council endorsed the LIS at their Cabinet meeting of 7 October 2019 and details of its endorsement by Government are awaited after the general election. It is worth noting that the LIS does not come with any funding from Government - just a range of funds that can be bid for, largely by the private sector - and that the wording of the document was somewhat prescribed, so it was not possible to set out a range of asks of Government.

- 3.3.3 As mentioned above, NCC's Assistant Director for Growth and Development has a seat on the LEP's Economic Strategy Delivery Coordinating Board. This is the main forum for shaping and oversight of the delivery plans for both the NSES and LIS.
- 3.3.4 Implementation of the delivery plans, through the development of an evidence-based project pipeline, is undertaken by the LEP team, in conjunction with the Norfolk Growth Delivery Group and Norfolk Strategic Planners' Group. These two groups meet separately on a monthly basis, and jointly on a quarterly basis, on issues of strategic significance.

3.4 Examples of joint working with the County Council

- 3.4.1 In addition to working together on overarching economic strategies for the New Anglia area, the LEP and County Council work closely together on transport infrastructure. The County Council developed its own Local Transport Plan, involving the LEP in its consultation, but also played a lead role in developing the LEP's Transport Strategy. This is a symbiotic relationship: plans are jointly developed and funding bid for, the LEP secures and manages the funding from Government, then the two county councils deliver the projects outlined in the bids.

3.4.2 The biggest impact is probably the LEP's funding contribution towards the Northern Distributor Route. However, the LEP's contribution has proven crucial across a range of transport projects. For example:

- Lynnsport Link Road (King's Lynn). The LEP contribution to the project was needed to deliver the road, which opened up the site for housing.
- Thetford Enterprise Park Roundabout. Whilst in the table at A2 the funding is described as going towards a 'transport package', the New Anglia Local Transport Board agreed that the funding would go towards the Thetford Enterprise Park Roundabout. This new roundabout was needed to open up the development site and otherwise would have been unlikely to have come forward - certainly not quickly.
- Felbrigg roundabout. This was a very small amount of funding from the LEP. However, it tipped the balance to getting the project delivered. This was a new roundabout, seen as vital by locals, but which could not be justified using NCC funds alone. It was eventually funded from local sources, NCC and the LEP. Without the LEP funding it likely wouldn't have been able to have been delivered, and showed a flexible approach to use of the funding by the LEP.

3.4.3 In addition to purely bidding for and deploying funding, the County Council does considerable joint lobbying of Government with New Anglia, especially for infrastructure improvements – eg the A47 Alliance and Transport East road priorities, the Norwich in 90 campaign and Ely task force on rail, the South East Energy Hub on power and Water Resources East on the development of a Water Resources Management Plan for the county. Council officers help support these groups and develop policy positions.

3.4.4 NCC and the LEP also work closely on a number of other fronts:

- Developing sectoral innovation, such as the Digital Incubator, Food Hub and Operations & Maintenance Centre at Great Yarmouth.
- Employment and skills. Not just the levy-sharing project, but also Sector Skills Plans, Skills Deals and the Integrated Health and Employment Service.

3.5 Benefits the LEP brings to communities in Norfolk

3.5.1 Communities benefit from the infrastructure investments mentioned above, from road and rail infrastructure to improvements to college buildings – all of which help to shape specific places.

3.5.2 Communities are also assisted by skills initiatives, jointly led by the LEP and both county councils. For example, the apprenticeship levy-sharing project seeks to match companies that pay the levy, but are not using all their allocations, with SMEs who can take up that surplus allocation to recruit and train their own staff. The project was developed by both county councils, and the LEP, with an officer hosted by the LEP now managing the brokerage service.

3.5.3 The LEP also provides grants that have a targeted impact on the wider community:

- Voluntary and Community Sector Funding, worth £1.5m, which provides grants of up to £25k
- Funding for culture and heritage projects, such as improvements to the Venetian Waterways in Great Yarmouth and the Castle Museum in Norwich.

These grants also help organisations secure match-funding from other sources, such as the Heritage Lottery Fund.

3.6 New Anglia LEP's priorities for identifying suitable projects for funding

- 3.6.1 As mentioned above, the NSES and LIS provide the framework for the interventions the LEP seeks to bring forward and deliver. Both are underpinned by a detailed [evidence base](#) that highlights strengths, weaknesses and opportunities.
- 3.6.2 In order to provide a concentrated strategic focus, 12 of the LEP's priorities have been selected for delivery in 2019/20 and both New Anglia and the County Council are initiating projects against them, eg bringing all promotional material under the umbrella of the new 'Norfolk and Suffolk Unlimited' brand to promote the New Anglia offer to business.
- 3.6.3 In terms of the grant and loan programmes administered by New Anglia, there is an open and ongoing process for applying for them. Information on the various programmes is available on the LEP website, <https://newanglia.co.uk/grants-and-support>, and Growth Hub advisers can provide guidance on the criteria and application process.
- 3.6.4 Funding for larger capital and infrastructure schemes is also through an open process, but is time-limited, by having fixed calls for funding and to meet specific priorities. These calls are promoted through the LEP website and social media, through the Growth Hub, through partners and through advertising/press releases in the print media. The focus of the latest calls has been on those areas where we are currently underperforming as a region – in particular, productivity, innovation and skills - or where the LEP has invested less to date and the data tells us that it needs to do more.
- 3.6.5 Projects submitted through this call process go through an independent appraisal and the final decision on funding is made by the Board. Proposals are assessed against four criteria:
- clear fit to the LEP's strategy and delivery of tangible outcomes
 - deliverability within the period of funding available from government, so that the LEP does not lose funding
 - value for money
 - leverage of other funds/support unlocked through LEP intervention

4. Accountability

All LEPs are required to demonstrate accountability in a number of ways:

4.1 Finances

As a company limited by guarantee, the LEP publishes its finances on an annual basis. These accounts are independently audited and are presented at the LEP's AGM which is open to the public. See: <https://newanglia.co.uk/wp-content/uploads/2019/10/FSS-1903.pdf> for New Anglia's accounts to the end of March 2019.

4.2 Local Assurance Framework

The LEP's Local Assurance Framework (LAF) covers how our board is formed and governed, how our decisions are made and how our programmes are funded and

managed. The LAF provides Government, stakeholders and the public with the necessary assurances that LEPs have policies and processes in place to ensure the robust stewardship of public funds.

4.3 Annual Performance Review

All LEPs are subject to an Annual Performance Review (APR) process conducted by Government's Cities and Local Growth Unit. The APR is the formal process by which the Government and each LEP meet annually to:

- discuss the contribution the LEP has made towards driving forward economic growth
- review LEP governance and assurance processes
- look at progress on delivery of key local growth programmes
- discuss the LEPs strategy, its priorities and challenges for the year ahead.

The APR also acts as a key milestone in the process of confirming Local Growth Fund payments for the following year.

Following the conclusion of the last APR in March 2019 Government determined that the LEP is compliant with the National Assurance Framework and was considered to be 'good' across the three themes of governance, delivery and strategy.

4.4 Mid-Year Review

A Mid-Year Review (MYR) process has been introduced this year to enhance the existing annual assurance process. The MYR provides opportunity to reflect on achievements and progress since the APR and look forward to major milestones, projects and challenges expected in 2020/21.

4.5 Peer Review

The LEP is subject to peer review for the first time this year. The purpose of the peer review is to ensure that all LEPs are operating to a consistently high standard around the three areas on which government assesses LEP performance – governance, delivery and strategy, and that LEPs collectively have successfully addressed the recommendations from both the National Audit Office and Public Accounts Committee findings. New Anglia LEP has been paired with Heart of the South West LEP for its peer review which will be facilitated by a member of the Centre for Public Scrutiny in January 2020.

4.6 Scrutiny Committees

The LEP regularly attends local authority scrutiny committees and participates in formal local authority groups. As part of the Government's review of LEPs, one of the recommendations was that LEPs should create their own scrutiny committees or participate in those of local authority partners. New Anglia chose the latter option and therefore is regularly invited to scrutiny committee meetings with both Norfolk and Suffolk county councils.

5. Supporting information

New Anglia LEP website <https://newanglia.co.uk>

New Anglia Growth Hub <https://newanglia.co.uk/new-anglia-growth-hub>

Appendix A: LEP funding programmes (as at 26/11/19)

A1. Overview

Funding Stream	Norfolk (£)	Regional (£)
Growth Deal	96,284,770	
Growing Places Fund	10,190,330	
Growing Business Fund	17,084,125	
Small Grants Scheme	2,956,700	
Innovative Projects Fund	122,000	258,268
Total	126,637,925	258,268*

*Regional projects include support to Visit East of England to improve the year-round visitor offer, as well as the Gt Yarmouth Offshore Wind Competitiveness Positioning Programme.

A2. Growth Deal (GD)

Project	Total GD	Project value (£)
Norwich Northern Distributor Road	10,000,000	166,806,376
Great Yarmouth Transport Package	8,251,000	8,261,345
Great Yarmouth Flood Defences	8,200,000	39,800,000
Norwich Area Transportation Strategy (NATS) City Centre	7,765,000	13,132,600
College of West Anglia	6,500,000	6,500,000
CCN Digital Technology Factory	6,098,000	9,097,600
Nar Ouse Enterprise Zone	5,370,000	10,740,000
Norfolk Broadband Programme	5,000,000	14,590,000
Attleborough Sustainable Transport	4,621,000	4,621,000
UEA Institute of Productivity	4,461,000	6,301,000
NRP Roundabout & Zone 4 Building	4,000,000	7,612,154
Norwich Area Transportation Strategy (NATS) A11 Corridor	3,410,000	5,279,109
International Aviation Academy	3,300,000	9,604,168
Snetterton Employment Area	2,650,000	4,092,706
Easton and Otley College	2,500,000	3,750,000
Thetford Transport Package	2,386,000	2,469,000
A47 Longwater Junction	2,000,000	4,735,000
Great Yarmouth Rail Station Interchange	2,000,000	2,500,000
Great Yarmouth Third River Crossing	2,000,000	119,909,900
Proserve Beacon Park Enterprise Zone	1,500,000	6,000,000
Bacton to Walcott Coastal Management Scheme	1,080,000	21,000,000
Honingham Thorpe Food Enterprise Park	1,000,000	2,534,684
Lynnsport Access Road	1,000,000	1,000,000
A140 Hempnall Roundabout	650,770	4,352,460
Kings Lynn Innovation Centre	500,000	500,000
Felbrigg Junction Improvement	42,000	619,000

Total	96,284,770	475,808,102
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Cross-county (2 projects)

Project	Total LGF/LTB	Total project value (£m)
Ely Area Rail Capacity Enhancement	3,300,000	9,646,000
Norfolk & Suffolk Innovation Network	440,000	735,000
Total	3,740,000	10,381,000

A3. Growing Places Fund (GPF)

GPF seeks to kick-start infrastructure projects across the two counties.

Table 3.1: Norfolk GPF projects

Project	Funding (£)
Kings Lynn Innovation Centre	2,500,000
North Walsham (Mulberry Grove)	2,300,000
Voluntary Sector Challenge (Norwich)	1,500,000
Bernard Matthews Foods Ltd	1,300,000
Pasta Foods	747,000
Norwich Castle	500,000
UEA Enterprise Centre	250,000
Great Yarmouth Venetian Waterways	250,000
Norwich University of the Arts	200,000
Writers Centre Norwich	150,000
Visit East Anglia (Norwich)	144,000
Holkham Hall Estates	120,000
Hawk and Owl Trust	100,000
Norwich airport feasibility	80,000
Whitespace (Norwich)	49,330
Total	10,190,330

A4. Growing Business Fund (GBF) & Small Grants Scheme (SGS)

A **£16m** fund, offering grants of £5k-£500k to SMEs who want to invest and grow.

Norfolk GBF and SGS grants

	GBF (£25k - £500k grants)		SGS (£5k - £25k grants)	
	No. of grants	Value of grants, £	No. of grants	Value of grants, £
Norfolk District				
Breckland	31	2,837,746	46	504,578
Broadland	22	3,437,240	36	396,984
Great Yarmouth	21	1,738,631	25	324,264
King's Lynn & West Norfolk	22	2,343,620	28	333,799
North Norfolk	13	1,109,643	39	441,204
Norwich	14	1,430,130	41	568,891
South Norfolk	35	4,187,115	34	386,980
Total grant value	158	17,084,125	249	2,956,700
Match value		111,050,511		13,240,802

Total funds invested		128,134,636		16,197,502
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Appendix B: Enterprise Zones

New Anglia LEP has established two multi-site Enterprise Zones (EZs), the **Great Yarmouth and Lowestoft Enterprise Zone** and the **Space to Innovate Enterprise Zone** (<https://newanglia.co.uk/enterprise-zones>). Enterprise Zones deliver a wide range of benefits to companies including:

- a business rate discount of up to £275,000 over five years
- simplified planning
- access to superfast broadband

Great Yarmouth and Lowestoft EZ

- Established to capitalise on the £50bn investment in the East of England energy sector in the next 20 years. Its focus is growing energy-related businesses and creating high skilled jobs.
- The Zone covers six sites in and around Great Yarmouth and Lowestoft. The Norfolk sites are:
 - South Denes, Great Yarmouth
 - Beacon Park, Great Yarmouth

Space to Innovate Enterprise Zone

- This multi-site zone is projected to create 18,500 jobs over the next 25 years, with 5,000 new jobs delivered by 2021. The following are the Norfolk sites:
 - **Norwich Research Park.** One of the largest single-site concentrations of research in food, health and life sciences in Europe. Norwich Research Park has world-leading credentials to secure the UK's position as the global leader in these emerging multi-billion pound sectors.
 - **Scottow Enterprise Park.** A 26-hectare ex-RAF site on the northern edge of the Greater Norwich urban zone. The site provides a unique offering for grow on space, a private high voltage renewable electricity network and promises to be a strategic business location across the East and the UK.
 - **Egmere Business Zone.** A 7.4-hectare site situated to the south of port facilities at Wells-next-the-Sea, which has been established to support investment associated with the growing offshore renewables sector off the North Norfolk Coast.
 - **Nar Ouse Business Park, King's Lynn, Norfolk.** A 15-hectare site on the southern edge of the town close to the A47, A10, and A17. The site is also home to the King's Lynn Innovation Centre. Opened in June 2016, the £5m business hub was built with the aim of stimulating business growth, driving research and development and attracting new international businesses.

Significant developments have been made on a number of the above sites:

- **Norwich Research Park.** Completion of the Quadram Institute (multi-million food & health research centre)
- **Nar Ouse.** Completion of King's Lynn Innovation Centre (multi-tenancy)

- **Scottow Enterprise Park.** Renovation of former RAF Coltishall site into a successful business park
- **Beacon Park.** Successful delivery of an energy sector-focussed business park attracting leading global companies in the industry
- **South Denes.** Significant capital investment into a thriving port servicing the Southern North Sea

Outputs to date

Great Yarmouth and Lowestoft Enterprise Zone

OUTPUTS	Cumulative from Apr 2012 to June 2019	Forecast to 2021	Progress against 2021 target (%)
Number of jobs in EZ	1,806	2,970	61
Number of businesses moving in	63	81	78
Private sector capital investment (£m)	51.25	50	103
Floorspace - new and refurbished (m2)	54,455	62,000	88

Space to Innovate Enterprise Zone*

OUTPUTS	Cumulative from Apr 2016 to June 2019	Forecast to 2021	Progress (%)
Number of jobs in EZ	1,151	5,414	21
Number of businesses moving in	104	188	55
Private sector capital investment (£m)	88.84	80	111
Floorspace - new and refurbished (m2)	83,578	114,500	73

* data for total EZ, including both Norfolk and Suffolk sites

Scrutiny Committee

Decision making report title:	Overview of Norwich Opportunity Area Programme
Date of meeting:	17 December 2019
Responsible Cabinet Member:	Cllr John Fisher (Cabinet Member for Children's Services)
Responsible Director:	Sara Tough
<p>Introduction</p> <p>Scrutiny Committee requested an update on the Norwich Opportunity Area Programme. The paper provides a brief overview, and recent communication from the programme is attached as an appendix (Appendix B & C).</p> <p>Executive Summary</p> <p>This DfE led pilot is one of 12 national projects and undertaken as part of a collaborative approach with local stakeholders, including Norfolk County Council as a key partner. Key priorities agreed with local stakeholders include:</p> <ol style="list-style-type: none"> 1. Improving early speech, listening and language 2. Raising attainment through targeted support and development for teachers and school leaders and supporting children at risk of exclusion from school 3. Providing the information and support young people need to move from education into work <p>Key beneficiaries working with disadvantaged children, young people and their families have been:</p> <ul style="list-style-type: none"> • Schools in Norwich • Voluntary sector providers offering services to schools • Registered and unregistered providers of alternative provision (commissioned through schools) • Early Years' providers • New Anglia Local Enterprise Partnership • City College Norwich • Norfolk County Council <p>Recommendations</p> <p>The Scrutiny Committee are asked to consider the report and agree if there are any issues for future scrutiny</p>	

1. Background and Purpose

- 1.1 The Norwich Opportunity Area is a DfE funded and DfE led pilot initiative to promote social mobility in Norwich. Norwich was chosen as one of 6 initial projects nationally. There are a further 6 areas including Ipswich and the Fens, bringing the total number of opportunity areas to 12.

Each opportunity area has:

- A DfE lead to support the programme
- Access to £6m of DfE funding over 3 years
- Priority Access to DfE improvement programmes and initiatives
- A locally convened and independently chaired Partnership Board, comprised of key local stakeholders selected by the DfE
- A local Programme Team, including a Programme Director
- A clear set of priorities and criteria to measure the impact of the programme
- A range of national and local improvement initiatives and projects co-ordinated at a local level

- 1.2 The Norwich Opportunity Area is governed through the Local Partnership Board, which formally advises the DfE. The Partnership Board meets termly and meetings are also attended by the Regional Schools Commissioner, and the Department for Education Head of Delivery and Area Lead, who advise and support the Partnership Board.

- 1.3 A list of members can be found in Appendix A. Unlike other opportunity areas, the key staff leading the programme are not employed through Norfolk County Council, but through the LEP (Local Enterprise Partnership). NCC contributes through membership on the Partnership Board. Norwich City Council is also represented alongside the LEP and other stakeholders.

2. Proposals

- 2.1 The aim is for all young people in Norwich, regardless of background, to fulfil their potential and access the opportunities available to them.

This means that children should be well prepared to start school by 5, achieve their full potential while at school and college, and be sufficiently well informed to make ambitious choices about their futures.

- 2.2 To achieve this the NOA has prioritised:
4. Improving early speech, listening and language
 5. Raising attainment through targeted support and development for teachers and school leaders and supporting children at risk of exclusion from school
 6. Providing the information and support young people need to move from education into work

- 2.3 A range of local and national projects have been commissioned, with schools being key beneficiaries of these programmes.

- 2.4 The programme runs over 3 years and the current academic year (2019/20) represents the last year of the programme. There are a range of outcome criteria and the Partnership Board is monitoring both individual projects and wider outcomes.
- 2.5 With much of the delivery still underway, it is too early to judge the success of the programme. The DfE has also commissioned a national evaluation of this pilot initiative.
- 2.6 Much of the detail is available publicly via the Norwich Opportunity Area website. A recent update about the first 2 years of the programme as well as a newsletter are attached to this report to provide a flavour of the communication.

3. Impact of the Proposal

- 3.1. This paper is provided to inform committee members.

4. Evidence and Reasons for Decision

- 4.1. No decisions are proposed.

5. Financial Implications

- 5.1. Key activities and any posts created to support the delivery and administration of the programme are funded. Involvement of officers alongside other stakeholders is unfunded.

6. Resource Implications

- 6.1. **Staff:**

None

- 6.2. **Property:**

None

- 6.3. **IT:**

None

7. Other Implications

- 7.1. **Legal Implications**

None

- 7.2. **Human Rights implications**

None

- 7.3. **Equality Impact Assessment (EqIA) (this must be included)**

This is an overview of a DfE led programme to improve social mobility. The EqIA has been conducted by the DfE

- 7.4. **Health and Safety implications** (where appropriate)
None
- 7.5. **Sustainability implications** (where appropriate)
- 7.6. **Any other implications**
- 8. **Risk Implications/Assessment**
 - 8.1. **None**
- 9. **Select Committee comments**
 - 9.1. **None**
- 10. **Recommendations**
 - 10.1. **The Scrutiny Committee are asked to consider the report and agree if there are any issues for future scrutiny**
- 11. **Background Papers**
 - 11.1. **See attached information.**

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

Officer name: Sebastian Gasse **Tel No.:** 01603 307714

Email address: Sebastian.gasse@norfolk.gov.uk



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

Annex A

Members of the Partnership Board

Chair – Tim Coulson (CEO of Samuel Ward Academy Trust, former RSC)

Stuart Allen, Headteacher, Mile Cross Primary School. Stuart chairs the Communication thematic group.

Brian Conway, Chief Executive of St John the Baptist Academy Trust and Executive Headteacher at Notre Dame High School. Brian chairs the Inclusion thematic group.

Alan Hopley, Chief Executive of Voluntary Norfolk. Alan is co-chair of the Inclusion thematic group.

Chris Starkie, Chief Executive Officer of New Anglia Local Enterprise Partnership. Chris chairs the Collaboration thematic group.

Stephanie Beavis, Assurance Director and Head of Public Sector, at KPMG East Anglia. Stephanie co-chairs the Collaboration thematic group.

Micon Metcalfe, Chief Operating Officer for the Inspiration Trust.

Chris Snudden, Assistant Director of Children's Services at Norfolk County Council. Chris supports the Inclusion thematic group.

Corrienne Peasgood, Principal of City College Norwich. Corrienne leads on the OA's Post-16 strategy.

Jo Philpott, Headteacher of City of Norwich School. Jo chairs the Opportunity Area's Secondary Headteachers' group.

Anna Frazer, Head of Employer Engagement, The Careers and Enterprise Company.

Diedre Medlar, Director of Initial Teacher Education at The University of East Anglia.

Sebastian Gasse, Head of Education Participation, Infrastructure and Partnership Service, Norfolk County Council.

Tim Lawes, Headteacher, Catton Grove Primary School. Tim supports the Inclusion thematic group.

Kirsten Francis, Head of Locality for South Norfolk and Norwich City Healthy Child Programme. Children and Young People's Health Services Norfolk.

Bob Cronk, Director of Neighbourhoods, Norwich City Council.



Norwich Opportunity Area Newsletter

 @NorwichOA



Norwich
Opportunity Area

IN THIS ISSUE

Let's make this opportunity count together

Nearly two years in to the work of the Opportunity Area, this newsletter shows the extent of colleagues working across schools for the young people of Norwich. We set ourselves very challenging ambitions for the change in outcomes that we plan to see. We have just over a year until the milestone of three years will have been reached.

It took some bravery for school leaders to take on improvements for all of the city, not just their school, but it has been clear that a different approach was required if a step change was to be achieved.

The stories in this newsletter show many green shoots of the changes to which it is clear that school leaders collectively aspire.

The Partnership Board is actively considering the future of this collaboration when the DfE part of the project ends. It is determined that this great effort by school leaders and the collaboration to which they have committed continues well after the end of the Opportunity Area.



Tim Coulson

Chair of the Norwich Opportunity Area Partnership Board.

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Putting young people at the heart of the programme

The Norwich Opportunity Area Youth Board - how's it going?

I've been incredibly proud to chair the NOA Youth Board since the start of the programme.

The Youth Board is a group of young people living, working or studying in the Norwich Opportunity Area, who advise and support the NOA programme. Aided by the professional programme staff, we meet regularly to support the programme.



We think it's important that the Opportunity Area programme is in touch with the people it's there to help. Members of the Youth Board have now visited many other areas and told their stories, including: what does adversity really feel like while at school in Norwich? In ten or twenty years' time, what do we want to be different for our own children?

In fact, there's been so many invitations to speak in other places that we think we might be on to something! Norwich should be proud of this unique feature of our Opportunity Area.

We aim to ensure that young people's voices are heard; to help young people to see, create and take opportunities; and to scrutinise and support the work of the whole

programme to help it deliver for Norwich's young people.

After setting our objectives, we planned what projects we would deliver. We ran a competition for the best social mobility ideas in the local schools and have commissioned two using the main programme's budget. We have also invited young people to attend each of the workstreams in the programme to fulfil our role.

We started by contacting all the secondary schools and colleges in the zone and invited them to nominate students to take part. Later on, we have reached out to some primary school pupils too.



We have faced challenges, of course. Like finding smart ways for young people to commit to structured project work, considering studying and working hours plus stressful times in the year like exams; making sure we are properly representative, knowing it can be easier for people who are already socially mobile to get involved in such a project; and defining our legacy - what do we hope to leave behind and how will we contribute to making it happen?

The programme overall runs till 2020. The Youth Board has successfully

delivered its two major commissioned ideas – a 'school exchange' with a different part of the country that brought back lots of new insights; and a project offering life skills to whole families in Norwich. This latter project has had a significant impact, and we are thrilled that the Partnership Board has agreed funding for it to continue further.

We expect to consider more ideas before the end of the programme, and to engage more young people in how to make a difference in the city we love.



I'll be on maternity leave until around November 2019, but I'm looking forward to even more great work from our Youth Board in that time and throughout the programme.



Chloe Smith MP

Find out more:

<https://noa.co.uk/youth-board-2/>

Southend Exchange Visit

In January 2018 a team of young people from each school were tasked by our Youth Board with coming up with an idea to improve social mobility in Norwich.



In March 2018, each school presented their ideas to a panel of judges that included Chloe Smith PM. Jodie and Robyn from Sewell Park Academy in Norwich impressed judges with their idea to visit schools in areas with high social mobility so that they could share ideas about what works.

Once their idea was approved by the NOA Partnership Board the Youth Board worked on researching the demographics of different areas, digging into social mobility indicators and understanding more about school performance.

Young people selected **Southend** as the best place to visit and identified Eastwood Academy as the school they most wanted to learn more about – an outstanding mainstream school that has recently improved outcomes for disadvantaged students.



Southend are now ranked 63 in the social mobility index, having jumped up from 201 the previous year.

The purpose of the visit to Southend was to understand what changes have taken place for them to have improved so much and to see what learning could be brought back to Norwich so that we can have such a big impact on outcomes here too.

Once there, groups of students visited Eastwood Academy, Southend College of Further Education, Southend Youth Council, South Essex FE College and the Adult Community College.



The students noted many similarities and differences between the two places and appreciated the chance to reflect on what's important for young people by discussing and comparing their own school and college experiences in Norwich as well as what they saw in Southend.

They presented their findings to a group of Partnership Board and key stakeholders at a presentation in Norwich in April 2019. Their recommendations for school and college leaders were:

- To look at the design and consistency of behaviour policies, so that lessons are free from disruption
- To ensure young people in Norwich have the chance to give feedback and take leadership in their education
- To look at ways that positive and respectful relationships are encouraged between students and teachers



Morgan Watts, a year nine pupil at City of Norwich School, said: "Our voices are being heard so in future younger ones like my siblings will have a better life and school experience. For teachers having that connection with kids will be a better experience too."

The schools that took part were Sewell Park, City of Norwich School, Notre Dame, University Technical College Norfolk, Open Academy and the Hewett Academy.

