

# Norfolk County Council

Date: **Monday 23 July 2018**

Time: **10.00 a.m**

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

## Supplementary Agenda

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

- Policy & Resources – 4 June & 16 July 2018. (Page A3)
- Children's Services – 10 July 2018 (Page A16)

### **7 Reports from Committees**

- Policy & Resources – 4 June & 16 July 2018 (Page A35)
- Children's Services – 22 May & 10 July 2018 (Page A46)
- Digital Innovation & Efficiency – 11 May & 11 July 2018 (Page A51)

### **9 Appointments to Committees, Sub-Committees and Joint Committees (Standard item). (Page A58)**

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## **Recommendations of the Policy and Resources Committee meetings held on 4 June 2018 and 16 July 2018**

### **Items from the meeting of 4 June 2018**

- 1 Annual Treasury Management Report 2017/18**
  - 1.1 A report by the Executive Director of Finance and Commercial Services that was presented to the Committee is enclosed as Appendix A.
  - 1.2 **The Committee RESOLVED to RECOMMEND:**  
  
**That County Council approve the Annual Treasury Management Report 2017-18.**
- 2 NORSE Consents**
  - 2.1 An extract from a report by the Executive Director of Finance and Commercial Services that was presented to the Committee is enclosed as Appendix B.
  - 2.2 The Committee **RESOLVED to RECOMMEND:**  
  
**The appointment of Directors to companies in the Norse Group as detailed in Appendix B to this report.**

### **Items from the meeting of 16 July 2018**

- 3 Limited Company Consents**
  - 3.1 An extract from a report by the Executive Director of Finance and Commercial Services that was presented to the Committee is enclosed as Appendix C.
  - 3.2 The Committee **RESOLVED to RECOMMEND:**  
  
**The appointment of Directors to companies in the Norse Group as detailed in Appendix C to this report.**  
  
**The change in registered office for Norse Group companies as detailed below:**

In August the Group Solicitors team, which is responsible for the administration of the Norse Group company books will move to Fifers Lane. As the registered office of a company is where official communications are sent it would be appropriate to change the registered office of all the Norse Group companies to the Fifers Lane address (Addfills registered office is Fifers Lane) **280 Fifers Lane, Norwich, Norfolk, NR6 6EQ.**

#### **4 Officer Employment Procedure Rules**

##### **4.1 The Committee RESOLVED to RECOMMEND:**

- 1. That the position of Head of Communications is included in the list set out in Part A of the Appendix to Part 6 of the Constitution (Senior Officers which will be appointed by a Member Panel).**
- 2. That the Constitution Advisory Group (CAG) should consider if there are any other Senior Officer positions that need be added to the list of appointments which are made by a Member Panel**

**Andrew Proctor,  
Chairman, Policy and Resources Committee**

## Annual Treasury Management Report 2017-18

### 1 Introduction

- 1.1 The Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice for Treasury Management in the Public Services (the Code) requires local authorities to produce an annual report on Treasury Management activities. The County Council is required to comply with the Code through Regulations issued under the Local Government Act 2003.
- 1.2 Treasury management activities are defined as 'the management of the Council's cash flows, its banking, money market and capital market transactions; the effective management of the risks associated with those activities and the pursuit of optimum performance consistent with those risks'.
- 1.3 Treasury management in local authorities is extremely well regulated. Specific policy and operational guidance is contained in a variety of professional codes, statutes and government guidance.
- 1.4 The regulatory environment places responsibility on Members for the review and scrutiny of treasury management policy and activities. This report provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by Members.
- 1.5 During 2017-18 the minimum reporting requirements were that the County Council should receive the following reports:
  - an annual treasury strategy in advance of the year (County Council 20 February 2017)
  - a mid-year treasury update report (County Council 11 December 2017)
  - an annual report following the year-end describing activity (this report).

The Treasury Management Panel and the Policy and Resources Committee met in January and February 2017 to approve the strategy for 2017-18 and during the year to receive and discuss treasury management reports.

### 2 Non-Treasury investments and changes to the CIPFA Code`

- 2.1 Non-treasury investments are classed as capital expenditure and approved and monitored as part of the capital programme. In December 2017, CIPFA issued a revised Treasury Management Code of Practice and a revised Prudential Code. These revisions have particularly focussed on non-treasury investments including the purchase of property with a view to generating income. Although full implementation of the new Code is not expected until 2019-20, a list of non-treasury investments is appended to this report.
- 2.2 During 2017-18 treasury management did not encompass those non-treasury management investments where cash balances are invested for policy

purposes; an example being £6.250m loaned to the Norse Group in 2016-17 to enable the company to deliver the Norwich International Aviation Academy.

- 2.3 The new Code has also made some relatively minor amendments to the suggested Prudential Indicators, which will be reflected in the 2019-20 Treasury Management Strategy.