Watch their video [here](#)

School Leads

A funded senior leadership post was offered to secondary schools that fall within the Norwich Opportunity Area to ensure the successful implementation and integration of key programmes designed to improve academic and destination outcomes for disadvantaged children.

Sarah Jarvis

University Technical College

My vision as an NOA school lead is to ensure all disadvantaged pupils at UTCN gain the skills, confidence and qualifications to progress on to university, higher level apprenticeships or meaningful employment.



For us, the Inclusion Charter has significantly reduced fixed term and permanent exclusions and provided us increased links with other schools.

Working as a team across Norwich sharing our expertise has opened

doors into each other's schools and built relationships. I am excited to have the opportunity to be part of a programme that leaves a legacy.



Andrew Innes

City of Norwich School



"Since being in an Opportunity Area I have noticed a buzz of excitement in the school as new ideas and strategies kick in. There is a growing awareness of the Norwich Opportunity Area and the real impact of disadvantage"

Since being in an Opportunity Area I have noticed a buzz of excitement in the school as new ideas and strategies kick in. There

is a growing awareness of the Norwich Opportunity Area and the real impact of disadvantage.



City of Norwich School
An Ormiston Academy

Phillip Wilkinson

The Open Academy

This has been an exciting opportunity, enhancing the progress of all our students and to continue developing professional relationships with other agencies that impact on students' lives and social mobility.

Since being in the NOA we have redeveloped managed moves, worked with alternative provision providers, developed strong working relationships with other schools and continue to build professional trust.



I strongly believe that the lasting legacy of the NOA will be the future willingness of all

professionals to work collaboratively for all young people in Norwich.



Amanda Barwick

Sewell Park Academy



My vision as an NOA School Lead is that Sewell Park will be seen and remembered as the centre of the community in Mile Cross as it is a place that gives each individual a chance, and the motivation, knowledge and drive to achieve their dreams: to prove that background does not mean limits.

Since being in the Opportunity Area I have noticed increased connections with others outside of the school with more access to alternative providers. There have been collaborations between the 8 secondary schools in the OA and a willingness to share ideas and resources as well as issues, strategies and solutions.

"There have been collaborations between the 8 schools and a willingness to share ideas and resources as well as issues, strategies and solutions"

We have had several effective interventions including the Language for Learning research project with its emphasis on modelling. The KS3 boys' projects in terms of challenge and relevance. Sharing internal exclusion practice to reduce fix term exclusions, the UEA revision sessions and Enrichment activities.

I am excited to have the opportunity to be instrumental in the changing perception and reality of Norwich education.



Ben Arscott

The Hewett Academy

My vision as a School Lead is for The Hewett Academy to narrow

the achievement gap between PP and non PP students by ensuring PP students are taught an academically rigorous curriculum so that they feel empowered to participate in the national conversation.



Transitions have rightly been identified as potential pitfalls in the education of disadvantaged students. This is both the case for formal transitions between key stages and for students who are excluded or are moved by guardians. Collaborating across the city (and wider region) especially in terms of curriculum but also in terms of consistent routines and behavioural expectations can help to lessen the negative impact of these transitions.



What does an Inclusion Champion do?

A school perspective - Open Academy

As a Norwich Opportunity Area Inclusion Champion, I meet with seven secondary Inclusion Champions every month.

In our meetings, we have discussed the offer of alternative provision, actioning of managed moves, a proposal for family and school inclusion support and external 'internal exclusion'. We are working together to support each other and to reduce the number of Fixed and Permanent Exclusion in Norwich.

NOA's impact on Open Academy

There has been a change in ethos in the academy as we have gained access to managed moves, the use of alternative provision and the opportunity to network, collaborate and the chance to start to rebuild professional dialogue with different schools and Trust across the city. As one Inclusion Champion said:

"Collaboration has been a key element in establishing the charter, we all face common challenges, but we share the solutions"

Alternative Provision – Case Study – GroWild

The benefits that the students who have attended the GroWild provision so far have included an increase in their self-confidence/resilience, they are opening up to the staff at GroWild about issues outside of school.

They are attending the majority of their lessons and responding in a more mature way to issues.

They are respecting the academy's boundaries and are very clear that there are consequences. We have seen a massive reduction in behaviour points and an increase in achievement points.

What the Champions currently wrestling with...

Can we create a common week of transition for KS2 to KS3?

How do we build stronger links with our feeder schools, for example, at Open Academy we have 21?

How do we continue to build trust between primary and secondary colleagues better

increasing the flow of information at transition points?

How can we compliment the Year 6 curriculum in Year 7 and not just repeat the same information.

Alternative provision, its impact and how do we match the student with the right provider?

Does it translate into genuine improvement of engagement in school without just being seen as a stop gap?

Sustainability and what happens in 2020 once the NOA project ends?

The relationships we are building based on mutual support and trust will continue long after the funding, ensuring the Inclusion agenda continues.



Phillip Wilkinson
School Lead and Inclusion
Champion at Open Academy.



What a difference a day makes...

In March and April 2019 the OA funded additional Maths and English classes for Year 11s over a four week period at the UEA.

The classes were aimed at students who were not on track to achieve a grade 4 but that the school thought could achieve with a series of interventions.

Schools sent these students to support sessions which were held on Saturdays and over Easter. At the workshops, they had the opportunity to meet students from other schools across Norwich and received support on some of the key topics that will be on their GCSE English and Maths exam papers.



The Maths teaching team

The workshops were delivered in small, interactive groups and led by expert teachers from across the City.

"Myself and a team of Maths teachers delivered 5 sessions to students targeting a grade 4 in Maths at the University of East Anglia. Sessions were planned to address common misconceptions that students often make in exams and teachers were able to guide and support students working in small groups."



Each session had clear learning objectives linked to student needs and there was coverage of all the strands of GCSE Mathematics. Sessions consisted of a variety of tasks including Maths Treasure trails, Bingo activities, Revision Mats and lots of past exam paper practice.

Students were given an insight into how examiners assess their papers so they could then tailor their answers to meet the demands of the specification. Students welcomed the opportunity to gain a deeper understanding of how examiners mark and they learnt about the importance of showing all steps of their working out.

Multi step problems were incorporated into many of the



UEA Ambassadors who showed students around the UEA with Sixth Form Ambassadors who were on hand to support students with their learning in the workshops.

activities and students were shown how to identify what questions are asking them to do, ensuring they were maximising the number of marks gained on these types of questions.

Student feedback of the sessions was very positive; they enjoyed the variety of tasks on offer and found the advice offered by teachers valuable. Students also commented that it was beneficial for them to be taught by a different teacher and many students commented how they felt much more confident about their upcoming GCSE maths exams following the sessions that they had attended"

Mo Ali, Maths teacher at CNS , & Maths Coordinator and teacher for the "What a difference a day makes" programme.

WADADM was adapted from a successful model in Ipswich, where schools used OA funds to transport target students to a common location and run a central GCSE intervention to boost Grade 4 pass rates.

Community Communication Champions

Since we started as Community Communication Champions at the end of January it's been a whirlwind - no two days have been the same! We've made a great many contacts through meetings, networking, visiting colleagues in a range of settings and from various agencies, charities and community organisations.

Mindful of the NOA 'What Does Beautiful Look Like' vision for Early Years, we've collated information about our own parts of Norwich through research and partnership working, and have identified ways of reaching out to parents and carers from our target families. We've started to meet parents and carers at local groups (Stay and Play; Sign Time; parenting groups etc.) with the aim of making ourselves known within our communities.

All CCCs have completed the Initial Communication Champion (CC) training led by Speech and Language Therapists working with The Communication Trust and have now progressed to the Lead CC training course. In May we'll hold the first round of our Elklan 'Let's Talk at Home' course for parents (modelling and supporting effective communication with their child in the early years by 'coaching' them during small group play sessions), and we have emailed referral

forms to early years settings, schools and other relevant agencies for this and other areas of support.

We've 'firmed up' our offer and in order to promote the NOA planned outcome that "immediate speech and language support and help is available when your child starts school" we have prioritised the following support for parents and carers: weekly CCC drop-in sessions within libraries, schools and community settings; signposting to relevant agencies, charities, support groups etc.; supporting engagement with local libraries; offering 1:1 Bookstart Corner sessions; liaising with early years settings and schools; offering regular and 'one-off' events within the community (focusing on nurturing effective speech, language and communication development) and 'ad hoc'



Liz and Oliver at the first drop in advice session, Earlham Library.

support by regularly attending community groups.

We're currently planning our conference on 10th July at the John Innes Centre, with the focus on supporting early speech, language and communication and parent/carer interactions within the home and early years settings.

In order to ensure the sustainability of Priority 1 work within our communities beyond the project's end we will continue to offer support to early years providers to ensure that there is a shared, clearly communicated vision for early speech and language across key partners in the city.

Liz Hughes

*For more information contact
Ashley.Cater@norfolk.gov.uk*

Communication Champions Network



Peapod Pre-School-

We were not sure what to expect when we joined the Communication Champions course. We thought at least it would be interesting and at most that it would help us to understand some of the communication difficulties that we come across as practitioners. What it has done is completely change our practice.

The first thing we did as a team was to arrange a staff meeting to give an overview of our training and explain our new commitment. Staff were asked to go around the setting and audit it as a communication-friendly space. We created better defined areas to encourage peer and staff interactions; such as quiet areas

and improved role play sites. Staff were shown how to carry out the WellComm screening on their key children. This identified those needing additional support and emphasised how children may interpret what we say differently from our intent. This has made us more aware of the words and phrases that we choose.

"The Communication Champions network has completely changed our practice"

One result is that behaviour has improved as staff are better able to diffuse situations through conversation. Parents and carers have been signposted to agencies that may help with worries around speech and staff are at hand to discuss any issues.

We have brought in people to talk to the children from different



professions to inspire their future careers.

We are all excited at the thought that the changes we have made in our practice may make positive impacts in the lives of our children.

We have further plans, including encouraging communication and broadening vocabulary through family woodwork and activity days.



Fran O'Neill
Sarah Riley
Sarah Armstrong



Catton Grove Primary-

At Catton Grove Primary School, since the completion of the Communication Champion phase three leadership training, we have looked at what practice is currently in place to support children with SLCN and what we need to do to further the professional development of all the staff.

To date, we have used the Wellcomm wizard to support our tracking of the Wellcomm screening across our Nursery. This has given us the information that we need to put effective interventions into place to support specific children. This has been either working in small groups with our speech and language teaching assistants in school or to have play alongside support in the Nursery.

An area that we felt we needed to focus on was developing the children's vocabulary. We have introduced the Word Aware approach across our early years provision. The focus initially was to support children in both the two

year old provision and across our Nursery classes to be able to communicate their needs more effectively, in particular to support their PSED. We have also used Signalong signs alongside the focus word and this has had a huge impact on how the children are beginning to communicate their needs more effectively. This in turn has had a positive impact on our PSED data for the current cohort. Moving forward into the summer term we are going to focus on introducing the Word Aware approach into our Reception classes.

We have also begun working with our Community Communication Champion and we are looking forward to supporting him to make effective links with our families by providing support in the wider community. We have also arranged with him for a drop-in support session to be provided in school for the families of children with SLCN.

Over the next few weeks we shall start to signpost parents and carers to the drop-in sessions that will be provided both in school and at local venues in the community. There will also be an opportunity for us to refer our families to our Community Communication Champion for a variety of support strategies that are being made available.

Looking ahead over the next term we have lots of exciting things coming up. We are going to deliver the first round of universal training to our EYFS TAs. This will include a focus on further Word

Aware support as well as other practical strategies to support children in the classroom. We will also aim to complete the second round of training for our EYFS TAs towards the end of the summer term with a focus on looking at how to ensure we are providing a communication friendly environment that supports all children with their SLCN.

We have really enjoyed being part of the project so far, as we are seeing the positive impact that it is having in the Foundation Stage unit and how it is effectively supporting the communication needs of all the children.

We are beginning to network with other NOA schools to discuss the possibility of cluster training in specific areas and around specific themes. This is something that will be beneficial to all involved, so watch this space!

As a school, we feel that things are positively moving forward this term. We have really enjoyed being part of the project so far, as we are seeing the positive impact that it is having in the Foundation Stage unit and how it is effectively supporting the communication needs of all the children.

Cathy Bryan

**Catton Grove Primary
NOA Communication Champion**

Supporting future Early Years Teachers

Eleanor Milligan Lecturer in Education, Early Years Lead, University of East Anglia.



Understanding Speech, Language and Communication Needs (SLCN) has always been a fundamental part of our PGCE teaching programme, through specific SLCN workshops and integrated as aspects of practice in teaching across the curriculum. This year, however, we have developed some specific targeted strategies to further raise the profile of this aspect of teaching and develop our early years trainee teachers' knowledge and understanding.

In January, we held a 'Speech, language and communication conference'. All students specialising in teaching in the EYFS and KS1 had the benefit of a keynote lecture by speech and language therapist Emma Ferris and took part in four workshops. Emma has been working closely with the Norwich Opportunity Area team delivering Communication Champion training, so was able to give our trainee teachers detailed and up-

to-date insight and information of the significance of SLCN locally and nationally, as well as the essential knowledge for practitioners working directly with these children in the future. One trainee commented 'I didn't appreciate the steps and sheer complexity for children to communicate effectively, Emma has really opened my eyes and mind to how we work with children.'

The trainees went on to build on this through the four workshops exploring and applying knowledge across a range of themes. Working with the best practice room space, trainees were able to consider the how communication and language can be developed through and in an enabling environment. They were able to consider resources, sustained shared thinking opportunities, drama and role-play strategies as well as how language plays a fundamental role across the curriculum and through the characteristics of effective learning. Other workshops considered the role of inclusive practice, specific learning difficulties and strategies for ongoing professional development.

Trainee responses to the day were overwhelmingly positive, commenting that they found it 'insightful', 'informative' and a 'well thought-out day', 'posing a lot of thoughts and ideas for future practice'.

Trainee responses to the day were overwhelmingly positive, commenting that they found it 'insightful', 'informative' and a 'well thought-out day', 'posing a lot of thoughts and ideas for future practice'.

We have also provided our trainees with a number of resources to support their personal development including access to the Communication Trust's Speech and Language Communication Framework, a Sustained Shared Thinking Practice log and a framework with which to audit their practical strategies whilst on placement.

The PGCE tutors are committed to ensuring that trainee teachers leave their training at UEA with the skills and knowledge not only to be effective in the classroom, but also to continue their learning and engagement with research, evidence and knowledge of the children, families and communities they serve.

Eleanor Milligan

Lecturer in Education, Early Years Lead

University of East Anglia



Working with Norwich Research School



Norwich Research School received funding from Norwich Opportunity Area to run an in-depth coaching programme in 10 local primary schools, called the Enhanced Research Leads programme.

Ed Dooley, Deputy Headteacher, Bluebell Primary School:

Norwich Opportunity Area has enabled me to be part of Norwich Research School as an Enhanced Research Lead. I have been supported by members of the Research School (primarily Dr Niki Kaiser) to develop the use of evidence-informed practice in my school on a small scale, in classrooms, and also at a strategic level in leadership.

The training I have received has been fantastic and is developing me as a professional, which in turn is having a huge impact on the school and our children. I am also incredibly appreciative that I can be a part of this movement towards a more informed

"The training I have received has been fantastic"

approach to education, and feel that the work of the Research Schools Network will have a huge impact on the profession as a whole.



Joanna Ward, Head of School, Edith Cavell Academy and Nursery:

How often do you go on a course and come back with one or two 'take home factors' which maybe you put in place, maybe you don't? When signing up to be an Enhanced Research Lead, I will be honest, it was quite a commitment and I wasn't 100% sure what it was all about. Now a few months on and this project is transforming our practice at Edith Cavell Academy.

It delights me that we are now conducting our own research project in school and that our Year 2 teacher was able to present and share her work with others at a recent NorRel meeting. Writing our project's implementation

plan, being faithful to the EEF's recommendations, took a few redrafts but meetings with Roger Higgins helped to focus us in areas such as design. Our class teacher leading the project has found it to be an incredibly rewarding experience, one which she says has changed her teaching style in mathematics (mathematics being the focus of her research) and made her deeply question the ways that children learn. I echo these comments; the first two days of the Leading Learning training have really focused and challenged my thinking as a school leader to develop our own vision for exemplary CPD and establish an effective school implementation plan. We have skilfully been led through a process of critically challenging our own practice, evaluating others' research and exploring how the evidence-base can help us deepen teachers' learning. Day three in June will focus on designing a CPD programme for 2020-21.

Huge thanks to the Norwich Research School staff, who are classroom teachers themselves, for delivering such a great project.



Norwich Research School also runs CPD training programmes for teachers in and around Norfolk - including upskilling colleagues to deliver training themselves.

Jude Twani, Assistant Headteacher, Lakenham Primary and Nursery:

"I have found the sessions I have attended to be thought provoking and challenging"

I have found the sessions I have attended to be thought provoking and challenging, particularly as I have been a trainer for several years and only recently gone back into school. There has been up to date research information that has given us lots to think about and then the challenge has been to consider the implications for us back in school.

I am thoroughly enjoying attending with my Headteacher so that we can have professional dialogue on an ongoing basis.



Nicola Owen, Assistant Head, Bignold Primary School & Nursery:

One Thursday morning in May 2018 I walked into a small classroom for some training at Notre Dame High School, home to Norwich Research School, as a passionate EYFS teacher and leader, clueless about the amazing journey on which I was about to embark. Firstly, I met the truly inspiring Megan Dixon, the Director of Research and Development at the Aspirer Teaching Alliance; and then a room full of experienced EYFS advocates from Norfolk and Suffolk.

The result was a collaboration with Megan Dixon and Sarah Mardell, the Headteacher from West Earlham Infant and Nursery School. We created a three-day training course for a fabulous group of Reception teachers, mainly from Norwich Opportunity Area, based around the content of the Education Endowment Fund's guidance report 'Preparing for Literacy - Improving communication, language and literacy in the early years' which was published in June 2018. Using a wide range of research, this report highlights the key issues affecting young children's speech, language, communication and literacy development and how this impacts, disproportionately, on children from disadvantaged backgrounds. Delegates had plenty of opportunities to share ideas, plan actions on return to

their schools, and use research to support their decisions.

"To say I learnt a lot is an understatement"

To say I learnt a lot is an understatement: all through the process of planning and delivering the training sessions, I never stopped learning and discovering new research for myself - from the collaborators but especially the delegates that attended. They were a true inspiration to me and an asset to their own schools. I really cannot emphasise enough how much I have learnt by working with Norwich Research School, the EEF and NOA.



For more information on Norwich Research School please take a look at the website-

<https://researchschool.org.uk/norwich/>

The New Anglia

**Enterprise
Adviser Network**THE CAREERS &
ENTERPRISE
COMPANYNEWANGLIA
Local Enterprise Partnership
for Norfolk and Suffolk**TRY TO FIND THE
PERFECT MATCH -
Barry Dennis, Enterprise
Adviser, The Hewett
Academy**

As a businessman, I have always had a passion for working with schools. I discovered many years ago that it can be a great way of spotting young talent who can become key members of your staff in the future.

Way back in the 1980s, I was the publisher of a football magazine called Match Weekly. It was aimed at young football fans. The editor, having had a couple of bad, and expensive, experiences of recruiting journalists decided to try something completely different. He launched a writing competition for local schools. He invited the winners to join his magazine whenever they could during school holidays. It was a huge success and he never had to run a recruitment advertisement again. He spotted the young talent and gave them great coaching and training. His commitment also built loyalty. When the youngsters finally left school, they were well prepared to join his team. All the training had been done in their holiday stints

and they were able to hit the ground running from day one.

I've had other experiences that have not been so good. While at Archant, and at the request of a school, I arranged for a young girl to spend a week with the news desk of the Eastern Daily Press, at the time the biggest selling regional newspaper in the country. We discovered after a few days that she had no interest in the world of media whatsoever. She wanted to be a hairdresser! Her teacher was only interested in getting her a work experience place somewhere. Not surprisingly the editor was not keen to provide future work experience for youngsters.



Barry Dennis, At the Hewett Academy

I'm pleased to report that the Hewett Academy, which I'm working with, has been very successful in planning experiences of work. As a result pupils are



motivated to attend the various activities now being organised for the school.

A Business Blind Date, where pupils had five minute conversations with a range of local employers, was a big success. Feedback afterwards from pupils was very positive.

"As a result [of target careers education] pupils are motivated to attend the various activities now being organised by and for the school"

All of the businesses were also delighted with the event and are keen to do more things with the Hewett.

Barry Dennis, Enterprise Adviser, The Hewett Academy.

The New Anglia Enterprise Adviser Network

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for Norfolk and Suffolk

New Enterprise Adviser, Rachel Hinchliffe talks about her reasons for volunteering and the first meeting with her matched school.



I'm Rachel and a freshly volunteered Enterprise Adviser! I've worked at Aviva for 20 years in a number of roles, most recently focused on customer engagement. The role offers me the opportunity to work across a variety of business areas and locations pulling people together to design and implement a great customer journey for those heading toward their retirement.

When I saw the internal advert to work with schools and students in Norwich it really appealed to me. I have 3 children across 3 different educational areas – eldest off at Uni, middle now frantically revising for GCSEs and youngest about to tackle year 6 SATs – so it felt like I could offer something

from both a business and personal perspective.



I've been matched with Sir Isaac Newton Sixth form and we've had our first meeting – which I hope the school would agree was a success! We spent a very vocal hour or so talking about a number of ideas for both the short, mid and long term potential. We talked about both getting some specific STEM area Aviva staff to talk to the students and also the potential for some of the students to come into the business to see what happens at the coal face. I've been reaching out across my Aviva network to see how we might be able to make some of this happen along with tapping into our People Function to understand more about apprenticeships and how we share this information. Within the business, so far, I've been pleasantly surprised with the positive responses I've received. It's just a start but feels like we might just be scratching the surface.

Already the school is helping me understand the breadth of talent that these students offer us in the wide world of work and what this can teach us in the way we reach

out to younger generations in both employment and more broadly. I'd like to think that I can offer a route into some of the things that we take for granted in the workplace but can be very difficult to access outside of that – whether that is simply the look and feel of differing workplaces, understanding what the day to day of particular roles are etc .

"Those around me have been actively interested in the link and it feels good to be part of something that has the potential to enable and inform on both sides."

Those around me have been actively interested in the link and it feels good to be part of something that has the potential to enable and inform on both sides. Also secretly I am hoping with all this careers focus I'm definitely going to know what I want to do when I grow up!

Rachel Hinchliffe, Enterprise Adviser, Sir Isaac Newton





Julian McKay, Careers Lead at Notre Dame High School Speaks to us about his experience of Careers Programmes in the OA

What is the vision for your school as NOA Careers Lead?

The vision; a careers education programme that provides our pupils with the opportunity to plan and manage their careers effectively, ensuring progression which is ambitious and aspirational. It promotes equality of opportunity, celebrates diversity and challenges stereotypes. It is designed to meet the Gatsby benchmarks and conforms to statutory requirements.

What changes have you noticed in your school from being in an Opportunity Area? We have been extremely grateful for all of the support we have received from the OA. The specific focus on Careers, Gatsby, sharing ideas and advice has been invaluable. I feel this is something that had been lost in schools or at least lost its

way. Knowing more about it reminds me how important careers is in the educational journey. Growing ambition and aspiration in young people makes the job of contextualising learning so much easier.

"[Using careers education to grow] ambition and aspiration in young people makes the job of contextualising learning so much easier."

Which interventions/ projects/ relationships have been most effective in your school?

I am blessed with a brilliant team at Notre Dame. We all have the same belief and enthusiasm. I am also blessed with the relationships we have with Beacon East and our Enterprise Coordinator and advisor

What opportunities do you think feeding into other teams across Norwich presents?

Sharing practice make sense. We are all busy people, and this is about the future of our young people.



Julian McKay, Careers Lead, Notre Dame High School.



The Enterprise Adviser network is engaging with 54 Mainstream, FE, SEND and PRU schools currently across Norfolk and works with volunteer Business Leaders (Enterprise Advisers) to support schools to deliver inspiring careers strategies linked to the Gatsby Benchmarks.

By August 2020 we are committed to providing access to an Enterprise Adviser for every secondary school and college across Norfolk.

For further information please contact Glen Todd, EAN Manager at

glen.todd@newanglia.co.uk



Just playing in the woods..?

Forest school is an inspirational process that offers all learners regular opportunities to achieve. Play and learner led activities are absolutely central to what we do at GroWild, but the experience of participants goes far beyond that.

For children and young people who are struggling to participate in mainstream education, this is a refreshing opportunity that reconnects them with learning. We believe that children and young people learn through hands-on, real-life learning in context. This may involve tool work, campfire cookery, natural craft or construction. These activities give them the opportunity to consider risk benefits, learn about their environment and be part of a community of peers and adults.

What do we do all day?

Take a look at a typical day with some of our learners:

Meet & Greet:

"We always meet in the car park and walk up to the woods. When

we arrive in the woods, we start at the fire circle under the parachute. It's great when the fire is on and we can watch the flames crackle."

"Our leaders talk about boundaries and what we would like to do for the day. It feels good to be asked. The tool work with handsaws is my favourite but the campfire cookery is good too. I like the sweet pizzas the best!"



Learner Guided Time:

"I like to get started on some tool work and get the fire ready to make a hot chocolate for everyone. We are shown how to use knives and we get to peel bark and tinder from the log store for the days fire. We can't let it go out! Birch bark is the best as it lights quickly for the kelly kettle. The leaders help us to chop and sort different firewood sizes too. It can be tough work but I'm working on my muscles! We get time to break and chill too - usually in the hammocks or in the den we made."

Skills Focus:

"After lunch we spend time

working on our 'wild passport'. Some of the other kids are not always sure about trying something new but I like the challenge and we help each other if it's difficult. There's no stress to do something 'right' and I like to be able to tell the leaders what my interests are. I'm working on my knot skills and looking to reach intermediate level soon"

Reflection:

"At the end of each session we tidy up and then chill around the fire and chat. I always ask for a marshmallow too! The leaders usually chat to us about how the day has gone and sometimes we play a game or make a human scale to score our experiences! I feel pretty tired by the end of the day but I like thinking about my time in the woods. It feels good to be outside and learn some new skills here."



GroWild is one of several "reintegration" programmes working with schools to support children at risk of exclusion. For more information visit the [NOA website](http://NOA_website) or contact Janet.Cockburn@norfolk.gov.uk

With ambitious targets set for pupil outcomes in 2021, what is happening in schools and settings across the OA to realise our ambitions?

83 Communication Champions have completed The Communication Trust initial training, 34 of these have already completed leadership training with a further 22 currently undertaking leadership training.

10 Primary schools have an “Enhanced Research Lead” working at senior leadership level on an implementation plan to ensure work in school is “evidence informed”

36 Evidence Based Practice fund projects have been approved across 27 schools, enabling schools to trial a new approach and evaluate “what works”

“[the project] is making a clear impact across the school, not only by having a physical impact in terms of classrooms and displays, but

also in terms of behaviour and emotional literacy across the school.”

91 students from 7 of our high schools signed up to participate in a collaborative Maths and English intervention programme at the UEA at Easter led by teachers from across the OA

24 primary schools were funded a total of £120,307.89 to deliver additional support to pupils in Maths and English at KS2

27 governors received training on inclusive practice and supporting schools to reduce permanent exclusions.