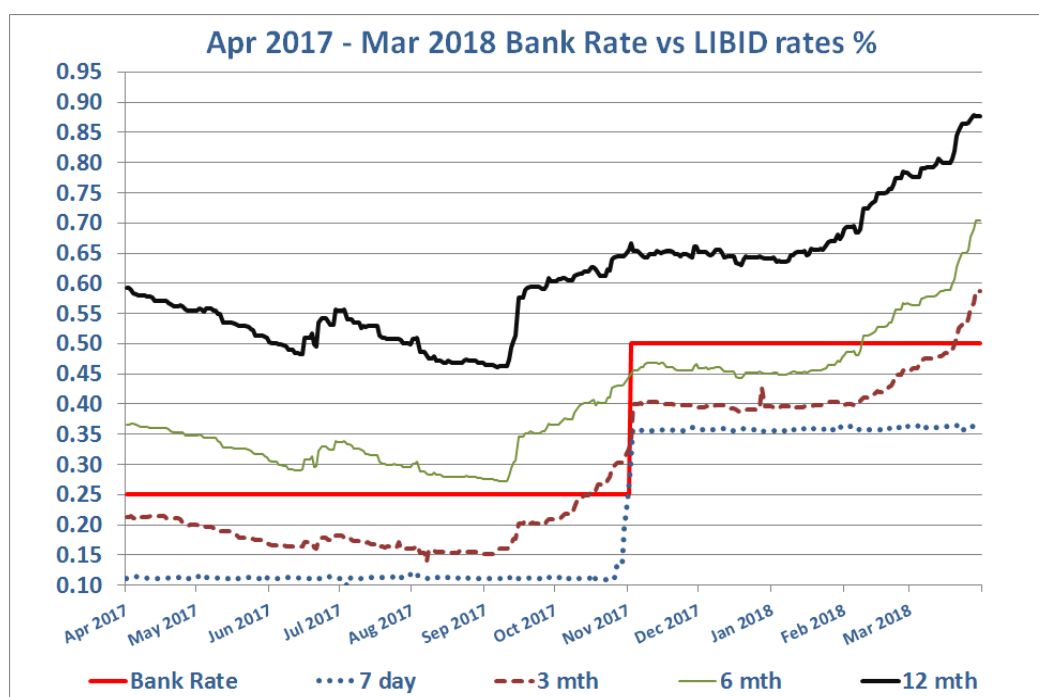
### **3 Link's Economic Review 2017-18 – “The Economy and Interest Rates”**

- 3.1 During 2017, there was a major shift in expectations in financial markets in terms of how soon Bank Rate would start on a rising trend. After the UK economy surprised on the upside with strong growth in the second half of 2016, growth in 2017 was disappointingly weak in the first half of the year which meant growth was the slowest for the first half of any year since 2012. The main reason for this was the sharp increase in inflation caused by the devaluation of sterling after the EU referendum, feeding increases into the cost of imports into the economy. This caused a reduction in consumer disposable income and spending power as inflation exceeded average wage increases. The services sector of the economy, accounting for around 75% of GDP, saw weak growth as consumers responded by cutting back on their expenditure. However, growth did pick up modestly in the second half of 2017. Market expectations during the autumn, rose significantly with the MPC heading in the direction of imminently raising Bank Rate.
- 3.2 The 2 November MPC quarterly Inflation Report meeting duly delivered by raising Bank Rate from 0.25% to 0.50%.
- 3.3 The 8 February MPC meeting minutes then revealed another sharp hardening in MPC warnings on a more imminent and faster pace of increases in Bank Rate than had previously been expected. Market expectations for increases in Bank Rate, therefore, shifted considerably during the second half of 2017-18 and resulted in investment rates from 3 – 12 months increasing sharply during the spring quarter.
- 3.4 PWLB borrowing rates increased correspondingly to the above developments with the shorter-term rates increasing more sharply than longer term rates. In addition, UK gilts have moved in a relatively narrow band this year, (within 25 bps for much of the year), compared to US treasuries. During the second half of the year, there was a noticeable trend in treasury yields being on a rising trend with the Fed raising rates by 0.25% in June, December and March, making six increases in all from the floor. The effect of these three increases was greater in shorter terms around 5 years, rather than longer term yields.
- 3.5 The major UK landmark event of the year was the inconclusive result of the general election on 8 June. However, this had relatively little impact on financial markets.

### **4 Treasury Operations in 2017-18**

## 4.1 Investment Interest Rates in 2017-18 – Link analysis

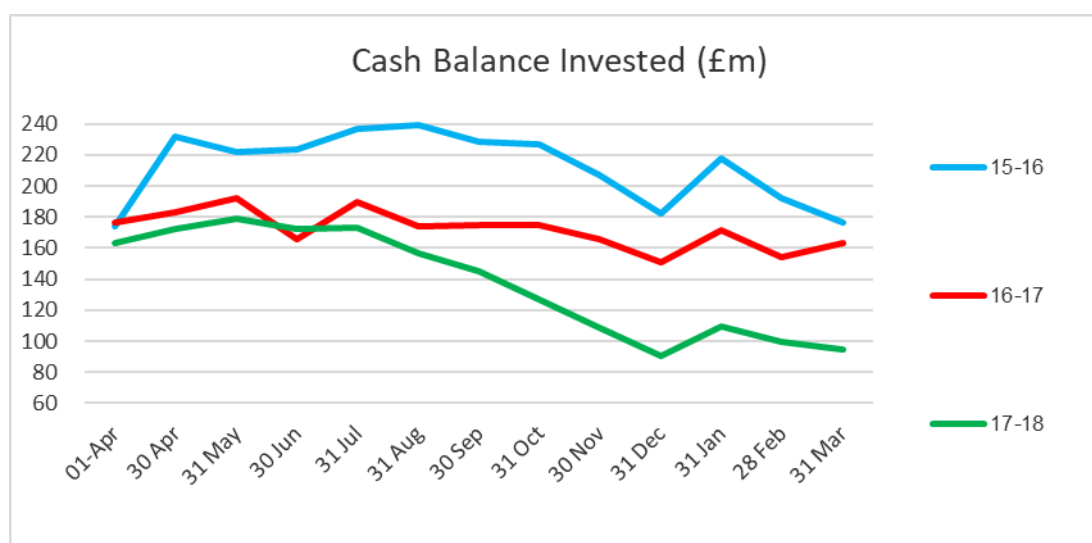
- 4.1.1 Investments rates for 3 months and longer have been on a rising trend during the second half of the year in the expectation of Bank Rate increasing from its floor of 0.25%, and reached a peak at the end of March. The Bank Rate was duly raised from 0.25% to 0.50% on 2 November 2017 and remained at that level for the rest of the year. However, further increases are expected over the next few years. Deposit rates continued into the start of 2017-18 at previous depressed levels due, in part, to a large tranche of cheap financing being made available under the Term Funding Scheme to the banking sector by the Bank of England; this facility ended on 28 February 2018.