216 children at risk of exclusion have been supported in 6 week programmes to improve

resilience and achieve in school

25 schools are receiving a package of whole school training and support to develop behaviour approaches, create inclusion action plans and further develop their “inclusive culture”

15 schools with secondary/post 16 provision are engaged with the EAN and 14 schools have an Enterprise Adviser (one school has a new potential EA lined up). 10 of these are have signed up to the New Anglia Careers Hub launched in March 2019.

10 participating schools in this Opportunity Area have benefitted from a total of 197 Take Your Place activities in the last academic year (2017-18), with a total of 3,199

interactions by 1,248 students.

10 schools have a career facilitator who have received 8 workshops to date covering the 8 Gatsby benchmarks and improving their school careers strategy

4 providers have been funded £80,000 to increase conversations in families about the world of work

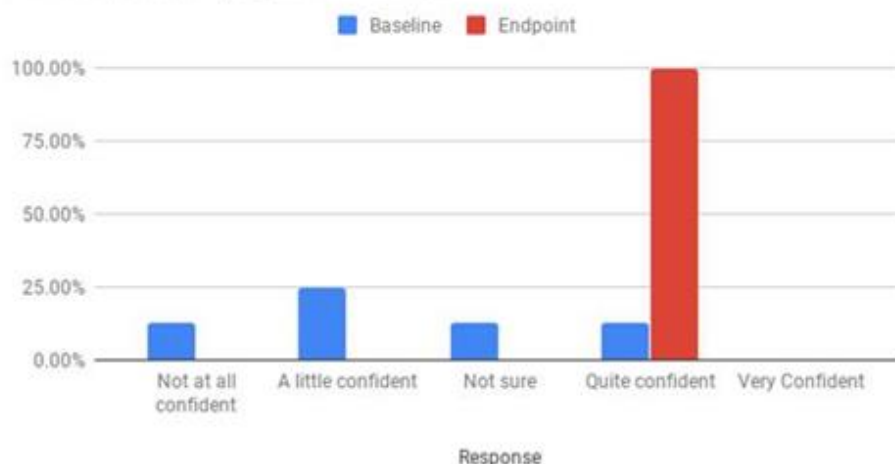
Children at **19** primary schools will access world of work activities in the 2019 Summer term

Responses from the Communication Champions that have completed The Communication Trust training -

A wide range of collaboration has taken place such as:

- Transition working group
- Communication champion leaders network
- Inclusion champion networks – primary and secondary
- Working groups for communication, inclusion and collaboration
- Secondary Headteachers network meetings
- NOA Secondary School Leads network
- Research School network (NorReL)
- Careers Facilitator Network
- Youth Board
- Enterprise Adviser Network and Cornerstone Employers meetings

How confident are you in being able to support children in your setting who are struggling with their speech, language and communication?



International Exchange Visits

DfE, in partnership with the British Council, is offering thousands of young people the chance to take part in international exchanges and visits.

Backed by £2.5 million, schools in England can apply for grants to take pupils aged 11 and above to visit partner schools around the world.

This unique opportunity will give children a once-in-a-lifetime chance to experience different cultures, build independence, character and resilience and improve motivation for language learning.

The programme is principally focused on those from disadvantaged backgrounds and we want to encourage as many schools as possible to sign up for this amazing opportunity. On application, schools will explain how the funding can benefit their disadvantaged pupils – this could be a few pupils or larger cohorts.

If you are interested in the programme, more information including application forms, FAQs and guidance can be found here:

<https://www.britishcouncil.org/school-resources/exchanges>.

You can also contact the British Council directly at schools@britishcouncil.org.

Dates for your diary

Primary Heads Meeting-

Wednesday 19th June 2019. 10am-1pm
St Clements Hill Academy, Norwich.

Secondary Heads Meeting-

Wednesday 10th July 2019. 8am-10am
City of Norwich School

Primary Inclusion Champion Meetings-

Primary Group 1

Weds 26th June 2019. 2.30pm. Wensum Junior

Primary Group 2

Mon 24th June 2019. 2.30pm Mile Cross

Primary Group 3

Tues 25th June 2019. 1.30pm. Colman Junior

Careers Facilitator Training Sessions-

Weds 5th June 1-4pm

Weds 3rd July 1-4pm

Communication Champions Training Sessions-

<https://norwichopportunityarea.co.uk/communication-champions-training-sessions/>

Transitions Conference

A fresh approach for schools in the NOA

Wednesday 3rd July 2019. 3pm-6pm. The Space.

<https://www.eventbrite.co.uk/e/transition-a-fresh-approach-for-schools-in-the-NOA>

Communication Champions Conference

Wednesday 10th July 2019 9am-4pm. John Innes

<https://www.eventbrite.co.uk/e/communication-champions-conference-2019>



Norwich
Opportunity Area

Keep in touch...

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@NorwichOA

www.norwichopportunityarea.co.uk



Norwich

Opportunity Area

“What’s changed in the NOA?”

A summary of our first two years

 @NorwichOA

<https://norwichopportunityarea.co.uk/>

Why Norwich?

Norwich is one of twelve areas across the country where outcomes reported for disadvantaged children were significantly poorer than their peers. Based on the Social Mobility index in 2017, Norwich was ranked 323rd out of 324 local authority districts. This measure compares the chances that a child from a disadvantaged background will do well at school and get a good job, with different areas across the country.

Schools, settings, colleges, partners and local leaders in the Norwich Opportunity Area (NOA) have worked hard during the first two years of delivery to prioritise improving outcomes for students and their families described as “disadvantaged”, ensuring learning, support, opportunities and structures across the system meet their needs. The proxy used for disadvantage includes eligibility for free school meals.

Norwich has a relatively high proportion of students eligible for free school meals. 3,320 young people - 19% of Norwich school students - are eligible for and claiming free school meals, compared to 13.6% nationally. We can see a higher proportion in key City wards with 21 schools in Norwich with more than 25% of their cohort who are eligible.

Two years into the programme it's too early for us to determine the full impact of NOA work and evidence progress against some ambitious targets. The data is starting to move in the right direction but we know these green shoots are only the very beginning of the change we need to see.

The proportion of children in Norwich meeting the expected standard in Communication Early Learning Goals has increased slightly, against a stable national picture. Key Stage 2 attainment is rising faster than the national rate, so Norwich is moving up the rankings. Early indications tell us our very stubborn attainment gap at Key Stage 4 may be starting to budge, and exclusions in secondary schools are starting to fall.

This summary will share early indicators of success and areas of change on the ground that local leaders feel have the potential to create a sustained improvement to education in Norwich.

Encouragingly, Norwich Opportunity Area headteachers are confident that the targets identified are achievable given sufficient time but will need a continued focus. Views about how long this change will need vary from an additional 2 years, to at least 15 years to embed change.

“We won't be able to make change of the scale we're aspiring to within this timeframe, but we will be well on the way. It will take much longer to do things like influence other bodies outside of schools to do what we need to reach these targets.”



When asked whether they had noticed a sea change in Norwich in any of the priority areas of the NOA, primary headteachers noticed a greater focus on inclusion and early speech and language, while secondary heads all spoke of the greatest changes in inclusion and careers focus.

Headteachers gave a clear vision of success in the NOA:

- *A city that attracts talented teachers who want to work here*
- *A rich and diverse curriculum provision that meets the needs of young people and the wider community, including the economy*
- *Good standards of attendance and behaviour across all schools*
- *Meeting the educational outcomes of the most successful areas in the social mobility commission data*
- *Every child, same chance.*

NOA Targets:

By 2021 ...

- ★ 95% of eligible three to four year olds and 75% of eligible two year olds will be benefitting from **funded early education**.
- ★ the proportion of children achieving a **good level of development** will be in the top half of all districts in England
- ★ **attainment at key stage 2 and key stage 4** will be in the top half of all local authority districts in England
- ★ the **gap between the attainment of disadvantaged pupils and all pupils** will be half what it was in September 2017
- ★ 50% of nineteen year olds will be **qualified to level three**
- ★ the rate of **exclusions will have reduced** by two thirds from the rate in 2016/17
- ★ 90% of disadvantaged young people will be in a **sustained destination** 6 months after completing key stage 4
- ★ 40% of **young people in Norwich will go on to higher education** or a higher level apprenticeship
- ★ 85% of pupils who were eligible for pupil premium in year eleven and who studied for a level three qualification will go on to a **sustained destination after key stage 5**



So, what change do we see in Norwich since it became an Opportunity Area? Stakeholder feedback highlights three key attitudes that are becoming stronger and driving behaviour:

1. **Together, we take responsibility for every Norwich child.**

NOA programmes have been driven by strong collaborative networks

This collaborative focus is driving increased collective responsibility

Investment within these established networks in leaders and champions for key priorities with shared targets is putting the focus of “every Norwich child” on the agenda rather than “our school”

2. **We do what works, when it works.**

Teaching and planning is increasingly evidence based, and effective implementation planning is strengthening

Key roles and programmes support school leaders in addressing the impact of disadvantage at each stage of education, and enable them to act earlier

3. **We are ambitious for all children in Norwich.**

Children and families are becoming better informed about opportunities in Norwich and beyond

Employers are increasingly present in schools, creating meaningful encounters for young people with their future careers and connecting education with place, opportunity and aspiration

Together, we take responsibility for every Norwich child.

A wide range of NOA networks have been established over 2018-19 reflecting key projects and influencers at practitioner and school leadership level:

- ✓ A network of Research Leads and Champions through the Research School
- ✓ Communication Champions Network in EY
- ✓ NOA Secondary Headteachers group
- ✓ Careers Facilitators network
- ✓ NOA Secondary School Leads
- ✓ Norwich Inclusion Charter network meetings
- ✓ Working groups and legacy teams

Leaders at every level are empowered to work together to tackle shared issues: NOA funding has created capacity to give schools the space to build expertise and systems. It has also provided a range of professional training from NPQs for leaders to specialist training for practitioners in key NOA priority areas. This empowers staff to share good practice and lead change in their schools and colleges and beyond.

Young people themselves have been equally empowered to make a difference – having the opportunity to influence projects and decision making through the NOA Youth Board.



The Norwich Inclusion Charter

The Norwich Inclusion Charter is a set of 10 principles that NOA schools commit to, in order to collectively reach the target of reducing exclusions in Norwich by 2/3rds by 2021.

In our Summer newsletter Philip Wilkinson, Inclusion Champion at The Open Academy told us:

“We are working together to support each other and to reduce the number of fixed and permanent exclusions in Norwich.

There has been a change in ethos in our academy as we have gained access to managed moves, the use of alternative provision and the opportunity to network, collaborate and the chance to start to rebuild professional dialogue with different schools and Trust across the city. As one Inclusion Champion said at a recent meeting:

“Collaboration has been a key element in establishing the charter, we all face common challenges, but we share the solutions”

What a Difference A Day Makes

A key benefit of being in an OA is being able to share ideas with other areas. Ipswich Opportunity Area trialled this Maths GCSE intervention for Year 11s, taking those students at risk of not achieving a grade 4 to University at the weekends, offering them a change of scenery, a day's bus pass, and the chance to experience different teachers and meet new friends.

In Norwich the UEA was pleased to mirror this collaborative model, working with teachers from Norwich schools to offer a different flavour of intervention to 110 Year 11 pupils in Maths & English.



“I’ve found this experience really rewarding, and it’s given me lots of reminders of key things ready for my exams soon, it was quite easy to get to the UEA thanks to the bus passes we were given”

Investing in Leaders and Champions

94 National Professional Qualifications have been completed by NOA school leaders in the first year.

56 communication champion leaders have been trained to lead and support in their own setting and beyond

15 funded school Research Leads/Champions

8 funded NOA Secondary Assistant Principals

An Inclusion Champion and Inclusion Governor in every school signed up to the Charter

10 Enhanced Primary Inclusion Champions

9 Trained Careers Facilitators

4 Early Speech, Language and Communication “Hubs”



The Communication Champions Network

Communication Champions are practitioners who have received training in developing early speech and language skills, identifying needs and using, sharing and learning about strategies to intervene.

83 staff have completed the Communication Champions initial training and 56 of these have gone on to train as a leader. Leaders form part of the Communication Champion network and receive an honorarium in recognition of their leadership role in sharing good practice and driving change in other schools and settings within their “Hub” area.

At regular network meetings, Champions have shared their school’s Speech & Communication action plans, helpful resources, qualification opportunities and referral processes to support parents.

For 2019-20, Leaders will cascade their training to colleagues and peers. Already 9 have delivered a session with many more scheduled for September.

“I am shocked by how passionate we have all become. There is such a need in our area and we want to make a change – we really need to step our game up and identify children who are delayed and struggling.”

Communication Champions at Pea Pods Nursery

“We were not sure what to expect when we joined the Communication Champions course. We thought at least it would be interesting and at most that it would help us to understand some of the communication difficulties that we come across as practitioners. **What it has done is completely change our practice.**

The first thing we did as a team was to arrange a staff meeting to give an overview of our training and explain our new commitment. Staff were asked to go around the setting and audit it as a communication-friendly space. We created better defined areas to encourage peer and staff interactions; such as quiet areas and improved role play sites.

Staff were shown how to carry out the WellComm screening on their key children. This identified those needing additional support and emphasised how children may interpret what we say differently from our intent. This has made us more aware of the words and phrases that we choose.

We are all excited at the thought that the changes we have made in our practice may make positive impacts in the lives of our children.”

We do what works, when it works.

A Research School supports schools and colleges in Norwich to use the best approaches in the classroom at every stage of a child's education.

Notre Dame Research School leaders increasingly work with our networks, groups and school leaders to help them create robust implementation plans and confidently evaluate impact.

Professionals in Norwich use evidence to plan, teach and support students. Practitioners who support children and families access evidence-based approaches and share emerging best practice through trusted networks.

The Norwich Evidence Based Practice Fund

36 schools in Norwich have benefited from the evidence-based practice fund – grants up to £25,000 to trial projects in any one of the four NOA priority areas to find out “what works” in Norwich. Alongside the funded project itself, support from Norwich Research School allows schools to strengthen their approaches to implementation and evaluation.

NOA Headteachers gave examples of the ways that engagement with the Research School through the fund had changed practice in their schools:

“Since we did [an EBPF] project we do a journal club for staff – they find an article, share, meet a week later and discuss – the idea came from a RS leader, wonderful - it made us think about what we do in the classroom, budgeting, the EEF link to impact and cost. This has been the biggest impact for us because it changes the way you think.”

“Using the EEF – putting it to work using the implementation guidance – that was key – I thought I

was using evidence for decision making before I went on it [implementation training] – I loved it, I re-read my notes when I need inspiration, it shapes everything that we do, it shapes our School Development & Improvement Plan, our planning – everything.”

In the NOA Headteacher survey 47% of Headteachers said their **decision making at SLT level** was more evidence informed than a year ago.

52% of Headteachers said **classroom practice** was more evidence informed than a year ago.

The remainder said that decision making and classroom practice was about the same.

“[the project] is making a clear impact across the school, not only by having a physical impact in terms of classrooms and displays, but also in terms of behaviour and emotional literacy across the school.”



We do what works, when it works.

We know that long term change needs early interventions.

We know that helping children develop their speech and language skills early helps them communicate and play with other children when they start school. Just 5-10 minutes spent chatting, reading or playing from baby's first year will help boost their brain. Investment across schools, setting and within the community tackles unidentified and unsupported communication needs that can be damaging for a child's long-term development.

Children and parents in Norwich can access support early, when we know it makes the most difference. Schools tell us they are confident that they are meeting the Inclusion Charter principles to identify children at risk of exclusion early. 60% of schools have an inclusion action plan in place, and the remaining 40% are currently creating theirs.

Preparing for the future starts with children and their families in primary years and is a priority throughout each stage of education. All secondary schools deliver high quality careers programmes that include meaningful encounters with employers starting much earlier – activities are no longer concentrated in Years 10 and 11.



Headteachers told us that while some funded projects are a “quick fix” there is longer-term value: “quick fixes focus your mind on what you should be doing” and “[this funding] allows the school to make decisions around shaping the approach – allows us to develop our strategy – allows people freedom.”

NOA School Leads

NOA School Leads are funded assistant principal positions in each of our secondary schools. In 2018-19 they provided the capacity and leadership to coordinate all of the NOA priorities within their schools to ensure disadvantage could be tackled as a priority, to reduce the gap in outcomes for children.

In 2019-20 their focus will be to secure strong implementation of key areas of focus in each of our secondary schools, for example:

- ★ Improve parental engagement and parent partnerships to improve attendance, reduce exclusions and raise achievement.
- ★ Implement and oversee the use of a tracking system to identify, evaluate and maximise the impact of pupil premium student interventions.
- ★ Improve the fidelity of the knowledge-rich curriculum in Years 7 and 8.
- ★ Develop a resource and staffing approach to facilitate inclusive education for those children with higher level needs.
- ★ Address the teaching and learning cycle to target pupil premium high achieving students who are consistently not accessing marks available in extended writing questions in assessments across most subjects.
- ★ Improve the effectiveness of the “Pupil Premium 1st” whole school strategy and plan by ensuring it is consistently applied to underpin all areas of school life.

We are ambitious for all children in Norwich.

Through each stage of education, we all recognise the potential of every single student. Schools tell us that being in an Opportunity Area has enabled them to focus on the support needed for disadvantaged young people. Making opportunities in Norwich possible for every child to achieve their potential, regardless of their background or the challenges they or their family face, aligns with the city council's 2040 vision for a "fairer city".

Starting in primary school, Norwich students and their families take part in activities to explore the world of work and what's possible and are well prepared and informed to plan for their future careers.

Funded assistant principal roles in our secondary schools focus on maximizing the best opportunities within and outside school to close the attainment gap between disadvantaged children and their peers, enable all children to stay in education and ensure families and young people access support, opportunities and inspiration throughout their education that helps them make the best use of their skills and talents.

Since the start of the NOA, pupils in secondary schools and colleges in Norwich have received 26,192 meaningful encounters with an employer. Norwich students have multiple opportunities to learn from employers and be inspired about the future as Norwich schools outperform Norfolk in the Gatsby benchmarks.

Young people in Norwich should not be limited by where they live or where they come from. As a city we strive to be outwardly looking and inwardly proud.

Connecting education with place, opportunity and aspiration

From the earliest age, children and families are better informed about opportunities around them and the world of work. Projects focus on working with children, families, businesses and communities to explore new careers, local opportunities and the right pathways. We know our children aspire, but information and support helps families ensure aspirations are informed with current information.

During summer term 2019, over 1,300 primary school students participated in enterprise days or world of work sessions and all had at least one employer encounter, most experiencing multiple encounters. For 75% of primary headteachers, this type of activity was new and not something that had previously been offered.



Primary "World of Work" activities at The Free School Norwich

On Monday 3rd June 2019, Years 5 and 6 at the Free School Norwich took part in a Business Enterprise Day. They worked with four professional business people from the local community to design, cost, package and market a product for sale.

Thanks again for delivering the enterprise day – it was brilliant! A brilliantly structured real-life learning experience that the children will never forget. You have created lots of potential entrepreneurs of the future.

- *"It helped me understand what business enterprise is and as a result I think starting a business would be fun!"*
- *"I would like to do the course again because I learned about adult work life. I want to run my own business when I'm older!"*
- *"It was great working as a team and designing cool products."*

Students welcomed the activities and reported an increase in skills such as teamwork (72%), confidence (67%) and an understanding of how skills can be used at work (86%).

NOA - Contributing to the Norwich 2040 Vision:

A CREATIVE CITY

Norwich will be world renowned for its creativity - a leader in innovation, culture, education and invention

A LIVEABLE CITY

We will support and promote sustainable living – where today's citizen's meet the need of the present without compromising future generations

A FAIR CITY

By 2040, the health, wellbeing and life chances of all our citizens will be improved. We will remove barriers to achievement and high standard of living will be enjoyed by everyone

A CONNECTED CITY

Norwich will have a modern transport system, be at the forefront of digital connectivity and create opportunities for all residents to link with each other

A DYNAMIC CITY

In 2040 Norwich will be a place where entrepreneurs, social enterprises, national and global companies choose to provide good jobs, prosperity and success.



The Careers Facilitator Network and the Enterprise Adviser Network.

Careers Facilitators are funded posts in NOA secondary schools and colleges designed to create additional capacity to support schools in implementing their Careers Strategy. Secondary headteachers report that the role gives SLT and Careers Teams a better understanding of encounters that make a difference for different groups of students.

The support of the Enterprise Adviser Network adds the expertise and advice of local business leaders to support schools in engaging effectively with employers.

During 2018/19 schools took part in 10 workshops with a “deep dive” into each Gatsby benchmark and as a result schools have all improved and shared their careers programmes and developed best practice. The network has built trusted relationships and are working together to deliver four joint citywide careers events.

“It’s so useful to have time for in depth conversations and to discuss our own progress/challenges ... really explored some difficult issues”.

There is significant evidence of progress against the Gatsby benchmarks in Norwich. The number of schools in Norwich fully meeting the Gatsby benchmarks has increased across every benchmark, with the exception of benchmark 8, which has remained stable. Norwich schools are making faster progress than schools across Norfolk and are now outperforming Norfolk schools across every benchmark.

All secondary schools are confident that they will achieve all Gatsby benchmarks by July 2020.

Norwich Community Innovation Fund

Nine providers are delivering projects to communities that aim to increase conversations about the world of work between young people and their families, and to raise awareness of different types of careers within various community settings.

Early progress in three City Wide digital projects is evident, with local company MADE creating an online mosaic of the career stories of hundreds of people in Norwich that will form part of a citywide campaign to be launched in the Autumn term. Over 100 individuals across a range of organisations, ages and roles have already been filmed in Norwich.

Local activities target communities with activities for families:

Pilling Park	“Just the job” roadshows and workshops in “village fete” style activities to increase conversations about careers.
Catton Grove	Scavenger hunt and programme of activities to explore and understand the local world of work.
Mile Cross	Regular “People Under Cover” sessions at the Phoenix Centre to engage children and parents in sessions with local employers as well as engaging work place trips.
Wensum	Sessions in music/dance as well as tech, marketing and production, culminating in a purpose written community performance.
Heartsease	Supporting children and parents to take part in workshops both in school and the community to tackle stereotypes and explore opportunities.
West Earlham	Activities and employer visits with parents and Year 5 children focused on 10 interactive careers talks and relevant trips.

The Last Word from Our Youth Board

Back in the Spring of Year 1, we asked students in schools to come up with their ideas for projects that would improve social mobility, and the Partnership Board committed to fund the best one.

The quality of the ideas was so strong, that three projects were approved, each worth up to £10,000

Students from the Hewett Academy suggested workshops for EAL parents and their children. This project went ahead, delivered by New Routes – a community organisation based in St Augustine’s Street in Spring 2019.

The project has been such a success that the partnership board has now agreed to fund two more sessions of these great workshops in the coming year.



The second winning project was proposed by Sewell Park Academy – their idea to send students from Norwich schools to visit an area with good social mobility found us all on the bus to Southend! Students attended the trip from Sewell Park, The Hewett Academy, Notre Dame High School, Open Academy, City of Norwich School and University Technical College Norfolk to see what was different in Southend, and presented their findings to headteachers and the Partnership Board, who are working with students to take forward their ideas.

Watch this space for their third and final project!

Scrutiny Committee

Decision making report title:	Plan to develop Peer Challenge Recommendations into Action Plan
Date of meeting:	17 December 2019
Responsible Cabinet Member:	Cllr Andrew Proctor, Leader and Cabinet Member for Governance and Strategy
Responsible Director:	Executive Director, Strategy and Governance, Fiona McDiarmid
<p>Introduction</p> <p>In October 2019, Norfolk County Council invited a Local Government Association Corporate Peer Challenge Team to look to complement and add value to our performance and improvement thinking. The review produced a series of recommendations which Cabinet agreed on 2 December 2019 along with an action plan developed to outline how the Council would respond to these issues.</p> <p>As part of their role in the governance structure Scrutiny Committee agreed that they would like to consider the findings from the review at this meeting.</p> <p>Recommendations</p> <p>It is suggested that the Scrutiny Committee considers the attached Cabinet report and agrees:</p> <ul style="list-style-type: none"> • If there are any specific issues that they would like to raise regarding the findings of the peer review and agreed action plan, or recommendations to make to Cabinet at this stage. • If there are any specific issues that they would like to raise in advance of the County Council's governance review in January 2020. 	

1. Background and Purpose

- 1.1. In October 2019, Norfolk County Council invited a Local Government Association Corporate Peer Challenge Team to look to complement and add value to our performance and improvement thinking. The review produced a series of recommendations and an action plan developed to outline how the Council would respond to these issues.

- 1.2. At the Cabinet meeting on 2 December 2019 Members received a report outlining the findings and recommendations from the peer review. Cabinet agreed the recommendations and action plan and in doing so also commissioned the LGA to provide external support to the County Council's planned governance review. A copy of the Cabinet report is attached at Appendix A.

2. Proposals

- 2.1. In considering the forward programme of work the Scrutiny Committee agreed that as part of their role in the governance structure they would like to include scrutiny of the findings of the Peer Review for this meeting. It is suggested that the Committee considers the attached Cabinet report, including the recommendations and action plan, and agrees whether they have any comments to make at this stage.

3. Impact of the Proposal

- 3.1. In considering the findings of the Peer Review Cabinet agreed recommendations around governance in the Council and agreed that an external review would be commissioned to review the new governance arrangements in the Council.
- 3.2. Scrutiny has a role to play in ensuring good governance and in improving services within the Council. The report acknowledged that the Council was still in the 'early days' of the new governance arrangements introduced in May 2019. Feedback received highlighted the opportunity for constructive challenge to be provided through this Committee. It is expected that Scrutiny Committee members will be involved in the LGA governance review in January 2020.

4. Financial Implications

- 4.1. There are no direct financial implications in the report.

5. Resource Implications

- 5.1. There are no staff, property or IT implications in the report.

6. Other Implications

6.1. Legal Implications

There are no legal implications in the report.

6.2. Human Rights implications

None

6.3. Equality Impact Assessment (EqIA) (this must be included)

None

7. Risk Implications/Assessment

- 7.1. Not applicable

8. Select Committee comments

8.1. Not applicable

9. Recommendations

- 9.1. It is suggested that the Scrutiny Committee considers the attached Cabinet report and agrees:
- If there are any specific issues that they would like to raise regarding the findings of the Peer Review and action plan, or recommendations to make to Cabinet.
 - If there are any specific issues that they would like to raise in advance of the County Council's governance review in January 2020.