## 4.2 Investment Activity

- 4.2.1 The Council's investment policy is governed by the Ministry of Housing, Communities and Local Government's Guidance, which was incorporated within the annual investment strategy approved by the County Council on 20 February 2017. Investment activity during the year was in accordance with the approved strategy.
- 4.2.2 The Council's cash balances comprise of revenue and capital resources, such as general balances, provisions and earmarked reserves and the timing differences between the receipt and payment of monies required to meet the cost of County Council services and its capital programme.
- 4.2.3 Income in 2017-18 amounted to £1,474m (£1,553m in 2016-17), while payments, including debt repayment, totalled £1,543m (£1,568m in 2016-17), resulting in an overall decrease in cash balances of £69m. Cash balances available for investment have therefore decreased from £164m at 1 April 2017

to £95m at 31 March 2018. The average level of cash balances in 2017-18 was £134m (£171m in 2016-17).



- 4.2.4 The spike in January 16 was due to early receipt of NNDR grant income and the smaller spikes in July 16 and Jan 17 represent the £40m NNDR PWLB borrowing. A proportion of this borrowing was carried forward at 31 March 17 to fund the remainder of the NNDR construction. The large increase in April 2015 related to the front loading of Business Rates Retention and Revenue Support Grant (half of the £246m annual total received in one month), whereas receipts in more recent years have been more evenly distributed. The reduction in the overall cash balance in 2017-18 has been due largely to expenditure on the NDR and good progress on the school's capital programme.
- 4.2.5 Of the 370 bank accounts administered by the County Council, only 3 are principal accounts (one for income collection, general expenditure and salary payments). The remaining bank accounts are service specific, for example schools locally managing their devolved budgets. The corporate treasury management function ensures the efficient management of cash balances across all 370 accounts by aggregating and investing surplus cash balances daily.
- 4.2.6 All cash balances are managed internally and invested in accordance with the Council's approved investment strategy. The Council works closely with its external Treasury Advisors to determine the credit rating criteria for 'high' credit rated institutions supplemented by other financial market information and intelligence.
- 4.2.7 Investment decisions are largely driven by the timing of projected cash in-flows and out-flows, the availability of high quality counterparties and the relative value of interest rates compared to the performance benchmark.
- 4.2.8 An investment profile as at 31 March 2018 is attached at Appendix A.



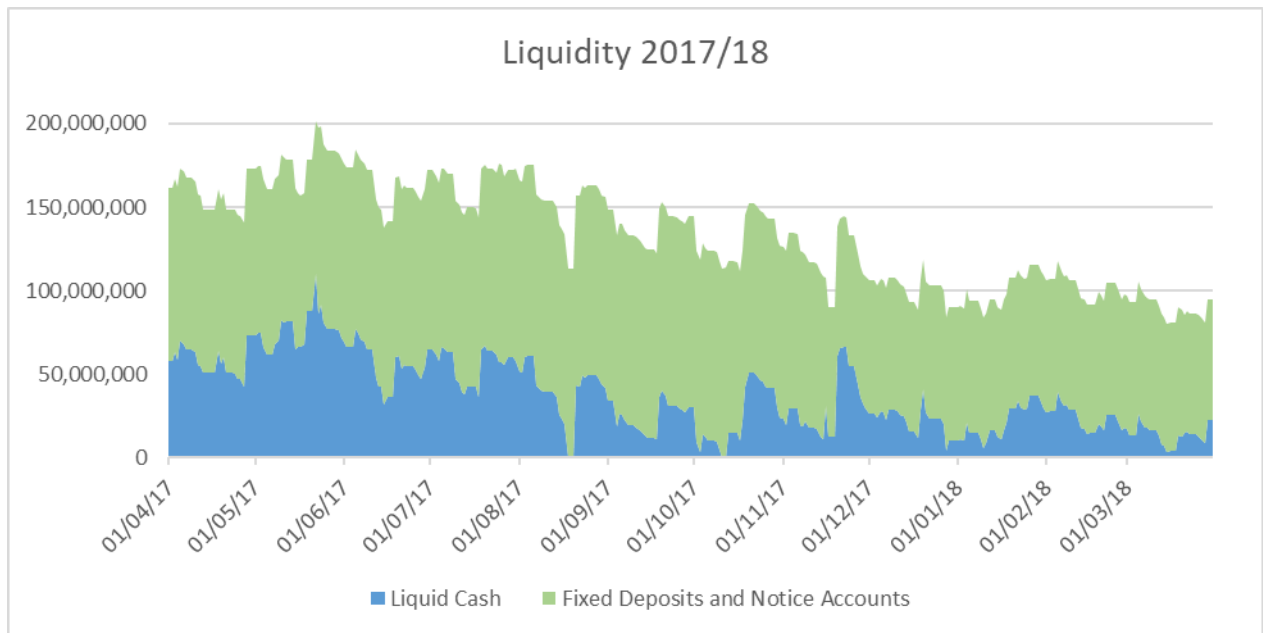
4.2.9 The average interest rate earned in 2017-18 was 0.98% (1.01% in 2016-17), compared with the average 7-day London Interbank Bid (LIBID) rate of 0.22%. The table below provides a month by month and a cumulative comparison against the 7-day LIBID benchmark. A comparison against other deposit benchmarks can be made using the chart at para. 4.1 above.

2017-18	Interest for Month (%)	LIBID for Month (%)	Interest Year to Date (%)	LIBID Year to Date (%)
Apr 17	0.95	0.11	0.95	0.11
May 17	0.87	0.11	0.90	0.11
Jun 17	0.93	0.11	0.91	0.11
Jul 17	0.94	0.11	0.92	0.11
Aug 17	0.97	0.11	0.93	0.11
Sep 17	1.05	0.11	0.95	0.11
Oct 17	1.02	0.12	0.96	0.11
Nov 17	1.01	0.36	0.96	0.14
Dec 17	1.04	0.36	0.97	0.17
Jan 18	1.04	0.36	0.97	0.19
Feb 18	1.02	0.36	0.98	0.20
Mar 18	1.09	0.36	0.98	0.22

4.2.10 Gross interest earned for the period 1 April 2017 to 31 March 2018 is £1.312m (£1.739m in 2016-17). Net interest earned, after adjusting for internal interest-bearing accounts, is £1.270m (£1.638m in 2016-17). Despite low base rates, the average rate of interest on deposits is relatively high due to increasing the proportion of fixed deposits and reducing the amount of liquid cash being held. While this increases the risk of short term borrowing being required from time to time, the increase in interest received more than covers any unplanned short-term borrowing costs.