10. Background Papers

- 10.1. [Cabinet 2nd December 2019 – Plan to develop Peer Challenge Recommendations into Action Plan](#)
- [Cabinet 2nd December – Minutes](#)

Officer Contact

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Cabinet

Item No. 16

Decision making report title:	Plan to develop Peer Challenge Recommendations into Action Plan
Date of meeting:	02 December 2019
Responsible Cabinet Member:	Cllr Andrew Proctor, Leader of the Council
Responsible Director:	Fiona McDiarmid, Executive Director, Strategy & Governance
Is this a key decision?	No
<p>Introduction from Cabinet Member</p> <p>The Corporate Peer Review has come at an opportune time for Norfolk County Council - after the adoption of a new business plan and change of governance structure. The Peer Review team recognised the good work being done across the authority, how the changes were being bedded in and being more outward facing in working with partners and communities.</p> <p>You would expect the team to make recommendations to help the Council in looking forward and their insight through their report has provided an excellent base from which an action plan for further and continuing improvement can be built.</p> <p>One particular recommendation was to ensure we carried out the planned 6 month governance review and it is proposed to ask the LGA back in early January to undertake that.</p> <p>The action plan will be a living document owned by me as Leader working with the Strategy & Governance directorate and across the whole Council.</p> <p>Executive Summary</p> <p>The LGA Corporate Peer Challenge of Norfolk County Council (14-17 October) produced a series of recommendations. This paper provides an overview of the recommendations and proposes how an action can be developed to respond to them.</p> <p>Recommendations</p> <p>1. To discuss draft findings of the Peer Challenge and the action plan to resolve their recommendations</p>	

2. To commission the LGA to provide the external support to our planned governance review

1. Background and Purpose

- 1.1 In October 2019, Norfolk County Council invited a Local Government Association Corporate Peer Challenge Team to complement and add value to our performance and improvement thinking. Peer Challenges act as part of sector-led improvement, in lieu of previous formalised inspections.
- 1.2 Peers use their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read. The team provide feedback as critical friends, not as assessors, consultants or inspectors.
- 1.3 The team consisted of; Phil Norrey, Chief Executive, Devon County Council, Baroness Jane Scott, former Leader of Wiltshire Council, Kevin Foster, Chief Operating Officer, East Sussex County Council, Jon Wilson, Director of Adults and Communities, Leicestershire County Council, Laura Church, Corporate Director for Place and Infrastructure, Luton Borough Council, Liam Walsh, National Graduate Development Programme participant, Local Government Association and Chris Bowron, Programme Manager, Local Government Association.
- 1.4 The Peer Challenge Team considered a series of core and supplementary components, namely:
- Understanding of the local place and priority setting
 - Leadership of place
 - Financial planning and viability
 - Organisational leadership and governance
 - Capacity to deliver
- And
- Inclusive growth
 - Demand management
- 1.5 Full details of the Peer Challenge process can be found here:
<https://www.local.gov.uk/our-support/peer-challenges>
- 1.6 The Final Feedback Report from the Peer Challenge is in **Annex A**.
- 1.7 Overall the Team noted that the Council is changing, at pace, there is a growing feeling of stability and confidence amongst our partners and the Executive Leader is integral to this. There is a strong 're-booting' narrative, with growing understanding and commitment of the Council's impact upon the socio-economic challenges of Norfolk.
- 1.8 The Council has successfully addressed the financial challenges to date but needs to be mindful of 'comparative performance, outcomes and spend'. The new governance arrangements have been widely welcomed, however it is recognised that there is a need for more diverse member development.

1.9 There needs to 'be increased corporate overview of performance and the opportunity for greater challenge – performance needs to be driven much harder in order to achieve better outcomes.'

1.10 Organisational culture is being described more positively (the new senior officer team is seen as making a fundamental difference in this) 'however a lack of consistency in middle management practices was highlighted as a significant issue and this needs to be tackled.'

1.11

Key Recommendations

- A. The authority needs to ensure it takes partners and staff with it if the 're-booting' of the council – as an organisation and a place leader – is to succeed
- B. The council needs to address issues of comparative performance and spend – with increased corporate overview of performance and the opportunity for greater challenge being required
- C. Pressure needs to be maintained in order to ensure anticipated benefits from the authority's investments, aimed at reducing demand in social care, come to fruition and the financial sustainability of the council is protected
- D. The council needs to carefully manage the long-term budget commitments that result from significant new capital investment
- E. There should be the establishment of an approach whereby greater consistency and clarity exists with the budget, in relation to Directorates spending in line with what is made available to them year on year and their delivery against their agreed savings targets
- F. A lack of consistency in middle management practices was highlighted as a significant issue and this needs to be tackled
- G. The council should undertake the proposed review of the new governance arrangements and commission this externally
- H. We would encourage the council to diversify the approach to elected member development, with an expectation that a greater proportion of elected members participate
- I. The council should undertake a sequencing of change and improvement activities in order to make the best use of limited resource and clarify expectations
- J. The adult skills agenda in Norfolk is a theme that everybody should unite around and links strongly with the inclusive growth agenda

1.12 It is proposed that the Council develops an action plan to respond to these recommendations. A proposal for how to create the action plan is detailed below.

2. Proposals

2.1 The Peer Challenge has created a fantastic opportunity to reflect on our progress and development as an organisation so far and gives key insights from a critical friend which aren't always obvious when working within the organisations reviewed. The Council should not miss the chance to enact the recommendations.

- 2.2 For the development of the Action Plan It is proposed that this is co-produced with services, with Strategy & Governance taking a co-ordination approach. This provides a unique opportunity and platform to showcase a cross-organisational approach to leading improvements in Performance, Governance and Transformation as outlined in the findings.
- 2.3 To build the Action Plan it is proposed to hold a cross-organisational workshop on each major recommendation. Wider engagement such as surveys and discussion groups with staff and partners will also be considered to ensure wide buy-in. Details of the workshops are below. Timings have not been set due to awaiting direction, however work will happen in quarter 4 if it is agreed to proceed.
- 2.4 It is proposed that a professional lead from the senior leadership community is identified who will take ownership and accountability as the “Head of Profession” for each identified theme providing thought leadership on the “what” and a collaborative approach to the “how”. It is envisaged that an upto 24-month plan will be created for each recommendation to ensure long term, sustainable change.
- 2.5 **Annex B** contains a table showing how it is proposed to develop the action plan.
- 2.6 **Specifically, under Recommendation G it is proposed to commission the LGA to provide the external support to our planned governance review**

3. Impact of the Proposal

- 3.1 The Action Plan will establish clear, SMART outcomes to enable transparent understanding of progress against the recommendations.
- 3.2 Progress will be reported to the Corporate Board and Cabinet quarterly.

4. Evidence and Reasons for Decision

- 4.1. The Peer Challenge Report in Annex A provides full details of the visit by the Peer team and their recommendations which would then be en-acted through the proposed action plan.

5. Alternative Options

- 5.1. This proposal looks to establish the development of an action plan. It is proposed that a do-nothing option would not be suitable.

6. Financial Implications

- 6.1. Through the development process of the Action Plan, it will be possible to ascertain what resource might be required to fulfil the need to respond to the recommendations

7. Resource Implications

7.1. **Staff: existing resource**

7.2. **Property: none**

7.3. **IT: none**

8. Other Implications

8.1. Legal Implications

n/a

8.2. Human Rights implications

n/a

8.3. Equality Impact Assessment (EqIA) (this must be included)

n/a

8.4. Health and Safety implications (where appropriate)

n/a

8.5. Sustainability implications (where appropriate)

n/a

8.6. Any other implications

9. Risk Implications/Assessment

9.1. n/a

10. Select Committee comments

10.1. n/a

11. Recommendations

11.1 **To discuss draft findings of the Peer Challenge and the action plan to resolve their recommendations**

11.2 **To commission the LGA to provide the external support to our planned governance review**

12. Background Papers

12.1. LGA Corporate Peer Challenge Norfolk County Council Position Statement 2019

Officer Contact

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Corporate Peer Challenge **Norfolk County Council**

14th to 17th October 2019

Feedback Report

1. Executive Summary

Norfolk County Council is an authority that is changing and is doing so at considerable pace. The culture within the council is being described more positively now and there is much greater stability. The new senior officer team is seen as making a fundamental difference, as is the Executive Leader who is clearly held in very high regard. Partners demonstrate an increasing confidence in the council.

There is a strong sense that a 're-booting' of the council is taking place, enabling the generation of a new narrative for the authority to move on from the past. Crucial to this succeeding, however, is the council ensuring it takes partners and staff with it by maximising the opportunities for them to influence agendas and be engaged and involved.

The council has successfully addressed the financial challenge to date in balancing its budget. In meeting this challenge, the authority has demonstrated both a prudent approach and a willingness to take difficult decisions. Whilst the council has consistently delivered a balanced budget year on year, there is an inconsistent understanding of how spending across different parts of the council is operating and where savings are being derived from. We would therefore encourage the authority to establish an approach whereby greater consistency and clarity is established around the budget, in relation to Directorates spending in line with what is made available to them year on year and their delivery against their agreed savings targets.

Significant new capital investment activity is taking place on the part of the council and this reflects the scale of the council's ambitions and challenges. The authority needs to ensure both that the anticipated benefits materialise, in the form of reduced demand and cost pressures, and that it manages the long-term revenue budget commitments that result from increased borrowing. This is important if the financial sustainability of the council is to be protected.

The authority needs to be mindful of the fact that there is a need to reduce per capita spending and enhance the outcomes being achieved in its three main service areas if it is to become a front runner amongst comparator councils. There needs to be increased corporate overview and the opportunity for greater challenge around the outcomes being achieved in the county and how the council performs. What has been seen with the council successfully moving children's services out of an 'Inadequate' rating demonstrates the powerful difference that can be made to outcomes, reputation and confidence through a sustained and rigorous focus on key issues.

There is widespread acknowledgement that it is 'early days' in relation to the council's new governance arrangements but they have been widely welcomed. In particular, people are valuing the greater clarity and accountability that has resulted, the opportunity for constructive challenge to be provided through the Scrutiny Committee and the potential to engage the wider elected membership through the Select Committees. To aid their further progress, we would encourage the authority to undertake the review of the new governance arrangements which it proposed when they were established.

We would encourage the council to build on the creation of its Corporate Board by generating the space for the senior-most officers to come together formally on a regular basis. In addition, we see there being benefit in creating more time and space for Cabinet and Corporate Board to meet and consider the strategic issues facing the council. Portfolio Holders are seen both to have embraced their roles with willingness and enthusiasm and to be making progress in them. This could be built upon, through further support being made available to aid their development. In relation to wider elected member development, we would encourage the council to diversify the approach.

The council can point to making a difference in relation to infrastructure within the county. People also highlighted the council's very successful track record in generating external funding to aid projects and initiatives within the county. However, we believe more needs to be done to understand 'place' across Norfolk. Achieving this would act as the basis for further increasing partners' confidence in the council. The council is being invited into the health and social care integration space by partners as a consequence of that increasing confidence. Driving forward this agenda will enhance understanding of, and working in, localities.

'Inclusive growth' has emerged as a concept for the council and its partners relatively recently and social mobility sits at the heart of this agenda. Now is a crucial time – a great deal of analysis and strategic thinking has been undertaken but some early wins soon are vital in the form of targeted interventions at the locality level. It is also timely now to look at extending the 'Inclusive Growth Coalition' to include a wider range of partners and stakeholders. Within the council, inclusive growth needs to become fully embedded within the Directorates.

There has been significant financial investment to address demand pressures across both adult and children's services. Systems re-design has been undertaken which is leading to improvements and more positive outcomes and the focus by the council appears to be on the right things. Many initiatives needing to be delivered at pace is challenging, generating issues around capacity and the ability to evidence outcomes. Initial success is being seen but given the scale of investment that has been made it is important that the confidence of stakeholders is maintained through sustained improvement.

2. Key recommendations

There are a range of suggestions and observations within the main section of this report that will inform some 'quick wins' and practical actions, in addition to the conversations on-site – many of which provided ideas and examples of practice from other organisations. The following are the peer team's key recommendations to the council:

- The authority needs to ensure it takes partners and staff with it if the 're-booting' of the council – as an organisation and a place leader – is to succeed

- The council needs to address issues of comparative performance and spend – with increased corporate overview of performance and the opportunity for greater challenge being required
- Pressure needs to be maintained in order to ensure anticipated benefits from the authority's investments, aimed at reducing demand in social care, come to fruition and the financial sustainability of the council is protected
- The council needs to carefully manage the long-term budget commitments that result from significant new capital investment
- There should be the establishment of an approach whereby greater consistency and clarity exists with the budget, in relation to Directorates spending in line with what is made available to them year on year and their delivery against their agreed savings targets
- A lack of consistency in middle management practices was highlighted as a significant issue and this needs to be tackled
- The council should undertake the proposed review of the new governance arrangements and commission this externally
- We would encourage the council to diversify the approach to elected member development, with an expectation that a greater proportion of elected members participate
- The council should undertake a sequencing of change and improvement activities in order to make the best use of limited resource and clarify expectations
- The adult skills agenda in Norfolk is a theme that everybody should unite around and links strongly with the inclusive growth agenda

3. Summary of the peer challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the council's requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge in Norfolk were:

- Phil Norrey, Chief Executive, Devon County Council
- Baroness Jane Scott, former Leader of Wiltshire Council
- Kevin Foster, Chief Operating Officer, East Sussex County Council
- Jon Wilson, Director of Adults and Communities, Leicestershire County Council

- Laura Church, Corporate Director for Place and Infrastructure, Luton Borough Council
- Liam Walsh, National Graduate Development Programme participant, Local Government Association
- Chris Bowron, Programme Manager, Local Government Association

Scope and focus

The peer team considered the following five questions which form the core components looked at by all corporate peer challenges. These are the areas we believe are critical to councils' performance and improvement:

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

Alongside these questions, the council asked the peer team to consider their ambitions and plans around:

6. Inclusive growth
7. Demand management

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focused and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent four days on-site in Norfolk, during which they:

- Spoke to more than 150 people, including a range of council staff, elected members and external partners and stakeholders
- Gathered information and views from around 35 different interviews and focus groups, additional research and reading that were all kindly arranged for us
- Collectively spent more than 450 hours to determine their findings – the equivalent of one person spending around thirteen working weeks in Norfolk

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team on Thursday 17th October upon the conclusion of our visit. In presenting feedback to the council, we have done so as fellow local government officers and elected members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things the council is already addressing and progressing.

4. Feedback

4.1 Understanding of the local place and priority-setting

The council plan, 'Together, for Norfolk', which was established in June this year, outlines the authority's strategic priorities through to 2025. It centres upon economic growth, improved social mobility, a better quality of life in the county and improved outcomes for local people. It emerged from the report of the national Social Mobility Commission last year, to which the council contributed, which identified people within the county as being amongst the least socially mobile in the country. 'Together, for Norfolk' is widely recognised both within the authority and amongst partners and is now being supplemented with the emerging theme of 'inclusive growth', which reflects a growing understanding of, and commitment around impacting upon, the socio-economic challenges in Norfolk.

The council and its partners have mechanisms in place that enable good analysis and sharing of information. Council staff highlighted to us that the authority is better now in making use of evidence, which is one of the newly established organisational values. They cited this in relation to the information required to support invest to save business cases and the planning of service delivery. 'Norfolk Insight', hosted by the council's Intelligence and Analytics team, acts as a central source of information about the county and the people it serves. This team also produces the 'Norfolk Story', an annual report on the state of the county. A few months ago, the County Intelligence Group was established to aid closer working across a range of public sector organisations in the county and the potential for creating an Office of Data and Analytics for Norfolk is now being looked into.

The council has a range of engagement mechanisms in place, including its 'Your Voice' residents' panel comprising nearly 1,400 people who have indicated a willingness to contribute to surveys and participate in focus groups and resident feedback sessions. The authority undertakes a residents' survey every two to three years, with the most recent one undertaken in July this year, which has helped to inform 'Together, for Norfolk'.

Interesting work has taken place in relation to identifying the strategic trends for Norfolk through to 2040. Having such information to call upon stands the council and its partners in good stead when it comes to determining future priorities and planning service delivery. The information that emerged through the 2040 trends work will be the subject of a 'Futures Summit' being held early next year, bringing together partner organisations from across the county.

Based on our work through the course of the peer challenge, we believe more needs to be done to understand 'place' across Norfolk. Some people that we met, both internally and externally, highlighted a sense of a Norwich or urban-centric focus at the heart of the council's thinking. An example of the importance of understanding 'place' more fully was the challenge of people within some rural communities, with aspirations to undertake vocational training, facing a three hour round trip by public transport to access their nearest training establishment. The council is seeking to address this specific issue by moving the adult learning service out to market towns whilst, more generally, the Local Service Strategy is an emerging approach to 'place'. Developing a more in-depth understanding of 'place' would act as the basis for further increasing partners' confidence in the council.

4.2 Leadership of Place

This is a council that is changing and is doing so at considerable pace. There is an increased feeling of stability in the organisation, with a senior management team made up of people appointed on a permanent basis and a reduction in the number of interim roles and the use of agency staff within the council.

People also highlighted there being greater political stability now too. The Executive Leader is cited as being integral to both this stability and the change that is being delivered within the council. He is clearly held in very high regard and generating considerable goodwill towards the authority. All of this is serving to generate a growing confidence in the council amongst its partners.

The Norfolk Leaders Group, comprising the Leaders of the local authorities in the county and the Chair of the New Anglia Local Enterprise Partnership (LEP) is working in a more focused and positive way. There is both a commitment, in the form of an externally funded programme of joint development activity for the Group, and an opportunity, with the chance to develop closer links between Norfolk County Council and the LEP, to build upon the work done, and the progress made, so far.

The strategic partnerships that have been established, such as those for children and young people, adults and learning disabilities are seen to be making progress. This raised a question for us of whether these thematic forums could potentially be supplemented with a county-wide forum of strategic leaders from across all of the

sectors in Norfolk, such as the voluntary and community sector, police, business community and further and higher education, which in turn might lend itself to the development of a community strategy.

The move to a single Clinical Commissioning Group for Norfolk presents the opportunity to drive forward the health and social care integration agenda. The council is being invited into this space by partners as a consequence of their increasing confidence in the authority. Driving forward this agenda will enhance understanding of, and working in, localities. This, in turn, would enable the good examples of partnership working in localities to be built upon. We heard of variability in this at present, with those geographical areas which have progressed further undertaking regular, even weekly, cross-county council and multi-agency meetings to examine locality issues. Taking this further, and as another example, the Norwich Opportunity Area was highlighted as one where the council and partners are working well together in a locality but the development of an even more 'fine-grained' approach, focusing in on specific social groups and schools, would potentially deliver benefit.

The council can point to making a difference in relation to infrastructure within the county, including the re-development of the A47, the progressing of the Great Yarmouth third river crossing and the much-enhanced availability of Super-Fast Broadband. People also highlighted the council's very successful track record in generating external funding to aid projects and initiatives within the county, with examples being the monies secured from the 'Transforming Cities Fund' and the 'Future High Streets Fund' plus £7.5m of guaranteed European Social Fund (ESF) monies for work on skills development for the care sector in Norfolk and Suffolk.

4.3 Financial planning and viability

There is a strong sense that a 're-booting' of the council is taking place, enabling the generation of a new narrative for the authority to move on from the past. Crucial to this succeeding, however, is the council ensuring it takes partners with it by maximising the opportunities for them to influence agendas and ensuring the ground work is done to 'socialise' initiatives ahead of them being launched. The recent experience in relation to the 'Growth Prospectus' is a case in point here, with some partners highlighting the perception that it suddenly materialised and was presented to them for sign-up.

An agenda which provides an opportunity to cement learning in relation to enhanced partnership working, and around which we would encourage everybody to coalesce, is that of adult skills development. This links strongly with the inclusive growth agenda and has the potential to impact significantly on people's lives within Norfolk given it is the lowest performing county council area nationally in relation to the proportion of people qualified to Level 2.

The council has successfully addressed the financial challenge to date in balancing its budget. This has entailed achieving nearly £400m of savings since 2011, in the context of a reduction of 60 per cent in Revenue Support Grant. In meeting this challenge, the council has demonstrated both a prudent approach and a willingness to take difficult decisions. Examples of the former include accepting the offer from

government of a four-year funding allocation and being willing to raise council tax and the adult social care precept, whilst examples of the latter are increased fees and charges for adult social care and the closure of children's centres, with them being replaced by the Early Childhood and Family Service (ECFS).

Significant swings in Directorate spending can be seen year on year, with significant in-year overspends in some areas and underspends in others, with these being brought into line through technical adjustments and the movement of monies both into and out of earmarked and general reserves and 'Finance General'. Whilst the council has consistently delivered a balanced budget year on year, there is an inconsistent understanding of how spending across different parts of the council is operating and where savings are being derived from. We would therefore encourage the authority to establish an approach whereby greater consistency and clarity is established around the budget, in relation to Directorates spending in line with what is made available to them year on year and their delivery against their agreed savings targets.

The outcome of the 2019 Spending Review has enhanced the council's financial position and this potentially provides the opportunity to ensure the inclusive growth ambitions for the county are adequately supported.

The authority has taken an investment approach during a time of austerity in order to impact upon demand and cost pressures. This has seen, as an example, £120m of capital funding recently being approved to establish four special schools, with bidding for government funding potentially enabling a fifth facility to be established, thus enhancing Special Educational Needs and Disabilities (SEND) provision. As another example, £29m capital funding has been approved to increase extra care housing provision. We outline in more detail later in this report, under 'Demand Management', the detail of the approach being taken but it is important to highlight here that the pressure needs to be maintained by the council in order to ensure the anticipated benefits, in the form of reduced demand for services, reduced cost and improved outcomes, materialise. This is important if the financial sustainability of the council is to be protected.

Thus it can be seen from the above that significant new capital investment activity is taking place on the part of the council. There are other areas too, including £20m for the Great Yarmouth third river crossing, investment in the Northern Distributor Road (Broadland Northway) and the Norwich Western Link road and funding of general service transformation activity. The value of the council's capital programme is now around £500m across the four years from 2019 to 2023. This reflects the scale of the council's ambitions and challenges. With around 65 per cent of the current capital programme being financed from borrowing, there are inevitably increases in long-term revenue budget commitments being generated to service the increases in financing charges. These need to be reflected in a way in the Medium Term Financial Plan that means they can be viewed in the context of the strategic priorities of, and financial challenges for, the council. They must then be managed effectively in order to ensure the financial sustainability of the council is protected.

The authority needs to be mindful of the fact that there is a need to reduce per capita spending and enhance the outcomes being achieved in its three main service areas –

adults, children's and highways – if it is to become a front runner amongst comparator councils. In looking to continue its improvement, the authority will wish to ensure it moves to a position where its relative performance and expenditure are on a par with the best.

There is a commercial appetite on the part of the council, as seen with its ownership of a number of companies providing services both locally and nationally. Hethel Innovation supports local businesses to grow and innovate, whilst Repton is the council's property company which seeks to develop housing on council-owned land. The council is also the proud owner of the largest Local Authority Trading Company nationally – Norse – which provides facilities management, property services and specialist care facilities and has forecast a turnover this year of £325m. The council deserves credit for having had the appetite and vision to establish these companies but we would encourage it to satisfy itself that sufficient benefits are being derived for the authority. This relates both to the financial aspects and in terms of contributions to outcomes and council priorities. We understand, as an example, that the annual dividend for the authority from Norse is around £600,000, although there are ambitions to increase that. Overall, there is felt to be scope to improve the council's approach to commercialisation by learning from and repeating good practice internally and externally and capturing wider opportunities.

4.4 Organisational leadership and governance

The move to the council's new governance arrangements has been widely welcomed within the organisation. The changes have seen a move away from a Committee System and the establishment of a Cabinet system, under an Executive Leader, with a single Scrutiny Committee and three Select Committees. Whilst these changes have been taking place, the council has also seen its Managing Director moving on to another role in the public sector and has not recruited a direct replacement, opting instead for an internally-appointed Head of Paid Service.

In relation to the governance changes, there is widespread acknowledgement that it is both 'early days' and a 'honeymoon period' currently, but the overall impression is one of people welcoming:

- The greater clarity and accountability that has resulted from the shift to the Cabinet system with Portfolio Holders
- The opportunity for constructive challenge to be provided through the Scrutiny Committee
- The potential to engage the wider elected membership in policy development work through the Select Committees

We would encourage the authority to undertake the review of the new governance arrangements, which it proposed to take place six months after they had been established, and to commission this externally. Useful pointers on elements that look as though they need to be adapted a few months in, based on our discussions during the course of the peer challenge, are:

- To consider refinements to the Constitution as necessary to enable wider engagement, clearer focus and things being 'slicker'
- To establish a corporate approach to 'work-programming' for Cabinet, Scrutiny and the Select Committees – enabling the widest possible contribution from stakeholders, including all of the political groups, members of the different Committees and senior officers from across the Directorates with a view to ensuring a focus on fulfilling corporate priorities
- To position Democratic Services as more of an enabler and facilitator – the feedback we received was that support for the various council forums, whilst being valued and effective, is limited in scope to the administration of the meetings themselves and we see the potential to adapt this to offer support that is broader in nature, including the undertaking of research and provision of policy support
- To reflect on the balance of responsibilities across Cabinet Portfolios – a wide range of people expressed the view that there is significant variation in the breadth of Portfolio responsibilities, with a single Portfolio Holder across all aspects of services for children being cited as a particular issue

The Corporate Board of the council comprises the Executive Leader, Deputy Leader, Executive Directors and a small number of other senior officers with primarily corporate roles. This has been in place since January and meets weekly. We would encourage the council to build on the creation of the Corporate Board by generating the space for the senior-most officers, including all of the statutory post-holders, to come together formally on a regular basis to discuss matters pertinent to the officer role and explore 'professional' matters. In addition, we see there being benefit in creating more time and space for Cabinet and Corporate Board to come together to consider the strategic issues facing the council.

It is important that the council takes all of the opportunities that emerge to 'future-proof' the arrangements in relation to the Executive Leader and Corporate Board. There were many positive things said about the people operating at this level and they are seen as having been integral to the positive developments that have been taking place in relation to organisational culture, the way the authority interfaces with partners and the increasing confidence that partners have in the council. They are making a success of the new arrangements at the top of the structure but it is important that the council doesn't overly rely on having people with the right capabilities and approaches in order to make them work. The structure needs to be underpinned with the right systems and processes, plus thinking around succession planning, to ensure things can be sustained into the future.

Portfolio Holders are seen both to have embraced their roles with willingness and enthusiasm and to be making progress in them, with some of them not having held posts at this level before. This could be built upon, through further support being made available to aid their development and we would encourage the council to look into this.

In relation to wider elected member development, we would encourage the council to diversify the approach. At present, both the nature of what is provided and the way it is made available feels quite traditional. There is a reliance upon elected members coming in to County Hall to participate in development activities and the emphasis seems largely to be on aspects such as Planning, chairing skills and IT training. Providing more of a thrust around matters such as Corporate Parenting, social media training, briefings and speaker sessions on topical issues facing local government or challenges in Norfolk would be of benefit. Combining this with more varied approaches to the way training and development is delivered, including on-line provision and sessions offered at different times of the day or weekends, would support an expectation that a greater proportion of councillors take part. The briefing that councillors had made available to them on 'County Lines' issues and training in the use of defibrillators were cited as good examples of innovative development activity that had taken place recently and which should be built upon.

There is a need for elected members to be better supported in their roles through enhanced adherence to the Local Member Protocol and the creation of a casework management system. Some parts of the organisation are clearly seen to be more effective than others at informing councillors of activities and developments within their Divisions and responding to them on casework issues. Highways was highlighted as a particularly good example. At present, many of the elected members we spoke to indicated they find things out more often through other roles they have, for example on district/borough councils or parish/town councils, or through the local media and this is a source of frustration for them. There is also frustration amongst councillors in relation to them not having a system that enables them to raise a casework issue, have it logged and then be able to monitor progress on it easily. At present, they essentially rely on e-mail to raise issues and follow-up on progress, which can be rather 'hit and miss'.

In relation to performance management, the council's 'Vital Signs' measures are being refreshed for April 2020 and Corporate Board are now collectively considering corporate performance. If it is to become a front runner amongst comparator councils, and in order to achieve better outcomes, performance needs to be driven much harder in the organisation. There needs to be increased corporate overview and the opportunity for greater challenge, including from across the wider elected membership, around the outcomes being achieved in the county and how the council performs. What has been seen with the council successfully moving children's services out of an 'Inadequate' rating demonstrates the powerful difference that can be made to outcomes, reputation and confidence through a sustained and rigorous focus on key issues.

4.5 Capacity to deliver

The organisational culture within the council is being described more positively now. The new senior officer team is seen as making a fundamental difference both in relation to this and the 're-booting' of the council more generally, all of which has happened in a short space of time.

Staff we spoke to described an organisation that is supportive, constructive, trusting and empowering. One that is more outward-focused, has the maturity now to face up

to issues and has greater 'join-up' across it. As an example of this, people highlighted the positive attitude and climate that exists in relation to 'invest to save' ideas and initiatives. For staff to be willing to develop an idea in the first place requires an environment that is trusting and empowering. In turn, the act of bringing it forward requires them to have confidence that they will be listened to and respected and that the council will be willing to face up to the issue (often an inefficiency or service performance matter) that exists. Staff very much value the attitude that now exists around these types of elements, so necessary for an organisation to be successful.

A lack of consistency in middle management practices was highlighted as a significant issue and this needs to be tackled. This is, inevitably, a challenging level at which to operate, given the 'squeeze' that results from being positioned between the strategic and operational levels of the council. It is also necessary for managers to be supported and enabled to succeed. As an example, we heard that the shift to 'self-serve' for managers in relation to HR and financial matters, whilst entirely logical and consistent with what many other councils have done, has been made difficult for them as a consequence of 'legacy' IT systems. People in the middle management levels that we met highlighted for themselves that they would be welcoming of greater opportunities to come together across the organisation to aid joint working and share experiences. We understand such cohorts of staff already exist at some of the other levels in the council.

People highlighted inconsistency and confusion in relation to the management tiers within the authority and the council may wish to consider a review of this. The situation that exists is the result of a variety of changes made to the structure of the organisation and different functions within it at various points in the past. People at the same level seem often to hold different titles, with the terms Director, Assistant Director and Head of Service seemingly almost inter-changeable. Reviewing this tiering to ensure broadly equitable spans of control and consistency would serve to remove the confusion.

It is seen as 'early days' in relation to organisational development (OD). Some positive initiatives and steps have been undertaken, including the drafting of a refreshed vision for staff, the establishment of a new set of organisational values last year, the undertaking of the council's first employee engagement survey since 2014 and revising the approach to the performance appraisal process and its ethos. There has also been a lot of work undertaken to enhance social care practice.

Both the employee engagement survey and the anecdotal evidence we have gleaned during the course of the peer challenge indicate a positive impact having been made in relation to flexible working, facilitated through ICT, and the way this is aiding people's work/life balance. However, this needs to extend further in order to ensure the whole organisation benefits. As an example, staff highlighted to us that many of those not based at County Hall, particularly frontline social care staff, experience a significant difference on a day to day basis in relation to the working environment and ways of working, including remote working. The 'Norfolk Futures' five year transformation programme – now into its second year – and 'Smarter Working', which sits within it, are key drivers for achieving this wider reach.

The council has a very strong commitment to 'growing its own' in terms of staff. Examples include the Norfolk Social Care Academy for practitioners in both adults and children's services and the council-wide apprenticeship programme which sees people at that level comprising around two per cent of the workforce (with 187 people on the programme when last reported). This should reap rewards for the council going forward, not least in terms of aiding recruitment and furthering the growing stability of the organisation through continuing to reduce the level of agency staff in frontline social care. It should also serve to boost local employment, fitting with the inclusive growth agenda.

The council is strengthening its corporate centre and there is evidence that an effective balance is being struck in terms of it operating as an 'enabler' for traditionally strong Directorates. This is being seen with the way HR and Finance operate in the authority, with 'business partners' being deployed within Directorates, and also IT, where close working is being seen around, for example, the enhancing of the overall IT infrastructure and the commissioning and rolling-out of systems and kit, such as the 'Liquidlogic' adults social care tool and systems for use by staff in Highways working out and about across the county. This balance needs to continue to be struck going forward, with areas such as communications requiring a more corporate approach and greater consistency but without undermining the aims of the Directorates.

'Re-booting' the council applies to the way it functions internally, as well as in the place leadership space, and it can only succeed if the senior leadership of the authority takes the whole organisation with it. As a key part of this, analysis and corporate strategic thinking need to translate into practical action, engage and involve staff and cement a core DNA. The council is wrestling with some extremely interesting and thought-provoking concepts at present, not least inclusive growth and further organisational development activity. It is important that these agendas translate meaningfully for people in the council – enabling them to contribute to their development, buy into them and operationalise the strategies that emerge.

The council, as we have said, is an organisation that is changing and is doing so at considerable pace. It is taking on, and committed to delivering, further change and improvement both currently and over the coming months and years. People internally and externally are questioning whether the organisation has the necessary capacity to deliver on all these fronts and we wonder whether a move to sequence change and improvement activities would aid things – both in terms of making the best use of limited resource and clarifying expectations.

4.6 Inclusive growth

'Inclusive growth' has emerged as a concept for the council and its partners relatively recently. Social mobility sits at the heart of the inclusive growth agenda in Norfolk and, fundamentally, the objective is one of positively impacting upon the socio-economic challenges in the county.

An 'Inclusive Growth Coalition', comprising the councils across Norfolk, is now in place and they have sought to define what it means, resulting in the following being determined:

- Economic growth that enables the widest range of people and places to both contribute to and benefit from economic success

Whilst this definition exists, our discussions through the course of the peer challenge identified a limited shared understanding of people across the council and partnerships of what inclusive growth entails.

The 'Growth Prospectus' launched recently for the county provides a narrative that underpins Norfolk's efforts to increase its influence and impact at regional and national level and contains a number of 'asks of Government'. This sees a heavy emphasis on seeking to enhance infrastructure provision, for example investment to fully dual the A47, improvements to the A11, Great Eastern Main Line improvements, power reinforcement in the Greater Norwich area and 5G capability.

Issues that we touched on earlier in this report re-appear here, including the council ensuring it moves forward together with partners by:

- 'Socialising' initiatives ahead of them being launched
- Doing more to better understand 'place'
- Maximising the opportunities for those partners to influence agendas

Now is a crucial time. A great deal of analysis and strategic thinking has been undertaken, which the Coalition has indicated now needs to be followed by the identification of a set of practical actions over the following three months. Some early wins are vital, in the form of targeted interventions at the locality level. It is also timely now to look at extending the Coalition to include a wider range of partners and stakeholders.

Within the council, inclusive growth needs to become fully embedded within the Directorates. For example, it is possible to see an emerging link between inclusive growth and demand management in children's services but the same is not yet evident in adult services. Linked to this, the profile and reach of Public Health within the inclusive growth agenda has the opportunity to be much greater.

The key objective of inclusive growth is ensuring local people benefit from the growth ambitions that exist for Norfolk. However, the conditions have to be right to enable this to happen and the council is central to achieving that. This takes us back to what we highlighted earlier in relation to performance needing to be driven much harder in the organisation in order to achieve better outcomes around, for example, educational attainment and the number of adults qualified to Level 2, which surely form the bed-rock of people being able to capitalise upon growing employment opportunities.

4.7 Demand management

There has been significant financial investment to address demand pressures across both adult and children's services, including the £120m to enhance SEND provision

and the £29m boost for extra care housing. Systems re-design has been undertaken which is leading to improvements and more positive outcomes, as seen with a reduction in the number of Looked After Children, the judgements following the recent Ofsted focused visit and slower growth in admissions to adult residential care. The focus by the council appears to be on the right things, including re-ablement, the 'Three Conversations' model, the 'Living Well' programme, targeted family interventions and the taking of a partnership 'whole systems' approach generally.

Strengthened and stable officer leadership across both adult and children's services is having a positive impact. Alongside this, a more stable social care workforce is emerging, deriving benefits in terms of continuity and rendering the investment being made in enhancing social care practice more worthwhile, as well as leading to a reduction in spending on agency staffing.

Many initiatives needing to be delivered at pace is challenging, generating issues around capacity, the ability to evidence outcomes and the drawing out of learning. This links to what we highlighted earlier in relation to the council potentially moving to sequence change and improvement activities. There is also a need to ensure that there are mechanisms in place to re-assure the organisation and partners that the anticipated benefits of the recent and future investment are being realised. Initial success is being seen, as touched on earlier, but given the scale of investment that has been made it is important that the confidence of stakeholders is maintained through sustained improvement, which would be aided by having clarity on what can reasonably be expected to be seen and by when.

In relation to older people, we can see a cohesive strategy for managing demand supported by those elements of council investment referred to earlier. However, the council should seek to assure itself that the high numbers of people who receive short term care as a sequel to referral are not then progressing on to long term care as a consequence. In addition, there is an over-supply of standard residential care combined with an under-supply of alternatives and a shortage of dementia care and extra care housing and the cost of council placements is high. In order to manage the market more effectively and realise the council's commissioning potential there is a need for further and continual consideration to be given to existing block contract arrangements with Norse.

We have seen less evidence of a strategy to manage demand in working age adults, which is an area of high cost and relatively low performance. A more progressive commissioning model to reduce the dependence on long-term care and provide an increased focus on independence and inclusion for working age adults is required. The issues in relation to the Norse contract are replicated in the arrangements with provision on the part of Independence Matters in relation to day care.

In relation to children's services, there is a clear strategy to manage demand and improve outcomes for young people, supported by positive partnership development. It is possible to see an emerging link between demand management and inclusive growth in children's services, including use of the 'Logic Model' and work in early years focused around impact statements and aimed at increasing social mobility. Good early progress is being made in reducing numbers of Looked After Children but, in our view, sustaining this trajectory will be challenging. The decision to move

from a universal offer through children's centres to a focused family support offer and the adoption of national best practice models such as 'No Wrong Doors' should enable a greater emphasis on a targeted approach to demand management. The council has demonstrated leadership through its commitment to SEND investment for the long-term but we suggest further consideration should be given to investment in enhancing support in mainstream school provision.

5. Next steps

Immediate next steps

We appreciate the senior managerial and political leadership of the council will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process there is an offer of further activity to support the council. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Rachel Litherland (Principal Adviser) is the main point of contact between the authority and the Local Government Association (LGA). Her e-mail address is rachel.litherland@local.gov.uk

Follow-up visit

We are keen to continue the relationship we have formed with the council through the course of the peer challenge.

The LGA corporate peer challenge process includes a follow-up visit. The purpose of this is to help the council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and usually involves some, rather than all, members of the original peer team. The timing of the visit is determined by the council. Our expectation is that it will occur within the next two years.

Next corporate peer challenge

The current LGA sector-led improvement support offer includes an expectation that all councils will have a corporate peer challenge or finance peer review every four to five years. It is therefore anticipated that Norfolk would commission its next peer challenge by 2024.

Annex B: Action Plan Development Proposed

Timing	Task	Executive Director	CLG Owner
	Overall Action plan Development ownership	Fiona McDiarmid	Andrew Staines Ceri Sumner
January	Communications Recommendation A: The council needs to ensure it takes partners and staff with it if the 're-booting' of the council – as an organisation and a place leader – is to succeed	Leader, Cabinet and EDs	James Dunne Sarah Shirtcliff
January	Budget and Performance Recommendation B: The council needs to address issues of comparative performance and spend – with increased corporate overview of performance and the opportunity for greater challenge being required Recommendation C: Pressure needs to be maintained in order to ensure anticipated benefits from the authority's investments, aimed at reducing demand in social care, come to fruition and the financial sustainability of the council is protected Recommendation D: The council needs to carefully manage the long-term budget commitments that result from significant new capital investment Recommendation E: There should be the establishment of an approach whereby greater consistency and clarity exists with the budget, in relation to Directorates spending in line with what is made available to them year on year and their delivery against their agreed savings targets	Fiona McDiarmid & Simon George	Harvey Bullen & Andrew Stewart
January	Organisational Effectiveness & Transformation Recommendation F: A lack of consistency in middle management practices was highlighted as a significant issue and this needs to be tackled	Fiona McDiarmid	Jason Knibbs Andrew Staines Sarah Shirtcliff

	Recommendation I: The council should undertake a sequencing of change and improvement activities in order to make the best use of limited resource and clarify expectations		
December/ January	Governance Recommendation G: The council should undertake the proposed review of the new governance arrangements and commission this externally Recommendation H We would encourage the council to diversify the approach to elected member development, with an expectation that a greater proportion of elected members participate	Fiona McDiarmid Leader Cabinet	Helen Edwards
January	Inclusive Growth Recommendation J: The adult skills agenda in Norfolk is a theme that everybody should unite around and links strongly with the inclusive growth agenda	Tom McCabe	Ceri Sumner Vince Muspratt Andrew Staines
February	Bringing it all together: Overarching Workshop <ul style="list-style-type: none"> • Bringing plans together to understand how we operate • Our current state and the desired future state • Finalising the action plan to close the gap to our desired future state 	Fiona McDiarmid	Andrew Staines Ceri Sumner
March	Playback to CLG (including workshop participants)	Fiona McDiarmid	Andrew Staines Ceri Sumner
March	Action Plan to Corporate Board & Cabinet	Fiona McDiarmid	Andrew Staines Ceri Sumner



Norfolk County Council

LGA Corporate Peer Challenge

2019







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Introduction

A warm welcome to Norfolk

The leadership of Norfolk County Council has invited this peer review to ensure that the way the Council works, and its future plans, are robust, sustainable and affordable. Over the past year the Council has changed leadership and governance, launched a new strategic plan for Norfolk and embedded a substantial transformation programme, to tackle some of the challenges it faces. The review will provide the leadership with invaluable feedback and insight at a critical point in the Council's planning cycle.

We want Norfolk County Council to be the best Council it can be for our residents, so our response to the challenges facing us is to invest in transforming the way we work to ensure our services are fit for the future, affordable and provide good outcomes for our residents. This peer review will help us to sense check a number of key questions:

- 1 Do we understand our local context and are we responding with a clear set of priorities? Do we communicate this effectively?
- 2 Do we provide effective leadership of place through our elected members, our officers and our constructive relationships and partnerships with external stakeholders?
- 3 Do we have effective political and managerial leadership supported by effective governance and decision-making systems that address key challenges and enable change and transformation? Are processes clear?
- 4 Do we have a robust financial plan in place to ensure viability and sustainability? Are we implementing it successfully?
- 5 Do we have the right organisational capacity and resources, and are these aligned with our priorities? Do we influence and leverage external capacity to focus on our agreed outcomes?

We also ask the peer review team to help us assess our new approaches around **inclusive growth** and **demand management**, as we move into delivery. More specifically:

- 1 Are we working effectively as a system leader to create inclusive growth and improved social mobility for our residents? How best should we improve inclusive growth in the County?
- 2 Are we taking the right approach to manage demand for our services? What practices exist elsewhere that we could benefit from?

This position statement provides a summary of where we have reached on our transformation journey. We welcome the challenge you will bring to our thinking so that we can continue to do our best for the people of Norfolk.



Andrew Proctor

Leader, Norfolk County Council



About Norfolk

Situated in the East of England, Norfolk is the fifth largest shire county in England. Known for its big skies, sweeping beaches, windswept marshes and meandering inland waterways, the County is home to the Broads National Park – Britain's largest protected wetland and third largest inland waterway – and to the Norfolk Coast Area of Outstanding Natural Beauty.

But this familiar image of Norfolk tells only half the story – in fact it is a place of contrasts. Norwich, a fast growing city, is at its heart, alongside a thriving arable farming sector where more crops are grown than in any other county in the UK. Norfolk has significant assets in emerging sectors such as biotechnology, clean energy and creative digital where innovative, productive companies host thousands of well paid, knowledge-economy jobs, yet the mainstay of the economy remains in industries such as agriculture and tourism.

Though Norfolk may be a reasonably well-off part of the country, it also faces substantial challenges – not least amongst them is its demographic profile. Poor social mobility is also a challenge in Norfolk. Crime rates, on the other hand, are amongst the lowest in the country, though recently the impact of criminal exploitation of children – county lines – is increasingly evident.

"It's as relaxed as you could want it to be... You've got the best of both worlds. Everything is there, but if you want more you can get straight on the All."
(South Norfolk resident)

Governance

Norfolk is a two-tier County with 6 district/borough councils, the city council and over 500 town and parish councils. Norfolk is part of the New Anglia Local Enterprise Partnership which also covers neighbouring Suffolk. In 2017 the LEP launched an Economic Strategy for Norfolk and Suffolk, setting out ambitious plans for future growth and priorities for future investment.

There are currently 5 Clinical Commissioning Groups, and the expected to merge into one in 2020. There is one Constabulary and one Police and Crime Commissioner for the whole of Norfolk. The Fire and Rescue Service are fully integrated into the County Council.

Population

Norfolk's population is around 898,400 (predicted to exceed one million by 2040) with a concentration of people in King's Lynn & West Norfolk and Norwich. Norfolk's ethnic make-up is characterised by a predominantly White English, Welsh, Scottish, Northern Irish, British or Irish population (92.9%). There are around 160 languages spoken in Norfolk and English is not the first language of around 11,350 school children in the county.

In the main, Norfolk has an ageing population with a small net inward migration in the 21 to 25 age group. By 2040 the over 65's are predicted to make up 30% of Norfolk's population while in contrast the working age population remains static. The number of people over 85 is expected to double to 60,000 by 2040. Many of the problems of providing efficient care and reasonable standards of living for an elderly population are exacerbated by the County's rurality.

Economy

Norfolk is also one of the largest county economies ranking 15th for jobs and 10th for business numbers. Since the recession in 2009, Norfolk has grown by 19.1% - faster than the non-London UK average of 17.9% - and is now a net contributor to the UK economy, worth £18 billion. Norwich was the fourth fastest growing place in the UK in 2017 with GVA of over £6 billion.

Norfolk has a buoyant labour market with employment levels at over 76%, attracting people in almost all age groups. The main employment sectors in Norfolk are health and social care, retail, manufacturing and agriculture. This often means that employment opportunities for residents can be both seasonal and low wage, with limited scope for progression. This particularly impacts rural areas and the coast. The average weekly gross pay for full-time employee jobs during 2018 for Norfolk was £515.10, which is around 10% below national pay - the gap however is narrowing.

Norfolk County Council, on behalf of the Norfolk Leaders' Group, has produced a Norfolk Growth Plan in which we outline where we will deliver growth directly, as well as where assistance from Government is needed to facilitate and accelerate growth. Projects focus on our main growth locations, as well as those sectors where we have a nationally significant competitive advantage: clean energy, digital creative and agri-food/agri-tech.

Education

The number of Norfolk residents qualified to BTEC or HND level and above has increased over the 5-year period from 2013 -2017. However, levels remain below both regional and national levels, with the gap increasing the higher the level.

The number of children identified and assessed as having a special educational need or disability in Norfolk is above the national average, with 4% of children with an identified special need in Norfolk, compared to 2.8% nationally. Norfolk's state funded maintained complex needs/special schools are rated good or outstanding across the county, but provision in Norfolk's mainstream schools can vary, with some schools more confidently meeting needs than others. The Council has earmarked £120 million to create new and expanded specialist provision, plus a programme to dramatically support and challenge mainstream inclusion. Investment will result in 4 new special schools, one of which is being developed under the free schools programmes and 12 new specialist resource bases.

Quality of life, health and deprivation

Quality of life in Norfolk is generally good. Norfolk people continue to rate their life satisfaction and happiness more highly than the England average, and their anxiety levels as lower than the average.

The health of people living in Norfolk is good, with life expectancy for men being 80.1 years and for women 83.8 years - both being significantly better than the England average. Approximately 14,000 people were living with dementia in Norfolk in 2016, a number expected to rise as the population continues to age. Over the past four years, there has been an improving trend in diabetes diagnoses, although the number of people living with 4 or more chronic conditions is set to increase.

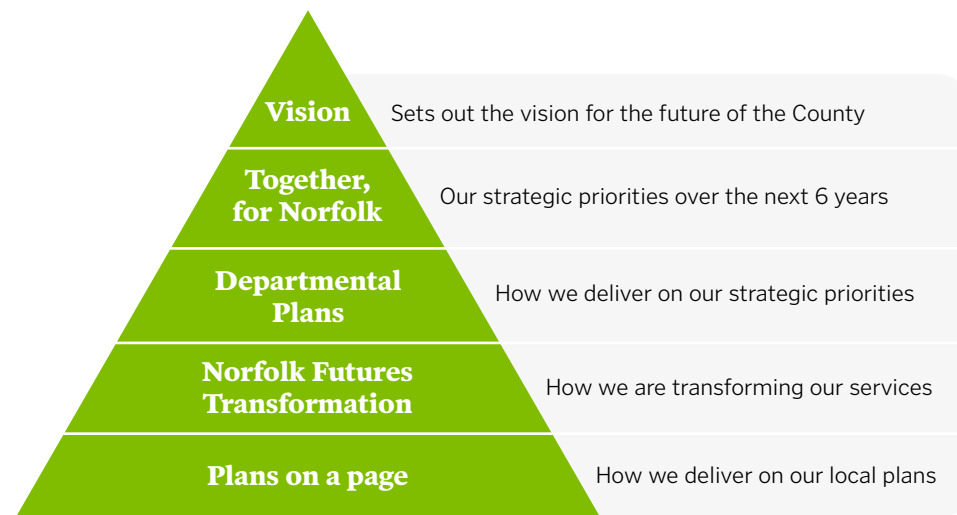
Levels of deprivation vary across the county with most concentrated in the urban areas and life expectancy is 7.0 years lower for men and 4.5 years lower for women in the most deprived areas of Norfolk than in the least deprived areas. Living a healthy life is as important as living a long life, and in Norfolk, men and women living in poor health are similar to the England averages.



Understanding of the local place and priority setting

Vision and priorities

The Council has an established strategic framework to ensure that activities and targets across the council are joined up.



Caring for our County – A vision for Norfolk, sets out NCC’s vision for Norfolk, bringing into the Council the manifesto commitments on which the administration was elected in May 2017. The Vision was approved by full Council in February 2018 and outlines the Council’s commitment to:

- Building communities to be proud of
- Installing infrastructure first
- Building new homes to help young people get on the housing ladder
- Developing the skills of local people through training and apprenticeships
- Nurturing the growing digital economy
- Making the most of Norfolk’s heritage, culture and environment

As stated in the vision, “Norfolk’s economic growth must benefit everyone, promoting social mobility by helping people who are not in work get the skills required for 21st century employment”. The Council’s overarching ambition is to help grow an inclusive economy and tackle some of the more deep rooted inequalities present in Norfolk, moving those communities where this is an issue from a cycle of deprivation to one of prosperity.

Together, for Norfolk, the new whole-Council plan, launched in June 2019, is an outward looking plan, focused on partnership working and collaboration, which aims to drive economic growth, improve social mobility, and lead to a better quality of life and improved outcomes for the people of Norfolk. Our plan emerged naturally from the needs assessment carried out as part of the County's deep dive into social mobility, following the publication of the report by the Social Mobility Commission in 2018. Our outcomes framework has three overriding ambitions which drive our priorities: A growing economy, thriving people, and strong communities. Our Plan also underpins and contributes to the delivery of the New Anglia Local Enterprise Partnership Norfolk and Suffolk Economic Strategy.

NCC's new values were launched in September 2018, setting out what is important about how we work and deliver high quality services to the Norfolk population. The values will be underpinned by all people management processes – recruitment, performance and development, and across all day to day work situations.

Guidance for staff has been developed, describing what the values look like in terms of the day to day behaviours of both employees, and of our leaders/managers. These values underpin our refreshed leadership and core skills learning offer within the Norfolk Development Academy.

NCC Values

Take accountability

Do what we say we will

Make strategy happen

Take action which make Norfolk a better place

Be evidence-based

Target our work to make the biggest difference

Be business like

Think smarter to ensure value for money

Be collaborative

Better working together

Performance development and goals are linked to the vision and strategy, and involve conversations between managers and employees to:

- Establish clear goals and expectations in work aligned to organisational plans
- Identify and maximise the strengths of our employees' contribution to the service and NCC as a whole
- Plan for the development of skills and experience including work-led opportunities like projects and secondments
- Meaningful, regular discussions to review performance and future development plans



Norfolk Futures transformation programme

Norfolk County Council has an established 5 year programme of transformation, **Norfolk Futures**, currently in its second year. The programme provides the direction and vehicle for delivering against our priorities. It also encompasses the Council's approach to transformation of its organisation and services, guided by four core principles:



Offering our help early to prevent and reduce demand for specialist services



Joining up our work so that similar activities and services are easily accessible, done once and done well



Being business-like and making best use of digital technology to ensure value for money



Using evidence and data to target our work where it can make a difference

Four priorities are set out in Norfolk Futures:

1. Safe children and resilient families

The Council aims to reduce the need for children to be in care by focussing on early intervention to keep children safely at home. When children are in care the Council aims to change its placement mix to better support children, with a preference for fostering and adoption rather than residential care.

2. Promoting independence for vulnerable adults

By enabling more people to live independently for longer, the Council aims to prevent, reduce and delay the need for formal care. The programme focusses on improvements to front door arrangements, early help and intervention, reablement and social work practice.

3. Local service strategy

Under this priority, services will be redesigned and proactively targeted in the places where they are most needed in our market towns, Norwich, Great Yarmouth and King's Lynn.

4. Smarter working

This priority brings together smarter information and advice, business transformation, innovation through technology, commercialisation and the property strategy, to change the way we work and enable the sustainable delivery of our strategies.

Understanding local needs

Norfolk County Council has a strong record of working in partnership across the whole local system to understand and address the needs of local communities. Norfolk's leaders are about to start an intensive facilitation process to advance their desire to work better together. The facilitation is being organised through the East of England LGA, and will help forge stronger personal and working relationships across the 8 local authorities in Norfolk to ensure better outcomes for Norfolk's residents, as well as lead to greater efficiencies. This process has been tried and tested with success in South Essex and Hertfordshire.

Norfolk Insight is our central source for information about the county, communities and residents. This resource is maintained by the Council's Intelligence & Analytics team, which also supports the **Joint Strategic Needs Analysis** and produces **The Norfolk Story**, an annual report on the state of the county.

In July 2019, the Council set up the **County Intelligence Group (CIG)**, the purpose of which is to build closer relationships with County and regional partners (NCC, Districts, Norfolk Fire & Rescue Service, Police, Public Health England, Commissioning Support Unit and CCGs),

All Party Parliamentary Group on Social Mobility. In April 2018 the County Council Network invited County Councils to submit evidence on social mobility in Counties to the All Party Parliamentary Group on Social Mobility, following the publication in late 2017 of the Social Mobility Commission.

thereby increasing the opportunities for collaboration and cooperation on common and/or complex tasks. An improved understanding of our collective needs will allow for better data sharing, collaboration on mutually beneficial work and the exchange of knowledge, ideas and analytical methodologies. This improved way of working will allow us to provide an even better service to our respective leadership and delivery areas. The CIG offers a nil cost forum to improve the flow of knowledge across Norfolk's analytical cohorts, which will result in better intelligence support being provided to key decision makers.