4.2.11 A year on year comparison of investment activity is summarised below. Gross Interest Earned has decreased by £0.427m, due to reduced level of cash balances. The interest rate achieved in 2017-18 of 0.98% exceeds the average LIBID 6-month deposit rate of 0.401% and this has been achieved while still maintaining daily cashflow liquidity.

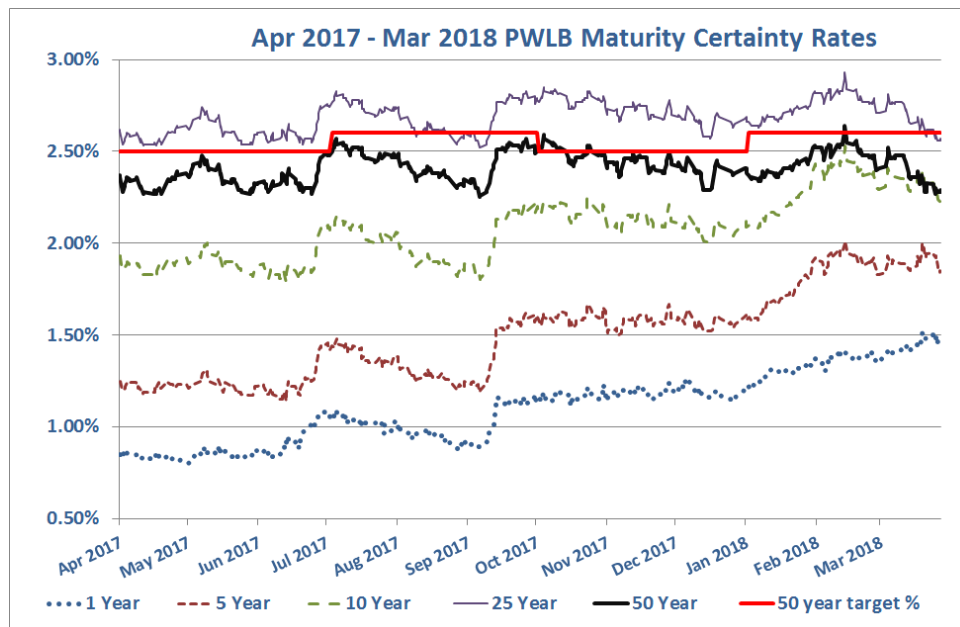
	2016-17	2017-18
Average Cash Balances	£171m	£134m
Interest Rate (including prior year fixed deposits)	1.01%	0.98%
Gross Interest Earned	£1.739m	£1.312m



### 4.3 Borrowing Interest Rates – Link analysis

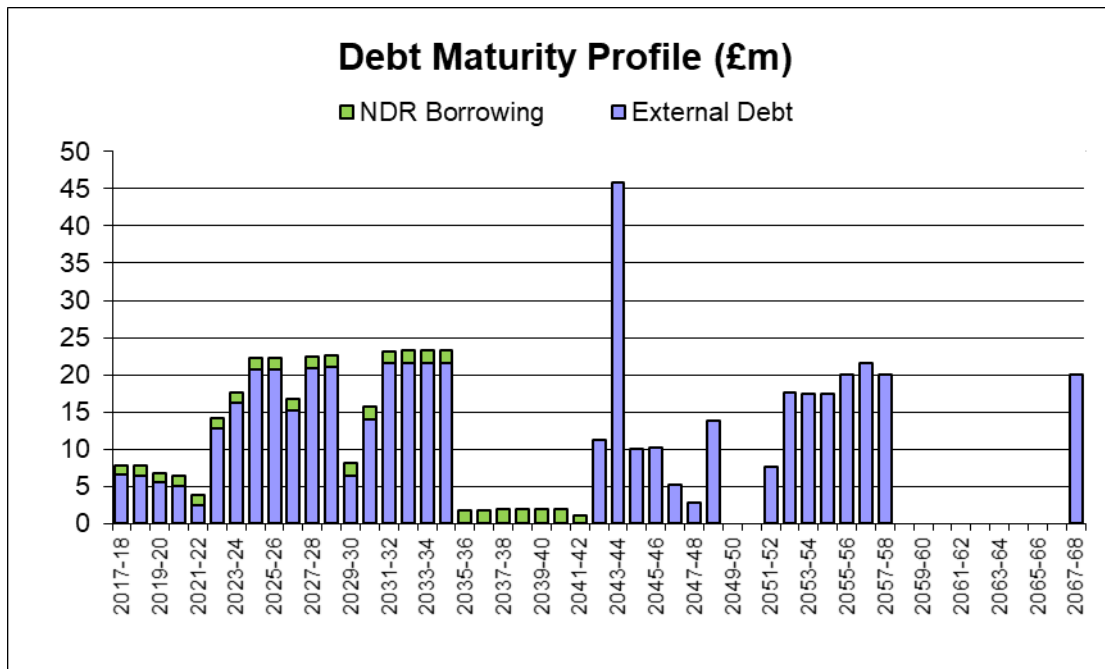
4.3.1 PWLB certainty maturity borrowing rates, as depicted in the graph below show the PWLB 25 and 50-year rates have been volatile during the year with little consistent trend. However, shorter rates were on a rising trend during the second half of the year and reached peaks in February / March.

4.3.2 During the year, the Link 50-year PWLB target (certainty) rate for new long-term borrowing was 2.50% in quarters 1 and 3 and 2.60% in quarters 2 and 4.