Working with the Norfolk Constabulary and Public Health, NCC is investigating the need and benefits of establishing an Office of Data & Analytics (ODA) for Norfolk. This work is driven by the need to make better use of data to generate new insights into public services and the needs they serve. These insights will then be applied to improve policy and service design and delivery. The creation of an ODA will facilitate the joining up of data from multiple sources, including internal data from Norfolk's public service organisations and its partners, which will enable the application of robust analytical techniques and collaboration on complex issues, such as preventing violence.

Engagement with our communities

The Council has an established engagement and consultation team, which sets out a consistent process for carrying out consultation activity across the council. The team work closely with the Equality and Diversity team, to better test out and understand the impact of proposed activities and interventions on communities and people.

The **Your Voice** residents' panel consists of around 1370 residents who have signed up to receive regular surveys, invitations to focus groups and resident feedback sessions. **Your Norfolk** magazine is produced twice per year and is delivered to more than 395,000 households across the County.

The Residents' Survey takes place every 2 to 3 years with the aim of measuring and understanding resident satisfaction with the County Council and whether residents think we are making the local area a better place to live. The intelligence we obtain this way helps us understand what our residents value and fear the most, what they see as the County's needs and how they want us to be spending our budget. It also helps inform our new Cabinet of how we are performing against key traditional indicators of council performance. The 2018 Residents' Survey directly informed the development of the County Plan, Together, for Norfolk, and helped us prioritise our activity to address the needs of the County. We have now built on this work by carrying out some quantitative research in June 2019. Our robust residents' survey measures sentiment at the mid-term point of the administration and gives the Council further information to help measure our performance and deliver our strategy.

Communicating with our staff

As a large and complex organisation within an ever evolving local and national system, staff engagement remains a challenge, particularly in reaching frontline teams and staff in locality offices. There are a number of internal communications tools used to reach staff including a daily **News Digest** from the Press Office, **The Friday Take-away**, which gives weekly updates to all staff on key activities, initiatives and news, and **Norfolk Manager**, an e-zine for anyone who manages people across Norfolk County Council.

Further Afield – looking to the future

In July 2018 the County Leadership Team commissioned the Strategy Service to carry out a piece of work to look at what the future of Norfolk might be, to allow them as senior leaders to make strategic, long term decisions, with confidence. The objective has been to make Norfolk a better place and ensure our sustainability.

Using a range of tools and methodologies including horizon scanning, driver analysis, scenario planning and the Cabinet Office Futures Toolkit, the Strategy Innovation and Performance team and the Intelligence and Analytics team, assessed the future internal and external drivers of change affecting our users, our operational sustainability and the County as a whole, and developed evidence on them out to a time horizon of 2040. Further Afield, a report on the Norfolk's Strategic Trends out to 2040 is being produced and the following 4 key themes are available in a report as a supporting document.

- Environment and Infrastructure
- The future of society
- Jobs, industry and technology
- Local democracy

A programme of engagement included events with the Royal Society of Arts, the Aviva Futures Team, the Norfolk Youth Parliament and the Cabinet Office led Heads of Horizon Scanning Network. The Council has also presented to the Norfolk Leaders Group and the Norfolk Chief Executives team, and has facilitated workshops with district councils to help shape future strategy based on anticipated needs.

The Council will be holding a Futures Summit in December 2019 the purpose of which is to present a picture of the future based on analysis of evidence and seek a commitment from all participants to:

1. Work better together and join-up our plans to tackle future issues
2. Use the themes and findings in their planning for future activity
3. Use the research to shape bids for funding or other support that may become available from the Government and other bodies

Leadership of place

Working better together

Local authority leaders and Chief Executives meet monthly and have agreed to work better together in order to promote Norfolk to government, business and investors, raise aspirations for the County and its residents, encourage and promote economic growth across the County, and make a more coherent service offer to Norfolk's people. Areas of particular focus currently include:

- Norfolk's growth plan, setting out clear infrastructure and housing priorities for the County
- Local service strategy to deliver a multifunction approach to services such as libraries, recycling, health and social care
- Inclusive growth and social mobility, to improve opportunity in Norfolk
- The County's response to climate change, environmental threats and waste management

Business Rates Pool

The Business Rates Pool has allowed local authorities in Norfolk to retain the levy on business rates growth that would otherwise have been paid over to central government.

The retained income is used to support strategic economic development projects which will help with the delivery of Norfolk's priorities. All of Norfolk's 8 authorities are able to bid into the pool and projects are agreed by Norfolk Leaders. Pooling has been taking place since 2014/15 and has risen from £2.146M to £4.521M. Examples

of projects include the Norwich Western Link (£974k), West Winch Growth Area (£500k) and the New Anglia Innovation Fund (£500k).

Norfolk local authorities have successfully worked together to submit a bid for business rate pilot status in order to retain 75% of business rates in Norfolk in 2019-20.

Inclusive growth coalition

In January 2019 the Norfolk Leaders Group endorsed the establishment of an Inclusive Growth Coalition, which works together to create the drive, ambition and momentum to achieve inclusive growth in Norfolk. Common themes and priorities emerging from the work to date include apprenticeships, career pathways, widening participation in higher education, affordable housing, educational attainment, adult skills, social value procurement, and connectivity.

The working group is focusing on joining up work that is already being done, sharing our best practice and starting to agree what research and policy evidence should be pursued further, with a view to invest in key areas in the short, medium and long term. There is a desire and commitment for a more co-ordinated approach to accelerate the impact of localised initiatives.

Westfields Care Home

CQC rating

Outstanding ☆

17 January 2018

norse
care

Health and Wellbeing Board

Norfolk has an active Health and Wellbeing Board which brings together leaders across the wider health, care and wellbeing system. This includes councils, NHS partners (with providers as well as commissioners), Healthwatch Norfolk, the voluntary and community sector, Norfolk Constabulary and the Police and Crime Commissioner. The Board is chaired by Cllr Borrett, Cabinet Member for Adult Social Services and Public Health.

2018 saw the launch of the Joint Health and Wellbeing Strategy. With commitment from all Board members the Strategy stands as our single, system-wide, shared commitment to taking collective accountability for the health, care and wellbeing of our communities. It sets out a vision of a single, sustainable health and wellbeing system - prioritising prevention, tackling inequalities in communities and integrating ways of working.

Developed alongside plans for the Integrated Care System, the Strategy has brought about a renewal of purpose in the strategic direction and system leadership role of the Board. It draws on the breadth of the Board's membership and its reach across systems and into communities to deliver on its distinctive added value of the Health and Wellbeing Board to focus on simplifying systems and reducing duplication and inefficiency.

Health and social care integration

The Norfolk and Waveney Sustainability and Transformation Partnership (STP) brings together partners from the NHS, local government and the voluntary sector.

NCC is fully engaged in the leadership of the STP, with elected members on the STP oversight group chaired by Patricia Hewitt and 4 senior officers on the STP board. Two of the workstreams, Primary Care and Community and Prevention, are led by the Executive Director of Adult Social Services and the Director for Public Health respectively. Adult social care and commissioning is integrated with the local CCGs and NCHC under a Section 75 agreement.

Following the rating of Norfolk and Suffolk Foundation Trust as inadequate and the implementation of special measures, the Norfolk & Waveney health and social care system agreed to develop a programme to transform mental health services for children and young people (CYPMH). The programme has focused on creating a new model known as 'THRIVE', which represents a fundamental shift in the way that the system views the mental health and emotional wellbeing of children and young people. To deliver this model, the programme is adopting an approach known as Alliance Contracting, a flexible, collaborative model that enables commissioners and providers to work together in partnership to deliver jointly agreed outcomes.

It has been agreed that the existing section 75 agreement will be expanded to include all relevant expenditure on CYPMH. Although this will not result in any change for NCC (as all existing spending is within an existing Section 75), it will result in a larger agreement, totalling approximately £34m.

Waste Partnership

The eight Norfolk local authorities work together as the Norfolk Waste Partnership to establish shared priorities and areas of focus on waste services. The purpose of the Partnership is to take a total system view to drive up efficiency and recycling performance and to drive down costs and the amount of rubbish that is left over.

The Partnership is led by a Member Board meeting quarterly and is a non-decision making body without a budget. It is supported by a Senior Officer Group chaired by a district council Chief Executive and has a joint funded dedicated Communications Officer and Partnership Development Officer.

The total cost of waste services delivered by the authorities is around £50m a year, with around £40m of that cost met by the County Council, which is mainly the cost of dealing with residual waste, providing Recycling Centres and making over £9m of payments to districts for the recycling they do. The District Councils in their role as collection authorities are the main agents of change and have the largest influence on total system costs as they determine what materials to collect and how they collect them.

The Partnership is currently delivering pilots to establish methods to improve recycling quality and capture rates in different parts of the community and is overseeing a range of projects approved by the Member Board that include infrastructure, reuse and contributing to the development of national policy on resources and waste.

Local planning

The County Council has a statutory responsibility for minerals and waste planning across the County. The seven councils and the Broads Authorities are the local planning authorities in Norfolk.

We are at the forefront of partnership activity. Since 2006 we have been a full and active partner with Broadland, Norwich and South Norfolk councils in the Greater Norwich Development Partnership, helping to develop the adopted Joint Core Strategy and currently working on its replacement; the Greater Norwich Local Plan. As a partner in the production of the plan, we take each stage through our decision making processes to provide our endorsement. Similarly, we are a full partner in delivery of planned growth through the Greater Norwich Growth Board.

For other Local Plans and for Neighbourhood Plans we are a statutory consultee and provide a co-ordinated corporate response to consultations. We have regular officer-level meetings with individual planning authorities to discuss progress and provide assistance in Plan preparation where possible (e.g. assessing any potential housing and other allocations ahead of any formal consultation). We facilitate both monthly officer level meetings and roughly quarterly Norfolk Strategic Planning Member Forum meetings, for all the county's planning authorities to come together to discuss issues of mutual interest. Established in 2016, the Member Forum is charged with developing the Norfolk Strategic Planning Framework which demonstrates active and ongoing delivery of the duty to co-operate and acts as a statement of common ground.



In 2018 Norfolk Leaders' Group approved a proposal to build joint development teams to work across County and district authorities to help drive forward housing and commercial development at pace and scale. The team sits within the County Council and is funded via NCC's capital programme for an initial two year period. It aims to unlock issues relating to roads and highways, schools provision, flooding, public transport, utilities, railways, health facilities and provision, green infrastructure and land assembly. New posts have already been created in Flood & Water Management and Children's Services to enhance NCC's role with the aim of securing greater collaboration with stakeholders to help unlock growth and speed up delivery. Work is also ongoing across a broad range of areas to further enhance these opportunities.

Community safety

Norfolk County Council manages Norfolk's Countywide Community Safety Partnership (NCCSP). The NCCSP comprises the statutory partners – the County Council, all 7 councils, Norfolk Constabulary, probation, fire and CCGs – as well as the Office of the Police & Crime Commissioner, YOT and housing. These partners are all committed to working together in partnership with victims and communities to tackle crime and disorder within the county, striving to keep Norfolk one of the safest places in the country to live, work and visit.

The NCCSP has a key role to play in developing practical ways partners can work differently in localities with the ambition being to achieve:

- Greater integration of delivery across partners on the ground
- Increased prevention and reduced demand through community resilience
- Protection of the most vulnerable people

Our approach is evidence-based, and follows from a Strategic Assessment of crime and disorder issues in Norfolk. This combines police and partner data with professional knowledge from other stakeholders. Using this approach the NCCSP Plan (2018-2021) has determined three key priorities where a multi-agency response is required as the issues are complex and require collaboration to make an impact:

- Domestic Abuse & Sexual Violence – working as a beacon of best practice with national domestic abuse charity SafeLives
- Preventing Extremism & Radicalisation – ensuring we embed our response into our safeguarding approach
- County Lines – developing a public health approach to tackling violence and vulnerability.

There is a designated lead agency for each priority, with a multi-agency strategic board which coordinates delivery against action plans and holds partners to account on their individual responsibilities. These boards all report progress to the quarterly CCSP meeting.

Each district has an Operational Partnership Team which enables joint working between partners to resolve the most entrenched anti-social behaviour issues in our communities. Increasingly, these arrangements form part of Norfolk's approach to district-based Early Help hubs to identify vulnerable persons and deliver coordinated support. Education programmes, such as the multi-agency Crucial Crew, sees fire and rescue staff working with partners to raise awareness of the dangers of drugs and alcohol, the impact of anti-social behaviour, preventing and responding to bullying and safety in the home, in the street and near open water. The Fire Service is now working with Norfolk Constabulary to examine the viability of bringing together their respective community safety teams to create a cross organisational team to focus on improving outcomes.

Police and Crime Commissioner and Fire Service

Norfolk Fire and Rescue Service has a strong history of working in collaboration with other blue light services. In 2018, emergency service collaboration in Norfolk was further strengthened by the signing of a formal Memorandum of Understanding between Norfolk's Police and Crime Commissioner, Norfolk County Council, Norfolk Fire and Rescue Service and Norfolk Constabulary. This MOU has established formal governance arrangements and has created a work programme to drive forward further collaboration.

In line with our council's estate strategy we are sharing premises with our partners, often utilising the One Public Estate Programme. The Fire and Rescue Service has closed its headquarters and co-located with the Norfolk Constabulary to create a joint HQ and a number of our fire stations are shared with HM Coastguard, the ambulance service, the Youth Offending Team and other organisations. Development has begun to create additional joint Police and Fire stations and planning is being prepared for another. Our collaboration is releasing land for housing, creating the opportunity to raise capital receipts and reducing estate costs.

By joining forces with our partners our emergency services are focusing on improving outcomes. Operational collaboration includes the Fire and Rescue Service responding with the ambulance service to use their equipment to make an entry into a home where someone has collapsed, responding on behalf of the Environment Agency to deliver and deploy environmental protection measures, data sharing and analysis with Norfolk Constabulary to tackle arson and co-locating our fire control operators with Norfolk Constabulary to create a joint Communication and Control Room to improve information exchange and coordination during emergencies.

Voluntary and Community Services

In January 2018, Norfolk County Council, Community Action Norfolk, Voluntary Norfolk and Momentum teamed up to create 'Working Together', a new partnership, which has introduced a variety of improvements including one-stop registration to newsletters, a joint training programme covering governance, volunteering and fundraising skills and coordinated campaigns to generate volunteers and local participants. The partnership has been a significant step in strengthening the working relationships between Norfolk County Council and voluntary community and social enterprise organisations. A dedicated VCR Manager role has been created to facilitate partnership working and provide connectivity across the local system.

Financial planning and viability

Financial planning and financial strategy

The Council has a robust and well-established framework for strategic and financial planning which is closely aligned with the Council's Plan, Together, For Norfolk, and its Strategy, Norfolk Futures. The 2019-20 Budget saw the Council committing additional funding for its priorities and protecting social care services. The budget, complementing our plan, vision and strategy, is designed to help us to deliver on our priorities for the people of Norfolk.

Looking forward, our Medium Term Financial Strategy (MTFS) forecasts a significant gap in our resources, which is why we continue to make the case to Government for fair and adequate funding of local services. However, the Council is well aware that we cannot rely on external factors to resolve these challenges and so we continue to develop local solutions to the challenges we face.

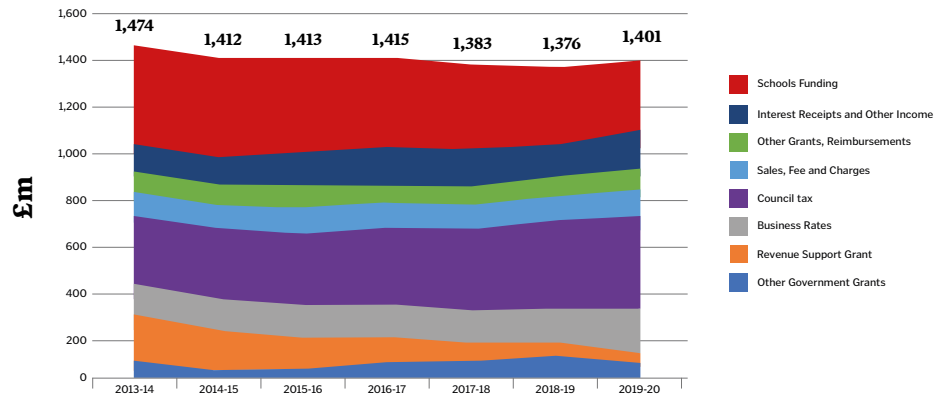
This has included:

- **Making significant savings**, with a strong focus on efficiencies, protecting the front line services which are relied on by so many;
- **Maximising local income** sources to enable the Council to protect vulnerable people and invest in vital services. As the proportion of our budget funded by council taxpayers and local ratepayers increases, we remain acutely aware of the need to ensure every penny is spent wisely delivering the essential services that local residents and businesses rely on every day.

Our key actions have included:

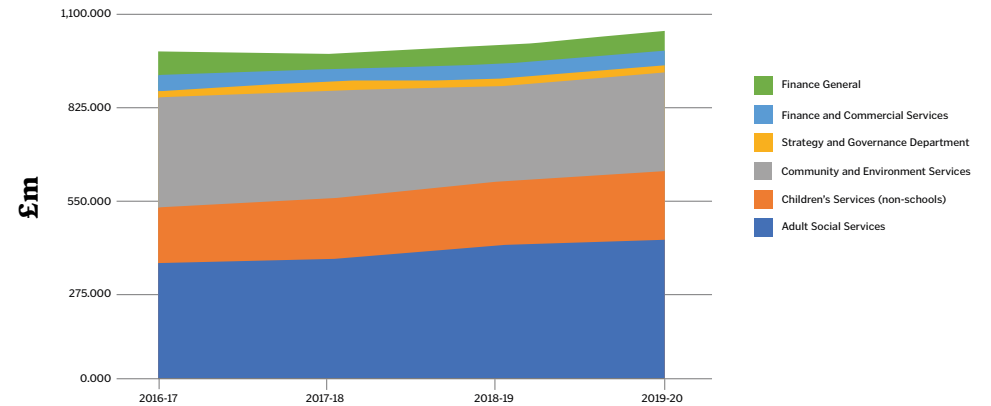
- raising **council tax and the Adult Social Care Precept** to help contribute to a robust and sustainable financial position in future years;
- maximising **Business Rates** through the operation of a Norfolk-wide Business Rates pool since 2014-15 and a successful application to pilot 75% Business Rate retention in 2019-20;
- A **prudent use of reserves**, to smooth the transition to a reduced level of funding; and
- Accepting the Government's offer of four-year funding allocations up to 2019-20, through the development of an efficiency plan.

Norfolk County Council total budget

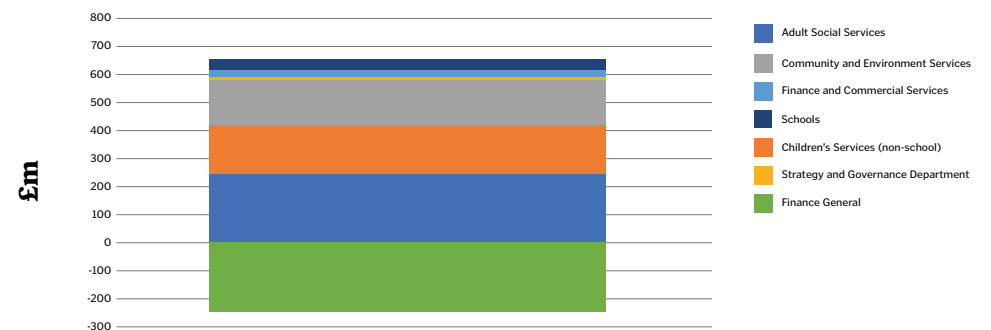


The make-up of the Council's income has changed over time, with an increasing reliance on locally raised sources of income such as Council Tax and Business Rates. At the same time there have been reductions in government grant funding and reductions in school funding due to academisation. The result is that total income has remained broadly consistent around £1.4bn. Simultaneously, the council has faced significant increases in demand and increased cost from other pressures such as inflation and legislative requirements. The need to set a balanced budget has required the identification of savings and resulted in a broadly static level of gross expenditure.

NCC non-schools gross expenditure



Net Budget 2019-20 £409.293m

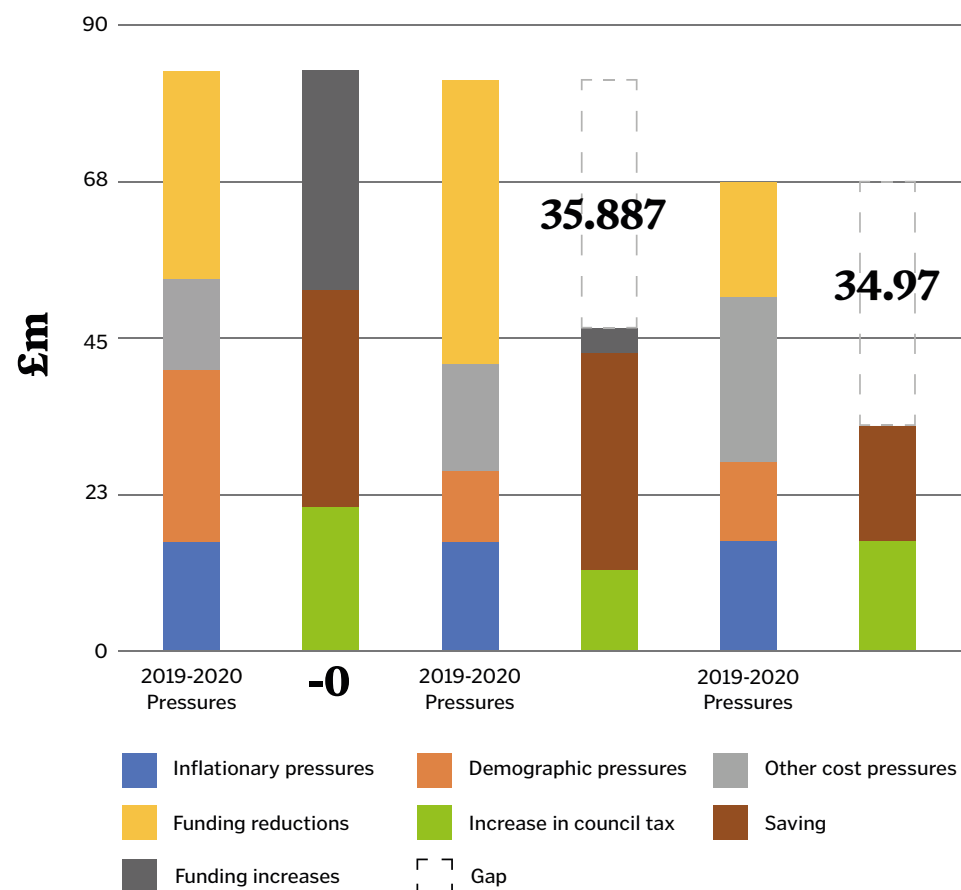


Savings and efficiencies

The Council has a strong track record of delivering savings and providing value for money to Norfolk citizens. Between 2011-12 and 2019-20, we budgeted for £395m of savings. The External Auditor's Audit Results Report in respect of the 2018-19 Statement of Accounts found that the Council has "the flexibility to manage its financial position over the short-to-medium term, and reduce the risk that an unexpected overspend, or unexpected one-off item of expenditure, has a detrimental impact on the Authority's financial standing. [...] However, the Authority faces significant pressure and uncertainty concerning legislative and policy changes, increasing demand for services, Business Rates Localisation, and uncertainty concerning future funding levels."

The Council continues to target efficiency savings as a priority. The Medium Term Financial Strategy agreed in February 2019 identified a gap to be closed in the period 2020-21 to 2021-22 of £71m. Since this time, work has been undertaken to develop options to close the gap for 2020-21, which will be considered by Cabinet in October 2019. In the context of a one-year Spending Round announcement for 2020-21, and recognising the lack of information about funding allocations for 2021-22, the Council will seek to address the £35m budget gap for 2021-22 when there is further clarity about future year allocations.

The delivery of savings is monitored by Cabinet through the year, which enables the Council to maintain a strong focus on the achievement of those savings that will be critical to supporting the achievement of the Council's budget plans for future years.



Capital programme spend 2019-2022

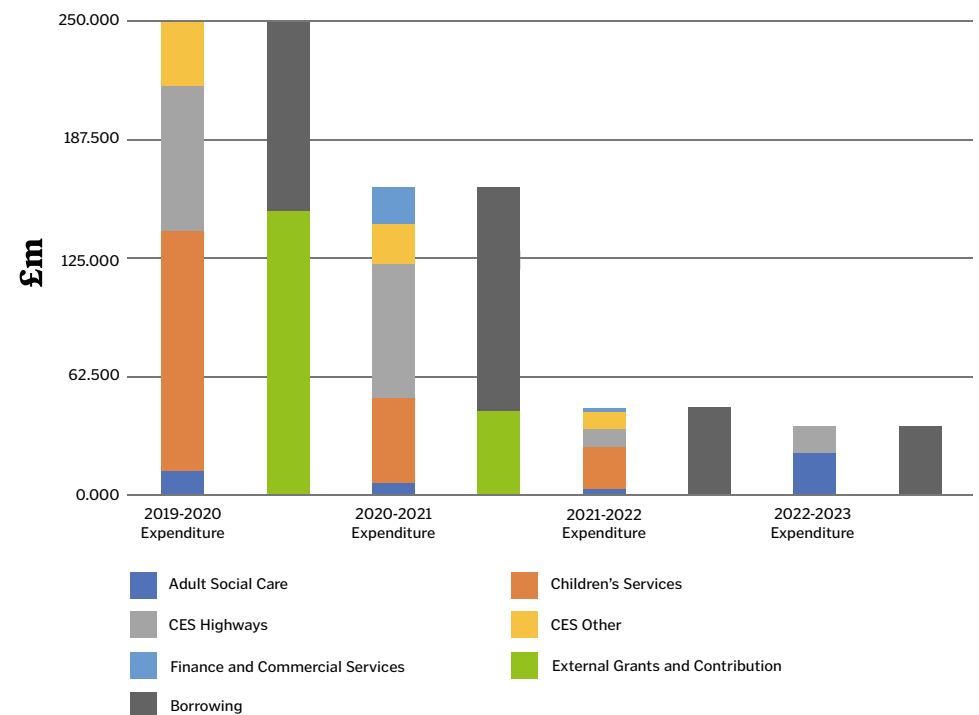
Investing in the future

The Council is committed to promoting Norfolk's growth and prosperity. Despite financial pressures, we continue to invest in key infrastructure through major capital projects such as the Northern Distributor Road (Broadland Northway), the Great Yarmouth Third River Crossing, and the Western Link. We continue to campaign for vital infrastructure projects such as the dualling of the A47, overcoming infrastructure issues in West Winch, developing homes and commercial space in Thetford and further developing the port area of Great Yarmouth.

The Council's Capital Strategy determines the Council's approach to capital. It is an integral aspect of the Council's Medium Term Financial Strategy and sets the framework for all aspects of the Council's capital expenditure over the four year period 2019-20 to 2022-23, including planning, prioritisation, management and funding.