#### **4.4 Long Term Borrowing & Debt Management Activity**

- 4.4.1 The County Council undertakes capital expenditure on long-term assets. This activity gives rise to the need to borrow. Part of the Council's treasury management activity is to address this borrowing need, either through long term borrowing from external bodies (PWLB or commercial banks) or utilising cash resources on a temporary basis within the County Council.
- 4.4.2 In accordance with the approved 2017-18 Investment and Treasury Strategy, the County Council has postponed an element of new borrowing for capital purposes, using cash balances on a temporary basis to avoid the cost of 'carrying' debt in the short term. "Cost of carry" is the difference between interest paid and interest earned on borrowed monies while temporarily held as cash balances until used to fund capital expenditure.
- 4.4.3 Delaying borrowing and running down the level of investment balances also reduces the County Council's exposure to investment counterparty risk. By avoiding the "cost of carrying" debt the County Council is currently saving between £3m and £4m pa (depending on future interest rate assumptions, the use of new PWLB borrowing, and the rate of capital expenditure funded by borrowing).
- 4.4.4 Against this, the current borrowing environment gives the authority the chance to lock into historically low interest rates, so £20m was borrowed in February 2018 from the PWLB at a rate of 2.61% fixed until Dec 2067, to support the general capital programme. Further tranches of borrowing are likely to take place in 2018-19 subject to interest rates and cash flow requirements.
- 4.4.5 At 31 March 2018, the Council's external borrowing (debt outstanding) totalled £533m (£521m at 31 March 2017) including £40m borrowed in 2016-17 to support the construction of the Norwich Northern Distributor Road, and £20m borrowed in February 2018. The weighted life of the Council's current debt at the point it was taken is 36 years. The weighted average time to maturity of current fixed term debt is 22 years.



4.4.6 Interest paid on external borrowings in 2017-18 was £25.8m. The average rate of interest was 4.89%.

4.4.7 The debt position at the 31 March 2018 compared to the previous year is shown below:

Actual Borrowing Position	31 March 2017		31 March 2018	
	Principal £m	Rate%	Principal £m	Rate%
PWLB Debt - maturity	£439m	5.27%	£452m	5.15%
PWLB Debt – annuity	£40m	2.03%	£38m	2.02%
Commercial Loans Debt	£42m	4.72%	£42m	4.74%
<b>Total Debt</b>	<b>£521m</b>	<b>4.98%</b>	<b>£533m</b>	<b>4.89%</b>

4.4.8 Appendix B shows debt maturities during the last 3 years, including the amount of debt repaid, the rate of interest and interest savings, and Appendix C shows ratios of interest to principal and income, and also gives comparisons with other local authorities.

4.4.9 The County Council maintained its total gross borrowing level within its Authorised Limit of £861m during 2017-18. The Authorised Limit being the 'affordable borrowing limit' required by section 3 of the Local Government Act 2003.

4.4.10 The Council's Capital Financing Requirement at 31 March 2018 is (provisionally) £740m. The estimate in the latest Treasury Strategy was £746m. Based on the other assumptions in the strategy adjusted for £20m additional borrowing in February, the lower CFR results in under-borrowing of £131m as at 31 March 2018. This has further reduced by £20m as a result of borrowing in April 2018

- 4.4.11 The PWLB provides a facility to restructure debt, including early repayment of loans. This can result in net savings in overall interest charges. No early repayments were made in 2017-18 as the current low level of PWLB rates would result in 'premiums' being payable. Prevailing PWLB interest rates will be monitored to identify future repayment opportunities.

## **5 Leasing**

- 5.1 In 2017-18 leasing facilities totalling £1.9m were arranged by Link Asset Services Ltd. Leased assets included Highways vehicles and a variety of vehicles for Norse Commercial Services under a subleasing arrangement. During the last quarter of 2017-18 NCC was released and discharged from all leases subleased to Norse via Novation agreements/deeds between the Lessors, Norse and NCC. Norse has undertaken to perform the obligations and liabilities in the original lease agreements and will be liable for all future leasing they undertake.

## **6 Non-treasury investments**

- 6.1 Following updates to Treasury Management reporting requirements from 2019-20 under the revised CIPFA Code, local authorities will have to report more information on their non-treasury investments. As preparation, Appendix D lists non-treasury investments made or held by the authority, with short explanation of each one.

## **7 Financial Implications**

- 7.1 This report brings together information on the treasury management activities of the County Council during 2017-18. Regular treasury management performance reports have been received throughout the year; therefore, there are no further financial implications to consider.

## **8 Issues, risks and innovations**

- 8.1 The County Council's treasury management activities provide for 'the effective management of risk while pursuing optimum performance consistent with those risks.' The Annual Investment & Treasury Strategy Report sets the parameters for risk management. Operationally, a risk register is maintained to monitor risks and control measures.

## **9 Recommendations**

- 9.1 It is recommended the Treasury Management Panel endorse and recommend to the Policy and Resources Committee and the County Council:
- the Annual Treasury Management Outturn Report 2017-18

## Appendix B

	Remove Director	New Director
Medway Norse Limited	Ian Price (former MD)	Andrew Mann (new MD)
Medway Norse Transport	Ian Price (former MD)	Andrew Mann (new MD)
Wellingborough Norse Limited	Nicola Holden (MD maternity leave anticipated to commence in June 2018)	Mark Emms (appointment to cover the period of Nicola Holdens maternity leave only)
GYB Services Limited	Nicola Holden (MD maternity leave anticipated to commence in June 2018)	Mark Emms (appointment to cover the period of Nicola Holdens maternity leave only)
Norwich Norse (Environmental) Limited	Nicola Holden (MD maternity leave anticipated to commence in June 2018)	Mark Emms (appointment to cover the period of Nicola Holdens maternity leave only)
NPS London Limited	Claire Holmes	Dean Wetteland
NPS South East Limited	Claire Holmes	Dean Wetteland
NPS North West Limited	Paul Jones (former OD)	Paul Venn (acting OD)
NPS North West Limited	Glen Reynolds	Daniella Barrow
NPS Infinity Limited	Paul Jones (former OD)	Paul Venn (acting OD)
Suffolk Norse Limited	Michael Davis	David Stewart
Suffolk Norse Transport	Michael Davis	David Stewart
Devon Norse Limited	Vacant directorship	Nick Maddox
Norwich Norse Building Limited	Clive Whitaker	Gary Atkins
NPS Humber Limited	Glen Reynolds	Karen Temple
Engage Lambeth Limited	Glen Reynolds	Andrew Merricks
Lambeth Learning Partnership Limited	Glen Reynolds	Andrew Merricks