The majority of capital spend in the Council's agreed 2019-23 Capital Programme relates to investment within Children's Services (schools) and Highways, largely funded through government grants, contributions from developers and borrowing. In October 2018, Policy and Resources Committee agreed significant additional capital expenditure in relation to £29m for Extra Care Housing for older people and £120m for significantly improving our Special Educational Needs and Disabilities provision.

Approved 2019-23 Capital Schemes

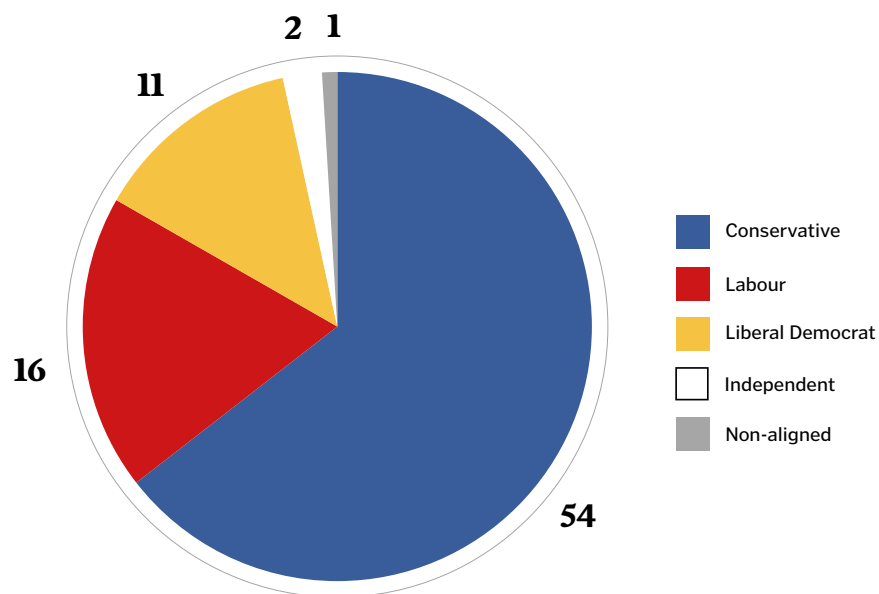


Note: The profile of capital expenditure is likely to vary as timing of projects becomes more certain.

Organisational leadership and governance

Political leadership

The Council has 84 divisions, each with a single County Councillor. After the 2017 elections, the political make up of the Council is:



On 7 May 2019, the Council moved from a Committees system of governance to an Executive Leader, Cabinet and Scrutiny model.

Cabinet consists of the Leader, Deputy Leader and eight further portfolio holders. Cabinet is responsible for most decisions relating to the day to day running of the Council, and key decisions.

There is one Scrutiny Committee which is made up of 13 non-executive Members, who reflect the political balance of the County Council. As well as County Council Members, Scrutiny Committee also has external representation, made up of two Parent Governors and a representative from the Church of England and Roman Catholic Diocesan Boards. External members only have voting rights on matters relating to education.

There are three Select Committees (Corporate, Infrastructure & Development, People & Communities), whose role is to assist in the development of the County Councils policy framework. The Select Committees discharge this function through reports being produced for their consideration. They can also commission further work as necessary and report to Cabinet and Full Council. Each Select Committee develops its own plan to guide its work through the year. There is flexibility in this, to enable Committees to respond to urgent needs.

Norfolk is currently undergoing a review of County Electoral arrangements (i.e. number of Councillors and boundaries of divisions) by the Local Government Boundary Commission for England. The Council submitted its business case for maintaining existing numbers of Councillors in August 2019, which has been accepted. This review will be completed by July 2020 and implemented for the 2021 County Council elections.



EXPRESS

CAFE & BAR

CAFE & BAR

Managerial leadership

The Council's Corporate Board is chaired by the Leader or Deputy Leader and consists of 5 Executive Directors, the Director for Public Health and the Heads of Service for Human Resources, Communications and Information Management. The Board first came together in January 2019 and operated in shadow form until Full Council adopted the new governance model at its AGM on 7 May 2019. A Head of Paid Service was appointed permanently at the same meeting.

The Corporate Board meets weekly to work collaboratively as a leadership team. It takes responsibility for overseeing the implementation of the Council's vision and strategy. Collectively, the Board:

- Supports the Cabinet and the Council's Select Committees to develop NCC's strategic direction/vision. This includes the strategy, the Council-wide plan and other significant policies and risks.
- Ensures performance and financial control is monitored and mitigating actions undertaken as necessary
- Has oversight of the Council's programme of transformation and corporate risks

The Leader and the Executive Directors are also the Norfolk Futures Transformation steering group. The steering group meets on a bi-monthly basis to review progress against targets and trajectories, remove barriers and agree appropriate next steps for each of the four corporate priorities.

The organisation's top 40 managers, the County Leadership Group, consisting of Assistant Directors, Heads of Service and Business Partners, come together on a 6-week basis to discuss strategic matters with Corporate Board, contribute to the corporate business and financial planning process, and agree and take accountability of cross cutting priorities requiring more rapid progress on corporate change and improvement. Going forward, the meetings will also include members of the Cabinet, who will be invited to attend and participate, as well as provide additional insights into the administration's priorities and areas of focus.

Governance & strategic risk management

The Council's governance framework is set out in detail in our Annual Governance Statement, which also provides assurance that these controls are operating effectively across the Council.

The Council's constitution was revised in May 2019. It is a living document and is kept under review to ensure that its structures and procedures promote the effective and transparent administration of the authority.

The Council has an established risk management approach where risks are identified and managed across different levels of the organisation. A Corporate Risk Register is owned and managed by the Corporate Board, and reflects the key strategic risks to the achievement of the Council's strategy and objectives. Departmental risk registers are managed at a local level, and are relevant to local plans and services.

Norfolk Audit Service (NAS) leads on the strategic delivery of Counter Fraud, Bribery and Anti-Corruption work across all of NCC's services. The aim is to protect the public purse, NCC, its staff and its service users from corrupt activities.

The NAS Anti-Fraud, Bribery and Corruption Strategy and activity plan sets out and provides information on NCC's response to the document 'Fighting Fraud and Corruption Locally (FFCL), The local government counter fraud and corruption strategy 2016 – 2019'.

To support NAS in implementing appropriate measures, a suite of anti-crime goals has been developed (that encompass the FFCL strategy) in the following areas:

Govern: having robust arrangements and executive support to ensure anti-fraud, bribery and corruption measures are embedded throughout NCC.

Acknowledge: acknowledging and understanding fraud risks and committing support and resource to tackling fraud in order to maintain a robust anti-fraud response.

Prevent: preventing and detecting more fraud by making better use of information and technology, enhancing fraud controls and processes and developing a more effective anti-fraud culture.

Pursue: punishing fraudsters and prioritising the recovery of losses via a triple track approach (Civil, Criminal or Disciplinary), developing capability and capacity to investigate fraudsters and developing a more collaborative and supportive law enforcement response.

The Chief Legal Officer and Chief Internal Auditor champion the **Council's Whistleblowing Policy**. It is their role to ensure the implementation, integrity, independence and effectiveness of the policy and procedures on whistleblowing. It is important to create a culture of confidence for employees to report those concerns, track the outcome of whistleblowing reports, provide feedback to whistleblowers and take reasonable steps to protect whistle-blowers from victimisation. Not all reported concerns will fall within whistleblowing law, but they are all taken seriously. Norfolk Audit Service is responsible for receiving and progressing all disclosures made to the Council under the Whistleblowing Policy.

Performance management

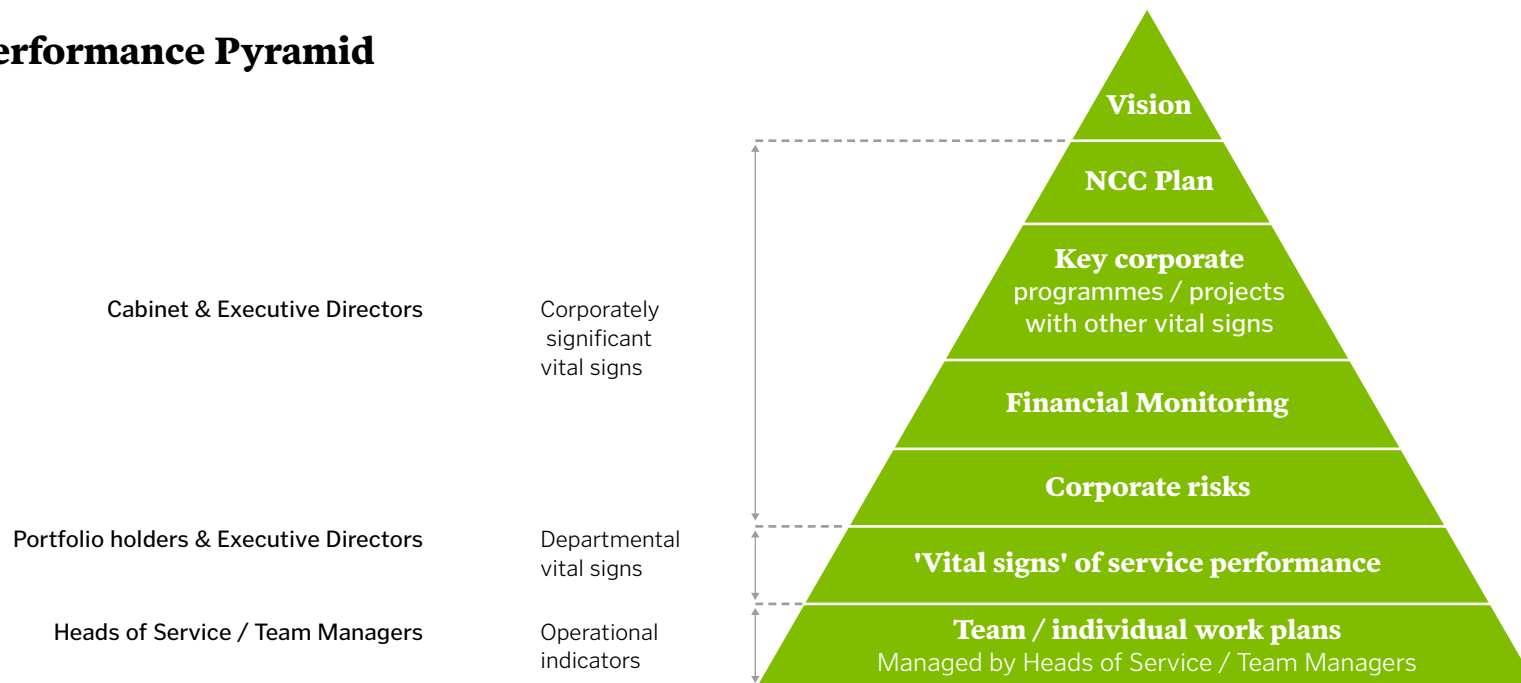
The Council's corporate planning process sets out a direction for the Council, devises objectives and identifies a range of strategies to help us achieve our objectives, within the resources available. Integral to the successful delivery of all plans, is a robust performance management system, which has been managed at three distinct levels: strategic, service and operational. Historically, these have been reported to the Policy & Resources Committee, Service Committees and departmental management teams respectively.

The move to a new Cabinet system of governance and the launch of Together, For Norfolk, provides an opportunity to review the current vital signs to align them to our revised priorities and ensure that they also provide early indicators of future operational and strategic risks.

The strategic and corporately significant vital signs will be reported to Cabinet this will also present an opportunity for Cabinet members to shape measures and ensure that they provide assurance and support decision making. Directorate vital signs will be aligned to the relevant Cabinet Member and portfolio holder. The new performance and risk management framework will be launched in December 2019 and come into force from 1st April 2020.

As there is a close link between corporate risks and vital signs, the refresh will take place at the same time as a review of the corporate risks so that key risk indicators, which signal increasing exposures, can also be considered for any significant risks. A copy of our risk and performance reports presented at Cabinet in September 2019 are provided as supporting documents.

Performance Pyramid



Capacity to deliver

Investing in our staff

Our draft refreshed vision for staff was shared with Corporate Board in June 2019 following the development of the 6 year plan and seeks to align to the Council vision of Together for Norfolk as well as shaping our organisational culture aligned to our values and strategic priorities. This vision will be socialised and tested as part of our engagement programme on the 6 year plan roll-out.

We have set out a number of underpinning principles:

- Foster a positive and healthy environment
- Live our values including trust, fairness and care
- Improve our skills and diversity
- Keep people practices simple and fair with people at the centre
- Keep adapting to make work customer focussed collaborative, effective and rewarding

In April 2019, we launched our first employee engagement survey since June 2014, Our Voice, Our Council, supported by the LGA. This survey approach was used to provide an evidence base to understand what engagement looked like in NCC with a benchmark in the public sector. 3,119 (46%) of employees responded, which is in the top quartile of responses for organisations with 5,000+ employees. In June, the survey results informed discussions with Corporate Board, Departmental Management Teams, UNISON and HR with a summary of key findings sent to all staff. A practical action planning tool has been adapted to support facilitated sessions and action plans. Reporting back of action plans to Corporate Board took place in October 2019 and delivery of actions plans is expected in January 2020.

Outcomes will contribute to future decision-making on the scale and frequency of surveys. More recently we have been approached by the LGA to write a first stage case study on how the staff survey has been implemented in NCC for their Workforce Pages of their website. Our work was recognised in the annual PPMA awards where NCC was shortlisted within the evidence category.

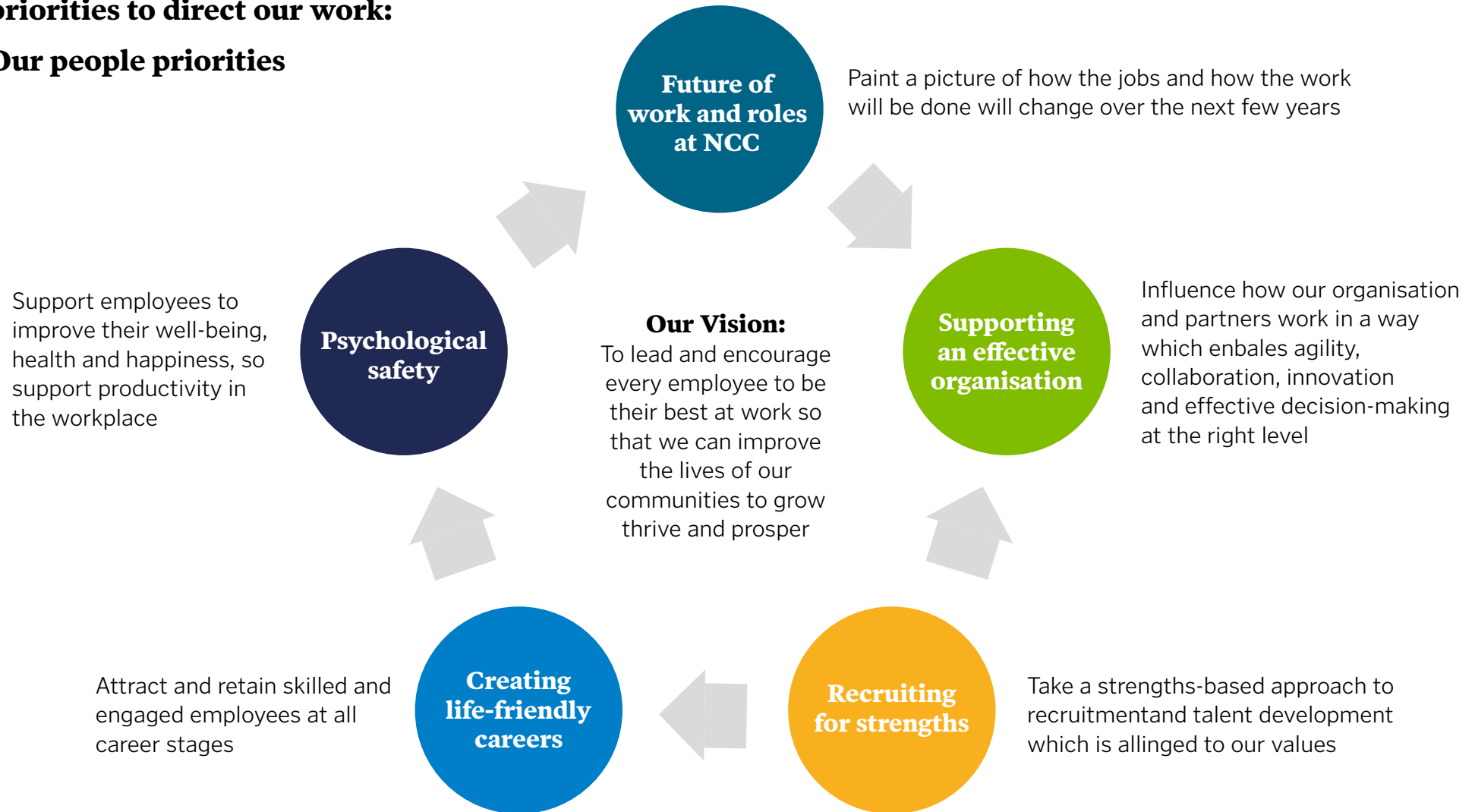
We launched the new strengths-based performance development discussions in April 2018, run programmes for new managers throughout the year and have introduced a new coaching strategy which will make high-quality coaching conversations the norm throughout the organisation. Our goal is to use people's strengths and positive mindsets and learning translated into new behaviours. Coaching skills are part of the core offer of the new Norfolk Development Academy, including:

- Coaching skills for managers, the core purpose of which is to explore how coaching can support everyday conversations to make these as effective as possible
- Additional coaching tools and techniques for existing managers to develop and enhance coaching skills
- Coaches (including external coaches) to develop individuals identified through the talent management process and senior leaders.

We are proud to be shortlisted by the PPMA in the evidence based category for our work on the performance development framework.

We have created 5 key strategic priorities to direct our work:

Our people priorities



In May 2019 we launched the **Norfolk Development Academy (NDA)** which consists of four pillars (leadership, core skills, professional leads, social care) supported by effective learning strategies, governance and learning solutions. The Leadership and management offer is designed to reflect the various stages off a manager's career, underpinned by a coaching and mentoring strategy. We are building a cohort of qualified coaches to lead and support a culture of coaching for performance. Developing core skills reflect the current and emerging strategic skills required to perform in an increasingly complex, business-like digitally led world. We have also introduced the concept of a professional lead to drive and oversee learning for their profession, supported by learning communities and collaboration. All our colleagues have access to Learning Hub, our online system for learners to view and self-enrol on a range of e-learning courses, including mandatory training and a diverse selection of workbooks, materials, videos and other development resources and to own their individual learning plan.

The **Norfolk Social Care Academy (NSCA)** supports the provision of social care specific learning solutions for practitioners in both Adult Social Services and Children's Services. The NSCA Learning and Development team is also responsible for supporting Social Work and Occupational Therapy student placements in the council and for contributing to partnership work that supports social care learning across Norfolk.

All our staff have access to Learning Hub, our online system for earners to view and self-enrol on a range of e-learning courses and a diverse selection of workbooks, materials, videos and other development resources.



We are improving our planning tools and data to support workforce planning in particular in social work and have recently reshaped our strategy to support Children's Services recruitment and retention.

Work is underway to scope the workforce requirements for a replacement HR/Payroll and Finance system and intranet providing a refreshed opportunity to improve employee and manager self-serve.

Apprenticeships

In February 2019 we signed off a new apprenticeship strategy to create a step change in our approach to apprenticeships. This will help us to fully exploit the available levy in order to support organisational transformation, and skills development, including hard to fill roles.

Our key priorities are:

- Apprenticeship goals in people plans to enable staff development and meet skills gaps e.g. social workers
- Apprenticeships to be used up to masters level to form the key route for formal leadership development
- Apprenticeships centre around key skills eg digitisation, commercial, project management and other clinical/professional roles.

This strategy is designed to ensure we fully and appropriately utilise our levy. At end March we have 187 apprentices around 2% of workforce.

NCC has led the UK-wide trailblazing group to develop and launch the social work apprenticeship with Norwich City College and our first cohort starts in January 2020. The apprenticeship allows us to grow our own local workforce and support employees who would otherwise not be able to access degree level education. This is part of our Norfolk Social Care Academy offer and a long-term strategy to alleviate some of the pressures of the national market. With 20 apprentices joining the scheme each year we will be one of the major investors in the programme.

Norfolk County Council was the first organisation to make a transfer of apprenticeship service funds. This supported our current sector challenge in the social care nursing workforce in Norfolk and was designed to support the development of nurses across the wider care sector. Anne Milton, Apprenticeships and Skills Minister quoted that the work that Norfolk has led in contributing flexibly in levy transfer will change lives.

Our well-being agenda forms part of our strategic priorities to support employees physically and emotionally to be well in work. As part of our strategy this year we have trained over 300 managers to be mental health first aid champions. Managers report having at least one relevant staff conversation since, we know we are gaining traction on this critical topic.

Each department has its own people plan in place with clear priorities and measures and progress on the people plan and underpinning measures is reported to Corporate Board twice a year. We additionally report on our objectives set out in our health, safety and well-being plan twice yearly.

Member development

Since moving to Cabinet, we have worked with a range of organisations to deliver refreshed training for our elected members. Through the LGA, we have delivered a number of training days to Cabinet and the Executive Directors, to ensure a smooth transition and a clear understanding of everyone's roles and accountabilities in the new governance system.

In partnership with the Centre for Public Scrutiny we have put in place targeted training for Scrutiny Members and Select Committee Chairs to address best practice in scrutiny and specifically questioning skills and work planning.

Specific training requirements for individual Members, including those arising from the new structures, have been captured through the Personal Development Planning process and a training plan developed in which all Members can participate.

For a number of years, all our Members have also been provided with tablets to enable them to be more connected with their constituents and to make significant savings in printing costs.

All our County Councillors have been allocated a budget of £6,000 per annum to fund minor highways work in their Divisions. This enables Members to be responsive to the needs of their communities and fulfil their community leadership role, offering funding opportunities for works that would not have otherwise been possible. It also enables them to be involved in the prioritisation of local works.

Investing in Transformation

To deliver our transformation programme, Norfolk Futures, we have invested heavily in expert project and programme management supporting our 4 strategic priorities. Each priority has a well-

established programme board reporting into the Norfolk Futures Steering Group, overseen by the Leader and consisting of the Executive Directors. Progress against agreed targets and trajectories is monitored bi-monthly and a forensic approach to data and performance is taken. More recently, the Council has invested in a Programme Director, to lead our strategic business transformation programme, "Smarter Working" targeted on the delivery of £10m of savings, from non-front-line business processes, systems and activities, over the next 18 months.

Being commercial

Norfolk County Council owns a number of companies, which provide services across the local community and nationally, and create additional income streams.

Norse Group is the largest Local Authority Trading Company in the UK with a forecaster turnover of £325m in 2019/20. It is one of the fastest growing service providers including facilities management, property services and specialist care facilities all of which have been rated as "good" by the Quality Care Commission.

Hethel Innovation was set up to support local businesses to grow and innovate in order to become sustainable in increasingly competitive markets. Across two sites, Hethel have facilitated over 200 start-ups, supported over 500 business to grow and contributed to the creation of over 1500 jobs.

Repton is the Council's property company responsible for developing much needed housing on surplus council land. Repton has recently appointed Lovell property developers to build over 400 new homes in Acle, Hopton and Attleborough, including affordable homes in line with the agreed policy.



Digital transformation

Norfolk County Council has invested in developing a digital transformation strategy and roadmap, **Digital Norfolk**, to enable us to enhance our ways of working and deliver change across the Council and the county. Our transformation incorporates the following high level areas:

Digital Citizen, will ensure that Norfolk residents, businesses and visitors have access to world class digital connectivity and online transactions, as well as the awareness and skills to exploit them. We have secured £26.5m external funding for Superfast Broadband in Norfolk plus £16m more coming from Openreach due to the high level of take-up. Our latest targets are to deliver 95% broadband coverage across the county by April 2020 and 97% by October 2021. Norfolk were also successful in securing £8m of funding from DCMS to roll our Ultrafast “Full Fibre” connectivity to around 370 public sector sites. A further £500,000 was secured to roll out long range connectivity (LoRaWAN) across the whole of Norfolk and Suffolk (a first nationally).

Digital Employee is giving our staff access to high quality equipment, systems, and self-service transactions and helping them develop the skills to use them. We have already achieved significantly reduced costs while improving staff satisfaction levels and security, as well as savings on infrastructure through the implementation of “Bring Your Own Device”, enabling staff to use their own smartphones at work.

A programme to invest £13m to transform the County Council’s current Human Resources and Finance systems was agreed by Cabinet in June 2019. By replacing the systems, it is estimated that net 10-year savings and efficiency gains of £20m could be realised, with further potential savings and efficiencies being enabled as part of wider business transformation programmes. The new system’s

advanced analytics platform will allow for predicting trends and providing real-time analysis to answer targeted questions to make quicker business decisions and providing insights into improving business operations.

Under **Better use of Data**, we have already built an award winning data warehouse and are developing data exploitation capacity across the organisation to help us make more timely, better informed decisions. Highlights include a countywide counter fraud system and bed tracking application used across health & care organisations.

External Funding Strategy

To support the delivery of our strategic and transformation priorities, a combined 'Transformation Team' from Growth & Development and Strategy & Governance has jointly developed an external funding strategy and process to enable the identification of projects for external funding.

The County Council already has a strong track record of bidding for, securing and managing funds from a range of funding programmes, including those targeting infrastructure and growth. Since 2015, the County Council has secured:

- **£48.01m of Growth Deal** funding, via New Anglia LEP, for key transport and infrastructure improvements, such as the Third River Crossing at Great Yarmouth, the Norwich Northern Distributor Road and Better Broadband for Norfolk.
- **£86.74m from other funding streams**, including RDPE, EAFRD, ERDF, ESF and various DfT funds, such as Transforming Cities.

The Council has also successfully bid to become the managing authority for the €315m France (Channel) England INTERREG programme, securing **€6.8m** of ERDF into Norfolk to date and the Programme's CobBauge project - which involves Norfolk partners -

being selected as a finalist for an award that recognises Europe's most innovative regional projects.

Our future ambitions focus on securing local contributions from the successor to Growth Deal for strategic infrastructure programmes in our County Plan, improving east-west connections to boost growth and productivity, exploring the use of special purpose vehicles and innovative funding models with our district partners to tackle barriers to growth on key housing and employment sites and using social impact bonds (on which we're a leading authority) to deliver service transformation, including in our local supply chains.

Low Carbon Innovation Fund

In June 2019, Cabinet agreed to proceed with the development of a regional Low Carbon Innovation Fund over a 12-year period from 2019-2030. The Fund will be worth c. £30m, investing £10.9m in equity and convertible loans to support around 48 growing technology companies across three LEP areas (New Anglia, Hertfordshire and the Cambridgeshire and Peterborough Combined Authority) and leveraging in an estimated £22m private investment. The Fund will be going live this Autumn following completion of all the legal requirements. A number of launch events are scheduled for October and November 2019 in London and Norwich.

Preparing to leave the European Union

All Norfolk Local Authorities are fully engaged at all levels with multi-agency partners within the Norfolk Resilience Forum. To ensure we consider impacts across all our services, Norfolk County Council have set up a Silver Group to coordinate our own arrangements, which includes Resilience representatives and selected other subject matter specialists. Our exit strategy and "no deal" preparation plans have been formally published.



Propositions

Inclusive growth

Context and overview

Our focus on Inclusive Growth brings together our wish to strengthen and grow our economy within our local context of known areas of deprivation and poor social mobility.

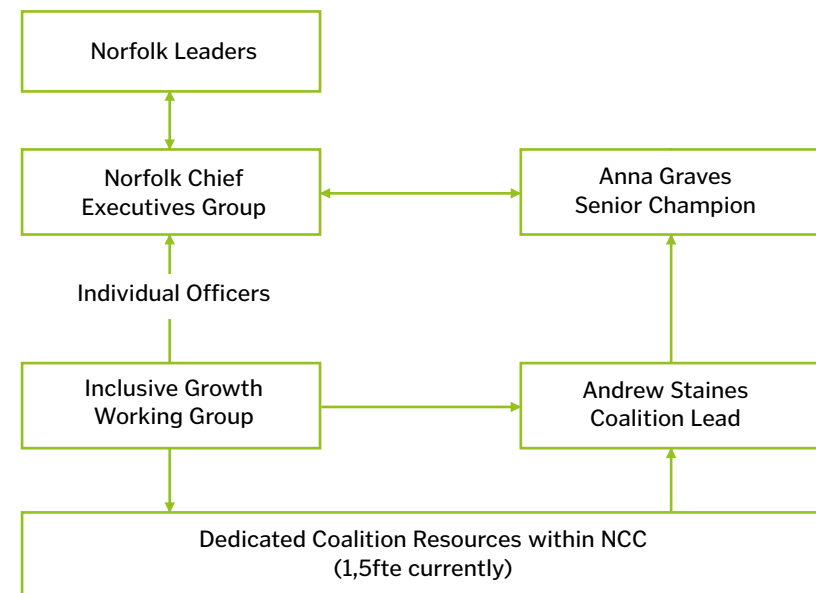
Our prioritisation of social mobility was informed by a deep analysis of findings from a report by the Social Mobility Commission “The State of the Nation 2017: Social Mobility in Great Britain”, which we took to the Norfolk Chief Executives Group for wider discussion. Our analysis showed that many people living in Norfolk are amongst the least socially mobile in the country.

The districts of Breckland, Great Yarmouth, King’s Lynn and West Norfolk, North Norfolk and Norwich are amongst the worst 10% nationally and only two (Broadland and South Norfolk) are in the best 25% in any category (Youth outcomes and Schools respectively).

Whilst not able to resolve all of the issues which influence social mobility, there is much we can do through working together on areas where we can influence the local system. Our approach is to make improvements to social mobility through an inclusive approach to economic growth.

We were also keen to ensure that our approaches to inclusive growth contribute to the delivery of the New Anglia Local Enterprise Partnership Norfolk and Suffolk Economic Strategy and the development of the Local Industrial Strategy.

In January 2019 the Norfolk Leaders' Group made up of all Norfolk's Councils agreed to a joint effort on inclusive growth, and the increased social mobility that arises from it. The purpose of the coalition is to work together to create the drive, ambition and momentum to achieve inclusive growth in Norfolk. Work is based upon the best possible evidence of need and will provide support, engagement and gearing of assets and resources to accelerate the impact of the required outcomes. This will result in a more joined up agenda across councils, communities, employers and professions with a shared vision to improve social mobility. The governance of the coalition is as follows:





Common themes and priorities emerging from initial discussions include apprenticeships, career pathways, widening participation in higher education, affordable housing, educational attainment, adult skills, social value procurement and connectivity. There is a desire and commitment for a more co-ordinated approach to accelerate the impact of localised initiatives. The working group is focusing on joining up work that is already being done, sharing best practice and pinning down what research and policy evidence should be pursued further - with a view to investing in key areas in the short, medium and long term.

To enable a common language and approach, the group has agreed definitions and is currently developing an inclusive growth framework, a suite of key performance indicators and a logic model approach to identify a potential programme of work and where we can influence wider systems.

Our plan, **Together, for Norfolk** echoes to the coalition's ambitions through 3 key strands for investing in Norfolk's future growth and prosperity:

1. Focusing on inclusive growth and improved social mobility through addressing the wider determinants of health and reducing gaps in life expectancy, promoting and assisting inclusive economic and business growth in rural Norfolk, creating social value and social value for procurement)
2. Encouraging housing, infrastructure, jobs and business growth across the County (delivering critical planned infrastructure investment across our County, supporting the growth of key business sectors, protect and enhance the quality of places)
3. Developing our workforce to meet the needs of sectors powering our local economy (creating apprenticeships across the county, supporting providers, colleges, and businesses to access funding to pilot new training qualifications and initiatives in key sectors, identifying, bidding and accessing funding for rural business and employment)

The current work programme of the coalition working group is as follows

Workstreams	Timeline									
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Collate and assess evidence	Desktop research Collate info frm Districts	Kick off Workshop	Further research and analysis as identified in workshop	Working group meet to assess progress and agree next steps	Collate evidence, data and case studies to underpin chosen priority areas Identify potential quick wins, medium and long-term outcome areas Baseline agreed suite of measures as required Provide assessment of current evidence, gaps and good practice to inform development of priorities Engage with with players to help progress work		Working GP meet to assess progress and agree next steps		Working group meet to assess progress and agree next steps	
Develop definitions and measures	Identitfy PI's in use		Create working draft of definitions of inclusive growth and social mobility. Identify success measures				Agree KPI's and take to coalition			
Definen and agree priorities			Agree priority areas for further work				Take proposals to coalition			
Stakeholder engagment			Identify key players, funders & fora to help us progress our priorities				Take engagement strategy to coalition			
Governance & Programme of work	Set up workshop	Working Principles	Identify governance options	Take governance options to coalition			Take outline prog of work and resourcing proposals to coalition	Commisson additional research as required.		
Key Outputs		WORKING PRINCIPLES AGREED		GOVERNANCE OPTION VISIT WMCA	EVIDENCE REVEIW, AGREED MEASURES, DRAFT S, M, L WINS		STOCKTAKE. KPI's, NEXT STEPS	EXTERNAL RESEARCH		

We would ask the peer review team the following questions;

1. From your experiences how best should we improve inclusive growth in the County?
2. How do we best work as a system leader to create improved social mobility for our residents?

Demand management

Context and overview

As in most local authorities, both Adults and Children's Services in Norfolk are experiencing high and growing demand for services.

In Adults this is driven primarily by the ageing population and levels of relative deprivation which impact on the proportion of people who need state funded care.

In Children's Services the national trends of growing numbers of children with special educational needs and high pressure on safeguarding services are mirrored locally. Many of the factors known to impact on demand such as relative deprivation, the size of the 0-25 population and levels of household income are present in Norfolk and create a context of stretched resources.

To respond to this strategic challenge both Adults and Children's Services are working to reshape their respective systems of services and partnership – essentially driving **prevention at scale** as well as a **re-shaping the local markets** of care provision. Both Services have also identified the need to **put practice at the very centre** of transformation and demand management – with a core focus on the right staff teams, working in the right way as the basis on which the rest of the system is built.

The Adults strategy Promoting Independence is shaped by the Care Act with its call to action across public services to prevent, reduce and delay the demand for social care. The strategy aims to support people earlier before their ability to manage deteriorates, avoiding a retreat to statutory minimums in the face of increasing demand and financial pressure.

Promoting Independence has these three main elements:

Prevention and early help – connecting people in their communities; health and wellbeing information and advice

- **Staying independent for longer** – care and support through reablement and enablement
- **Living with complex needs** – no decisions about formal long-term services in a crisis; new ways for people with dementia to remain in their homes

It is underpinned by a new model of strengths based social work, drawing on the “3 conversations” model, which has been developed through co-production to provide a person centred approach. The conversations are to:

Conversation 1: Listen hard and connect

Understand what really matters to the person. Connect them with resources and support that allows them to get on with their chosen life independently.

Conversation 2: Work intensively with people in crisis

What needs to change urgently to help someone regain control of their life? “Stick to them like glue” and make the most important things happen. Put in a ‘time to think’ plan.

Conversation 3: Build a good life

What does a good life look like? What assets, strengths, resources (including people with personal budgets) does someone have to support their chosen life? How do these need to be organised?

The programme has been running since 2016 and in many areas has already established a successful track record with the overall number of people in receipt of services reducing – albeit that the scale of the demand challenge means we will need to go further and faster in the coming years.

A report from the recent Adults peer review will be available prior to the LGA visit and will provide further context for this.

The work in Children’s Services is at an earlier stage but progressing quickly and is already demonstrating a track record of impact. A business case for a major investment was agreed with members including an allocation of £12-15million of up-front investment (over 5 years). Since then we have completed an analysis, engagement and planning phase which has developed a clear vision and strategy and we are now implementing that strategy in phases from now until 2022/23.





Whole family

We think about family, in the widest sense in all the work we do



Whole system

We work in partnership to get the right support for children, young people and families regardless of organisational boundaries



Norfolk's Vital Signs for Children Signs of Safety, Well-being & Success

These are the **Vital Signs** we want to ensure children's happiness and health.

We believe it is vital that children:

- Are resilient and able to learn
- Build positive, long-lasting relationships
- Receive family-based care



Relationship Based

We work to build consistent and trusted relationships with children, young people and families



Strengths Oriented

We identify the strengths of children, young people and families and build on them to create positive change



Outcome Focused

We do whatever it takes to achieve the best outcome for children, young people and families



Norfolk
County Council

Our Vital Signs for Children are

- Signs of Safety,
- Signs of Well-being
- Signs of Success

To achieve this we must have:

A whole system and whole family practice approach that is:

- Relationship based
- Strengths oriented
- Outcome focused

Success will mean that children:

- Are prepared and able to learn
- Build positive and long-lasting relationships
- Receive family-based care

Implementation of this vision is being driven-forward under a number of strategic themes;

- Inclusion – we are working with children, their families and our partners in schools to further enable more children with additional needs to be educated locally and, wherever possible and appropriate, within their mainstream school
- Prevention and Early Intervention – we are investing capacity ‘upstream’ in a range of areas to support families before their needs escalate to the point of crisis
- Effective practice – we are proposing a number of improvements to the core practice model, reducing hand-offs, focussing on family resilience and freeing up capacity within teams; enabling staff to spend more time directly with families to help them to work through their challenges and effect change

- Edge of care support and alternatives to care – Where needs have escalated to a point where consideration is being given to taking children into care, we will look to deploy a range of new approaches as alternatives and will only take children into the care system once other options have been exhausted

- Managing the Care Market – creating the capacity we need, designing creative flexible care packages and establishing needs and outcomes focussed commissioning

During 2018 and this year we have already delivered a number of substantial transformation and change projects which are already impacting positively on both outcomes for children and financial efficiency.

Key examples include;

- We have successfully implemented the new Children’s Advice and Duty Service at the Front Door to Children’s Services and can see the impact in reduced contacts, referrals and assessments and our social work teams now report that they are doing ‘the right work’ and have more time to spend directly with families, building relationships and effecting positive change
- Through the successful bid for a Social Impact Bond , we have received funding to commission a new Family Therapeutic Service (Functional Family Therapy Child Welfare) that has the expertise to support the work of frontline teams; this launched in January 2019 offering intensive support for families with complex needs and helping reduce the number of children needing to come into care

- We have introduced a new Norfolk Family Networks approach -with a new team working alongside our Family Focus and Social Work teams to ensure we engage families in our casework right from the outset and broker family-based solutions wherever this can provide a positive care arrangement for children and young people.
- We are changing the care market, notably through the Family Values Project which is vastly expanding the in-house fostering offer, a £5m investment which has created new semi-independent provision for young people moving towards adulthood, a new dedicated model for unaccompanied asylum-seeking young people and also an enhanced fostering model for children in care with complex needs as an alternative to residential provision
- We have secured an investment of over £100m pounds to improve our educational provision for children and young people with Special Educational Needs (SEN), this will help some of our most vulnerable children get the right provision that will give them the best preparation for adult life.
- We have completely redesigned our support model for families with young children – moving away from a traditional building-based Children’s Centre model to a targeted outreach offer to the families most in need of extra help – complemented by a strong community offer and realignment of the 0-5 system
- A new core operating model for our Social Work and Family Support Services – the business case for which has just been signed off for a step change investment in capacity in order to achieve a step change impact for children and families. The new model will give social workers and family practitioners the ability to call in specialists such as new domestic abuse and mental health professionals or additional intensive support teams to work with families and so succeed in the most challenging cases and further reduce the number of children who need to be accommodated in care
- We are embarking on a major system engagement and redesign to strengthen the capacity of schools to support children with more complex educational needs. Will invest in preventative and inclusion support services, will redesign financial mechanisms to support investment in mainstream inclusion and will deliver a culture change programme across all schools and settings in Norfolk.
- We have agreed with our health partners to establish an alliance model for Children’s mental health and emotional wellbeing provision. The alliance will bring together local authority, NHS provider and voluntary and community provision into a coherent model which prioritises early identification and intervention, looks to support people in the community and works with clinical and social needs together in the interests of children
- We are delighted to have been announced as one of the national early years transformation academy areas and through this will work to further strengthen the system of support for families with young children

Following these initial schemes we are now moving into detailed design and implementation of the major set-piece redesigns of our service models. Over the next 12 months we will be delivering more fundamental re-design and transformation across all the major areas of the Children’s agenda, specifically

Current Demand Trends & Impact of Demand Management Strategy

Adults

Through expansion of prevention work, investment in reablement, and a strong focus on strengths-based social work, there are early indications of a 'shift left' evidenced by changes to the patterns of demand;

- In Older People services we have seen an increase in people being supported in long term care setting from 5,864 in October 2017 to 6,542 in July 2019 (11.6%). However, the level of growth has slowed during the latter half of this period. During the 12 months immediately post October 2017 we experienced a 10% increase in volume, whereas we have seen growth of just 1.2% over the past 9 months.

Presently we have not seen a significant change in the proportion of people living at home rather than in residential care, but we have been experiencing a shift towards our more complex residential (enhanced) type of care. This would indicate that either the populations level of need is increasing or that we are possibly maintaining a level of support within the community for a longer proportion of time – i.e. people are requiring residential care later in their care journey.

One challenge in supporting people in their community is simply suitable accommodation. We still see a large proportion of people admitted to residential care who previously had no, or low levels of social care. We want to avoid this escalation. One step in accommodating this change is look at models of homes that can provide varying levels of support but still offer a level of independence. We have developed a business case to create 2,800 units (50+ schemes) of Extra Care Housing by working with partners and investing £29m of our capital monies over the next 10 years.

Statistically, our 2017/18 benchmarking indicates our volumes of long term care per 100,000 of our population are approximately at the 40th Percentile of the 152 other local authorities in England.

- In Learning Disability Services we have seen an increase in people being supported in long term care setting from 2,649 in October 2017 to 2,733 in July 2019 (3.2%). However, like in Older People, the level of growth has slowed during the latter half of this period. During the 12 months immediately post October 2017 we experienced a 2.3% increase in volume, whereas we have seen growth of just 0.8% over the past 9 months.

However, we have successfully impacted on the proportions in residential care which have only grown by 2.2% whilst also having to support people with extremely complex needs, discharged from hospital as part of the Transforming Care Programme.

To allow us to promote and develop individuals' skills and independence we have been developing an enablement approach to accommodation. In the last 6 months we have opened our first enablement scheme, on our Council County Hall site, that seeks to allow people to live in a supported care setting while they develop the life skills to move into universal housing. We again are taking a business case approach to consider the demand for, and benefits of such a type of scheme before expanding the offer on a countywide basis.

Statistically, our 2017/18 benchmarking indicates our volumes of long term care per 100,000 of our population are approximately at the 70th Percentile of the 152 other local authorities in England.

- For our Reablement component of our prevention strategy we have been successful in rapidly expanding our referral rate by 76% from 2014/15 to over 8,000 in 2018/19 for our home based service. This is largely due to our integrated approach with local Clinical Commissioning Groups (CCGs), whereby we have jointly contributed to funding and shaping this expansion. During this period of expansion, outcomes have remained strong. One national key performance indicator is the percentage of people still at home 91 days after completing reablement. During the period of expansion Norfolk First Support have not only maintained performance, but significantly improved: in 2010-11 79.4% of people in Norfolk were still at home after completing reablement; and this has increased to 91% in 2018-19. The English average was 82.5%.

In the past 18 months we have created sister services called accommodation based reablement. These services facilitate a planned, and long term approach, to hospital discharge for those people medically fit to leave an acute setting but not sufficiently ready to return home independently. Presently we have been piloting different approaches to delivering this care, ranging from commissioned through residential providers, being supplied in a housing with care setting and a dedicated unit staffed by our in-house reablement provider. For both In-House and Accommodation based reablement we have been taking a business case approach to consider the investment.

Another prominent component of our prevention strategy is the usage of Technology and Equipment. Over the last 12 months we have successfully doubled the capacity within our Assistive Technology team to ensure we support people through this one-off investment in equipment to minimise the immediate longer term demands for care.

- Due to past levels of demand we had previously accumulated a waiting list for assessment. As we began to prepare for the roll-out of our new social work model “Living Well” we knew one of key principles of “no waiting lists” would not be deliverable with our history. We have invested over £1m in providing a dedicated team to allow us the capacity to focus on supporting the people on these lists and from November 2017 have seen a 63% reduction in the volume. We continue to have a focus on operational capacity and productivity to embed a longer term solution to the levels of demand, alongside our “3-conversation” social care ethos. This not only means taking a supportive performance management approach but improving our way of working by investing in and utilising technology to enable our staff to optimise their contact time with vulnerable adults.

Children's

Children's Services in Norfolk continue to operate in a challenging context. As is the case for almost all local authorities, we are experiencing high and increasing levels of need across numerous areas of service and in particular in relation to children with special educational needs and children at risk of harm. We are responding to new issues within society and the range responsibilities for the department is widening to tackle issues such child sexual and criminal exploitation and the threat of radicalisation.

Although this is a challenging context, Norfolk County Council and its Children's Services are responding in a bold, positive and ambitious way and we already have evidence that our strategy is working and the patterns of demand of demand are turning. However we do know that we are only 18 months into a 5 year programme and so we still have a long way to go before demand is managed in the optimal way and the impact in some areas of demand is still to come as the programme progresses.

Key trends are:

- Front Door & Social Work – the position over recent years has been for high numbers of contacts and referrals – translating into high numbers of social work assessments and significant failure demand in the form of assessments which lead to no further action (over 60%). A new conversation-based model went live in October aimed at turning this pattern of demand around by creating a new team of senior social workers, who would manage a dedicated consultation line, providing advice and support to other professionals and asking key questions about the risks and strengths within families. Following the successful implementation the number of referrals and assessments into social work teams has reduced by 37% and 29% respectively ensuring our teams only work with the right families and enabling staff to have more

time to work directly with those children and families where help and intervention is needed.

- Looked After Children – Norfolk has historically had a higher rate of children in care (circa 68-70 per 10,000) than its statistical neighbours and the number of children in care had been increasing in line with national trends. However our work to transform our core operating model, increase grip on decision-making and launch new services to work with children and their families who are at high risk of coming into care has now begun to reverse this trend. Between January and September 2019 the number of children in care has reduced by 6% from a peak of 1227 to 1152. This LAC rate is still above comparators and our aspiration is to sustain this downwards trend – in particular as we fully implement our new operating model across Social Work and Family Support Services
- Placement Sufficiency – the high rate of children in care that has existed for a long time has inevitably translated into significant placement sufficiency challenges for the authority. In particular there has been a high reliance on independent fostering agencies and external (often out of county) residential care at extremely high cost. In response we are rapidly implementing new schemes to create the capacity we require and new ways to meet needs. We are already realising the benefit from our Family Values Project to re-energise the in-house Fostering Service and have significantly increased the availability of in-house carers and reduced the number of IFA placements by 65 in a year. We have plans in place to provide alternatives to residential provision including implementation of the No Wrong Door model but these are at the implementation phase and have not yet gone live – therefore at this point in time we still have around a 120 children in forms of residential care and this represents a very high level of spend on a comparatively small cohort.

- SEND – Norfolk has higher than average levels of demand at all tiers of special education need and in the last 18 months we have seen quite a rapid increase in the number of children with an EHC plan and requiring special school or other alternative provision. These trends have resulted in an inability to complete education health and care plans within expected timescales and a growing reliance on high cost out of county specialist education placements. A further linked area of demand is for specialist education transport which represents a high and growing cost across a large geographical area such as Norfolk. In response we are making a £120m capital investment in new SEN provision with new special schools and new specialist resource bases being created across Norfolk which will ,by 2022/23, give us the capacity we need where we need to it, in order to remove the reliance on independent sector provision and avoid children having to be transported very long distances to their place of education. Our strategy also recognises that this sufficiency investment must be accompanied by a corresponding transformation of the education system to support greater inclusion. If we do not reduce the demand for specialist assessments and specialist provision then even the expanded capacity will quickly be filled and the position will become unsustainable. We are therefore embarking on a major system engagement a redesign which will include work to strengthen the capacity of schools to meet more complex needs, will invest in preventative and inclusion support services, will redesign financial mechanisms to support investment in mainstream inclusion and a culture change programme across all schools and settings in Norfolk. As this strategy is implemented we are confident that the picture of high demand can be impacted and anticipate seeing these trends start to change this from early 2020 onwards.

We would ask the peer review team the following questions;

1. Do we know ourselves?

- Do we have the evidence base for our strategy?
- Do we understand the nature and size of the demand?

2. Is the Strategy and scale of ambition right?

- Is the focus on culture and practice right – and are we progressing it in the right way?

3. Do we have the capacity that we need – Corporately and in the Depts?

- Are there any major risks that we need to pay attention to?

4. Do we have the Buy-in and support we need?

- From members?
- From our staff teams?
- From partners and wider stakeholders?

5. Are we engaging partners in the system in the right way to address demand?

6. In the next phase we want to bring the Children's and Adults programmes more closely together and look across the whole organisation

- Where are likely to be the most fruitful joint opportunities?
- Where might children's and adults teams learn from one another's approaches and strategies?
- How might we link better with the capacity in Public Health or apply a public health approach to our demand management strategies?



Norfolk County Council

Report to Scrutiny Committee

Report title:	Forward Work Plan
Date of meeting:	17 December 2019
Responsible Cabinet Member:	N/A
Responsible Director:	Executive Director of Strategy and Governance
Is this a key decision?	N/A
Actions required The Scrutiny Committee is asked to consider and agree the draft forward work plan and any future items for scrutiny.	

1. Background and Purpose

- 1.1. At the last Scrutiny Committee meeting on 19 November 2019 Members considered a forward plan of scrutiny work. The proposed issues for future scrutiny have subsequently been considered by the Chair and Vice Chair of the Committee and are outlined at Appendix A.

2. Proposals

- 2.1. It is suggested that the Committee considers the draft forward work plan and agrees any future possible items for scrutiny. When considering items for scrutiny the Committee could consider:

- What the benefits are that scrutiny could bring to this issue?
- How the committee can best carry out work on this subject?
- What the best outcomes of this work would be?
- How this work could engage with the activity of the Cabinet and other decision makers, including partners?

Scrutiny should ideally also:

- Have a clear process and methodology
- Be aligned to Council priorities
- Reflect the priorities of the community
- Be Member led

- 2.2. The Committee may also wish to consider the Cabinet Forward Plan of key decisions and work plan in order that it can schedule any pre-scrutiny it wishes to undertake in advance of a Cabinet decision. A copy of the Cabinet Forward Plan is attached [here](#).
- 2.3. The current Select Committee forward work programmes are available at the following links to ensure any suggested areas for scrutiny are considered by the most appropriate body and to avoid duplication of topics.

- [Corporate Select Committee](#)
- [Infrastructure and Development Select Committee](#)
- [People and Communities Select Committee](#)

- 2.4. The Committee received a report at the last meeting which provided an overview of key education performance information. It was agreed that a Member workshop would be arranged that could be used as a business development session for Councillors to understand, define and explore when in the year key performance information should be presented to the Committee. This session has been arranged for Friday 10th January 2020.

3. Resource Implications

3.1. **Staff:**

Support for the Council's scrutiny function is provided by the Head of Democratic Services and the Democratic Support and Scrutiny Manager as part of their wider roles. There is no dedicated additional support for task and finish groups.

3.2. **Property:**

None

3.3. **IT:**

None

4. Other Implications

4.1. **Legal Implications:**

In considering their forward work plan the Scrutiny Committee should have regard to the Government's Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities. A copy can be found [here](#).

4.2. **Human Rights implications**

None

4.3. **Equality Impact Assessment (EqIA) (this must be included)**

None

4.4. **Health and Safety implications (where appropriate)**

None

4.5. **Sustainability implications (where appropriate)**

None

4.6. **Any other implications**

None

5. Risk Implications/Assessment

5.1. None

6. Select Committee comments

- 6.1. The Scrutiny Committee should take into consideration any comments raised by the Select Committees regarding their own forward work plans to avoid duplication.

7. Recommendation

7.1. The Scrutiny Committee is asked to:

- consider and agree the draft forward work plan and any future possible items for scrutiny.

8. Background Papers

- 8.1. [Ministry of Housing, Communities and Local Government- Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities](#)

[Norfolk County Council's Constitutions – Appendix 10: Overview and Scrutiny Procedure Rules](#)

Officer Contact

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Appendix A

Date of meeting	Scrutiny Topic	Areas for focus	Cabinet member	Executive Director	Also attending
17 Dec	Peer Review	To review the outcomes of the Peer Review	Andrew Proctor	Fiona McDiarmid	
	New Anglia Local Enterprise Partnership and Norfolk and Suffolk Local Industrial Strategy		Andrew Proctor Graham Plant	Tom McCabe	Chris Starkie – Chief Executive New Anglia LEP Doug Field – Chair of the New Anglia LEP
	Norwich Opportunity Area (NOA)		John Fisher	Sara Tough	Seb Gasse - Head of Education Participation, Infrastructure and Partnership Service Jackie Bircham – Programme Director NOA
28 Jan	Norfolk County Council Revenue and Capital Budget 2020-21 and Medium-Term Financial Strategy	To consider the recommendations from Cabinet prior to consideration at Full Council on the 2020-21 Revenue and Capital Budget to County Council, the 2020-21 council tax precept, level of reserves and provisions, and the Chief Finance Officer's advice on the robustness of budget estimates.	Andrew Jamieson	Simon George	
	Norfolk Fire and Rescue Integrated Risk Management Plan 2020-2023	To consider the outcomes of the Public Consultation and Cabinet recommendations on the final IRMP before consideration by full Council	Margaret Dewsbury	Tom McCabe	
20 Feb*					

17 Mar	Changes to the Child and Family Support Service Regional Schools Commissioner	Six-month review of changes To understand the role of the Regional Schools Commissioner and how this links with that of our Children's Services department regarding exclusions from schools and SEND provision. The RSC, Sue Baldwin, will be attending this meeting.	John Fisher	Sara Tough	
21 April**					

* Revised meeting date from Tuesday 18th February to Thursday 20th February 2020

** Revised meeting date from Tuesday 20th April to Wednesday 21st April 2020