## Appendix C

<b>Company</b>	<b>Resign</b>	<b>Appoint</b>
Hamson Barron Smith Limited	Glen Reynolds	Not required
Norse Energy Limited	Glen Reynolds	Not required
NPS Group Limited	Glen Reynolds	Not required
NPS Infinity Limited	Glen Reynolds	Not required
NPS North East Limited	Glen Reynolds	Dean Wetteland
NPS North London Limited	Glen Reynolds	Dean Wetteland
Repton Property Developments Ltd	N/A	Simon Hardwick
Repton Property Developments Ltd	N/A	Mathew Spry

## Recommendations of the Children's Services Committee Meeting held on 10 July 2018

### 6. Norfolk Youth Justice Plan 2018-2021

- 6.1 The Committee received the report from the Executive Director of Children's Services which outlined the redesigned Norfolk Youth Justice Plan. It highlighted the actions, risks and opportunities to ensure that the desired outcomes for young people and the victims of their crime were achieved by Norfolk Youth Offending Team in 2018-21. The Plan is attached at appendix A.
- 6.2 The Committee **NOTED** the details contained in the Norfolk Youth Justice Plan 2018-21 and **RECOMMENDED** them to Council.

Penny Carpenter  
Chairman



# Youth Justice Plan 2018-21



artwork produced by young people working with **Norfolk Youth Offending Team** in partnership with **Norwich Castle Museum**  
artwork displayed with permission of the young people



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The annual Youth Justice Plan for Norfolk was presented for approval by the Norfolk Youth Justice Board on 5<sup>th</sup> June 2018 and its recommendations and amendments incorporated.

The annual Youth Justice Plan for Norfolk will be presented to the Children's Services Committee of Norfolk County Council on 10<sup>th</sup> July 2018 with an accompanying report by the Executive Director of Children's Services and to Full Council on 23<sup>rd</sup> July 2018.

The existing Norfolk Youth Justice Plan has been updated to outline the actions, risks and opportunities identified to ensure that desired outcomes for young people and the victims of their crime are achieved by Norfolk Youth Offending Team in 2018 - 21. The Plan sets out the key external and internal drivers behind this area of the County Council's work which is delivered in partnership with the required statutory agencies on the Norfolk Youth Justice Board (Health, Police and Probation); and others such as the County Community Safety Partnership and the Norfolk and Suffolk Criminal Justice Board.

The national Youth Justice Board last issued the Youth Justice Plan: YJB Practice Note for Youth Offending Partnerships on 18<sup>th</sup> May 2018, which offered guidance regarding the content and structure of the Youth Justice Plan. The requirements of this guidance are incorporated in this Plan.

Welcome to the 2018-21 Norfolk Youth Offending Team Youth Justice Plan. The Plan gives an overview of the work of the Youth Offending Team in Norfolk and also sets out details of performance over the past year and our priorities for the coming year and beyond.

In Norfolk we continue to work together in partnership to make our communities, families, children and young people safe; the Youth Offending Team has a key role to play by:

- Helping prevent offending and reoffending
- Reducing the use of custody
- Reducing the number of young people entering the Criminal Justice System for the first time.
- Contributing to multi-agency public protection and safeguarding

The YOT does this by working together with its key partners – the Police, the Police and Crime Commissioner, Norfolk County Council Children's Services, Health Services, National Probation Service and the wider Community Safety Partnership - to deliver high quality and effective services to young people, their families and the victims of offending.

The YOT budget continues to be under pressure and will see a reduction in financial and 'in kind' contributions by the National Probation Service (reduction of 1.5FTE /£10K) in the 2018/19 financial year.

YOT Board partners successfully resolved previous funding issues with some CCGs.

The Office of the Police and Crime Commissioner and Public Health have confirmed their continued funding.

The Youth Justice Board have confirmed the 2018/19 Youth Justice Grant for Norfolk which remains at the same level as 2017/18.

The potential risk from reduced resources and funding is the impact on the YOT's ability to maintain the effective transition of young people to adult services.

During 2018-21 the main YOT priorities will include:

To develop and contribute to a dedicated multi-agency Child Criminal Exploitation (County Lines) Team and safeguard children and young people who are vulnerable to radicalisation.

- Focus on reducing reoffending using the Youth Justice Board reoffending tool to identify and target areas for intensive intervention.
- Work with the YOT Board and Partnership to consider how to implement the HMIP Thematic Inspection recommendations on 'Out of Court Disposals' and 'Public Protection'.
- Investigate the evidence base for implementing trauma informed practice in YOT work and to embed desistance theory in line with the Youth Justice Board and HMIP recommendations.
- Prepare Norfolk YOT, the Norfolk YOT Management Board and the Partnership for the new 2018 HMIP Inspection Framework for Youth Justice.

On behalf of the Management Board I am pleased to present the Youth Justice Plan for 2018-21.

**Wendy Thomson, Chair of the Norfolk YOT Management Board and Managing Director of Norfolk County Council.**

In line with Norfolk County Council's strategy 2018-21, we will be guided by the following key 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 well and done once • 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 the most difference

## What we'll do

### Aims:

- Norfolk Youth Offending Team (Norfolk YOT) is a statutory multi-agency partnership hosted within Norfolk County Council.
- Our purpose is to prevent children and young people from offending whilst safeguarding their welfare, protecting the public and helping restore the damage caused to the victims of their crimes.
- Our aim is to make Norfolk an even safer place to live and help young people achieve their full potential in life.
- We aim to meet the diverse needs of people in Norfolk involved in or affected by offending.

**Outcomes:** will focus on those prioritised nationally by the Ministry of Justice Business Plan, which are:

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

### Priorities:

- Break the cycle and pattern of child criminal exploitation.
- Safeguard children and young people vulnerable to radicalisation
- Prepare the Norfolk Youth Justice Partnership for the new HMIP Inspection Framework for Youth Justice.
- Ensure national best practice is implemented in Norfolk.
- Focus on reducing reoffending
- Respond effectively to emotional trauma and other adverse events in young people's lives
- Deliver services that supports the child or young person to stop offending.

## How we'll do it

**Break the pattern of child criminal exploitation:** by establishing a co-located multi-agency Child Criminal Exploitation Team to (a) raise awareness & provide training, (b) provide consultation & advice, (c) focus on diversion and early intervention (d) support enforcement through the appropriate use of intelligence

### Safeguard those vulnerable to radicalisation

- Be cognisant of the Counter Terrorism Local Profile
- Implement the YJB 'Community practice advice: managing extremism for under 18s'
- Provide training and guidance to staff
- Work with partners to provide support & interventions

### Prepare for inspection

- Work with the YOT Board to enhance understanding of the framework & set the strategic direction & priorities
- Prepare staff & provide desistance training
- Undertake practice audits against the inspection framework

### Implement national thematic inspection recommendations:

By identifying the relevant recommendations in the HMIP Out of Court Disposals and Public Protection thematic inspection reports & developing action plans to implement them into practice

**Focus on reducing reoffending:** by developing the work of the reoffending project to (a) engage young people at the earliest opportunity (b) Develop specific offence and safeguarding interventions (c) increase practitioner skills in the delivery of interventions and child centered practice and (d) Focus on reducing the criminalisation of young people in care

**Trauma-informed practice:** by (a) developing a pathway with CAMHS (b) providing training to YOT staff (c) exploring options to offer community based interventions

## How we'll know if we've made a difference

### We know we have made a difference when:

- Front line staff are confident in recognising the signs of CCE in children and young people
- Interventions that prevent & safeguard young people from becoming involved in criminal exploitation have been successfully delivered
- The number of young people being drawn into the supply of drugs or criminally exploited in Norfolk has reduced.
- CCE awareness in education settings to help safeguard young people from exploitation has been raised
- A good or outstanding rating is achieved in the HMIP inspection
- The Norfolk YOT Management Board is active in setting the strategic direction and priorities for Norfolk YOT.
- Norfolk YOT staff understand and are prepared for the new inspection framework
- By June 2019 the relevant recommendations in the HMIP Out of Court Disposals and Public Protection thematic inspection reports are implemented
- By March 2019 offending rates in the first three months following a young person's court appearance have reduced
- By December 2018 a range of offence specific interventions are delivered by confident YOT staff
- Young people & families contribute to their plan.
- The number of looked after children (a) entering the youth justice system for the first time and (b) reoffending has reduced
- By December 2018, young people receive timely psychological and emotional support
- By March 2019, YOT practitioners capitalise on good engagement, know which interventions are needed and when it is the right time to try different things
- Adopting the Enhanced Case Management Model in Norfolk has been considered
- By December 2018 YOT practitioners are conversant with & apply desistance theory in their work with young people

- Direct **governance arrangements** for the Youth Offending Team (YOT) are through the Norfolk YOT Partnership Board, which is chaired by the Managing Director of Norfolk County Council. As well as the statutory partners the Board includes additional representation from the Countywide Community Safety Partnership, Housing Services, Norfolk's Police and Crime Commissioner, Public Health, representatives from Norfolk's Borough, City and District Councils and Her Majesty's Courts and Tribunals Service.
- As a statutory requirement of the legislation under which the YOT was formed in January 2000, practitioners are seconded from the Police, Health, NCC Children's Services (including discrete representation from social work and education) and the National Probation Service. We also directly employ practitioners with skills in achieving positive change, reducing substance misuse, delivering restorative justice and community reparation and working with parents.
- The YOT is represented by the Head of Service on a wide range of partnership boards and contributes to their action plans and strategic direction. These include the Norfolk Safeguarding Children Board, the Local Criminal Justice Board, the Child Criminal Exploitation Partnership sub-group, the NSCB Child Sexual Abuse sub-group, the County Community Safety Partnership, the PCC's Rehabilitation of Offenders Board, the CAMHS Strategic Partnership Board, the MAPPA Strategic Management Board, the Early Help Board and the PREVENT Board. The Norfolk YOT Management Board is represented by its Chair on the **Norfolk Public Protection Forum** (NPPF) comprising of all of the chairs of strategic multi-agency groups with a key role to put in place effective arrangements for ensuring that people in Norfolk, particularly the most vulnerable in our society, are properly protected.
- The YOT hosts the Children's Services Restorative Approaches Team and sits on the Restorative Approaches Strategic Board.
- The YOT hosts the Harmful Sexual Behaviour Project a CAMHS /Local Transformation Plan funded initiative.
- Services delivered by Norfolk YOT contribute directly to the delivery of other corporate strategies including the County Council 'Norfolk Futures' vision and strategy for 2018-2021 and within this the Norfolk Children's Services priority 'Safe Children and Resilient Families'.
- The YOT has also contributed to the County Community Safety Partnership Priorities.
- Jointly with Police and Adult Services, the YOT commissions an Appropriate Adult Service for children and young people.



### **What the Board will do to ensure effective governance:**

- Oversee the effective delivery of youth justice services and develop the vision and strategic direction.
- Monitor YOT performance against both National and local indicators by scrutinising comprehensive quarterly performance reports and agreeing actions for improvement where needed.
- Define the priority areas for scrutiny including current practice and approaches.
- Review Community Safeguarding and Public Protection Incidents and National Standards Audits.
- Scrutinise the YOT annual spending to ensure that all core YOT services are delivered within the allocated budget and that the Youth Justice Board grant conditions are fully complied with.
- Ensure that the YOT is fully integrated into and able to influence strategic developments with which partners are engaged.

All key partners are represented on the Management Board.

The Board will extend its membership to other partners to ensure the progression of a specific development issue. This ensures the Board is best placed to address any barriers to effective multi-agency working and can therefore make an effective contribution to delivering outcomes.

Our primary customers are children and young people in the youth justice system, their families and the victims of their crimes. We also work with children and young people and their families to prevent them entering the youth justice system.

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

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

### **Key priorities for 2018-21:**

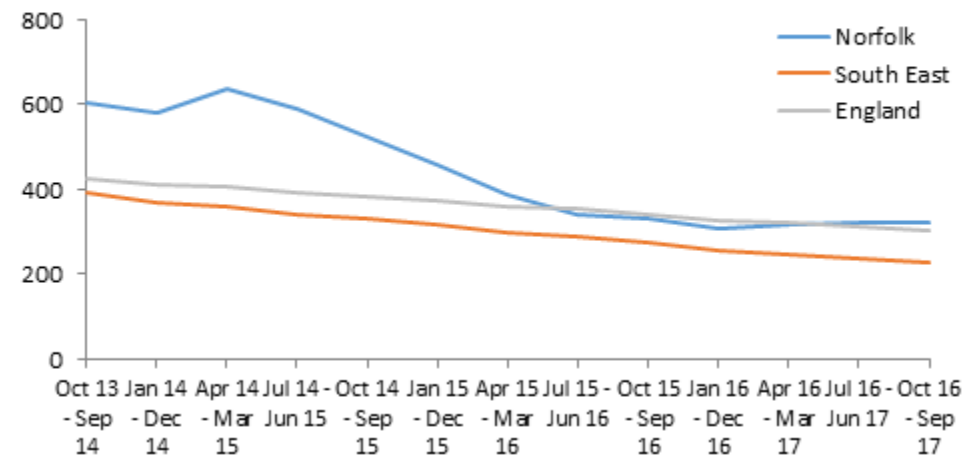
- Ensure the YOT fully implements the 2018-21 Youth Justice Plan and that this is reviewed on an annual basis.
- Ensure key agencies are represented at an appropriate level on the Management Board.
- Ensure the YOT maintains a strong level of performance against the National Indicators and delivers its priorities.
- Critically investigate areas where performance is poor to ensure that this analysis informs partnership developments.
- In 2018-19 work with board members to understand their role in relation to the Youth Justice Board's '*Modern Youth Offending Partnerships - Guidance on Effective Youth Offending Team Governance in England*'.
- In 2018-19 work with board members and the YOT leadership team to enhance our understanding of the HMIP Inspection Framework domain on 'Leadership and Governance'.

### First Time Entrant Analysis:

With the introduction of C4Cs, which is a joint diversion project between Norfolk YOT and Norfolk Constabulary, Norfolk YOT experienced significant reductions in FTEs quarter on quarter. The 'per' 100,000 rate for Norfolk was 636 in Apr14-Mar15 and now stands at 323 in Oct16-Sep17 (a reduction of 49.2%). It was anticipated that year on year further reductions would be harder to achieve and this has been the case with very small increases over the last 3 quarters. In January to December 2016 the rate was 307 at its lowest and that has increased only slightly to 323 (this represents an increase of just 12 young people in real terms).

Performance is slightly worse than the regional and national pictures, although is slightly better than the family<sup>1</sup> comparator group which compares YOTs with similar demographic profiles. The family rate for October 2016 to September 2017 is 331.

Rate of FTEs per 100,000 under 18's - Oct 16 - Sep 17



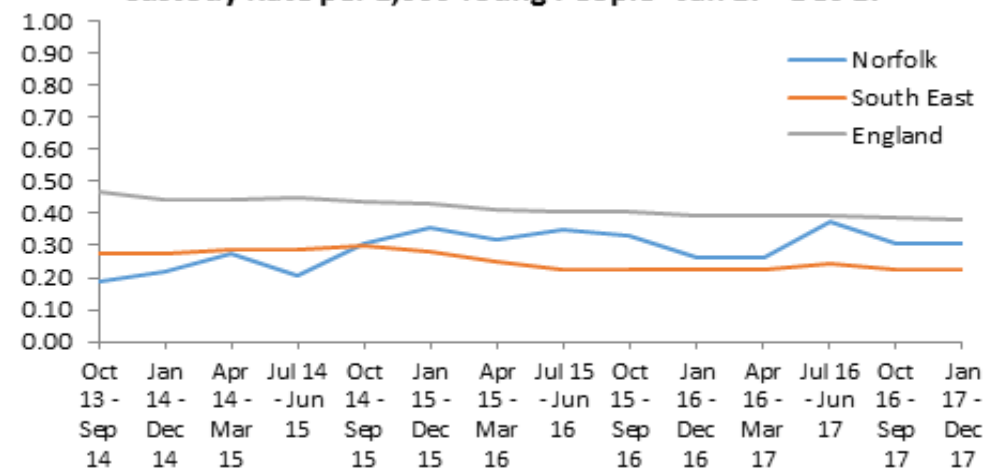
### Custody Analysis:

Custody rates per 100,000 of the 10-17 year old population have been flat for the last 2 years with rates going from 0.36 for the January to December 2015 period to 0.26 for the January to December 2016 period and then to 0.30 for the January to March 2017 period. In real terms the last year represents an increase of only 3 more young people receiving custodial sentences.

Given the challenging last year with County Lines / Child Criminal Exploitation (CCE) issues coming to the fore, it can be seen as an achievement that the custody rate is as low as it is.

Norfolk YOT will continue to work with partners and the Courts to ensure the need for custodial sentences is kept to a minimum.

Custody Rate per 1,000 Young People - Jan 17 - Dec 17

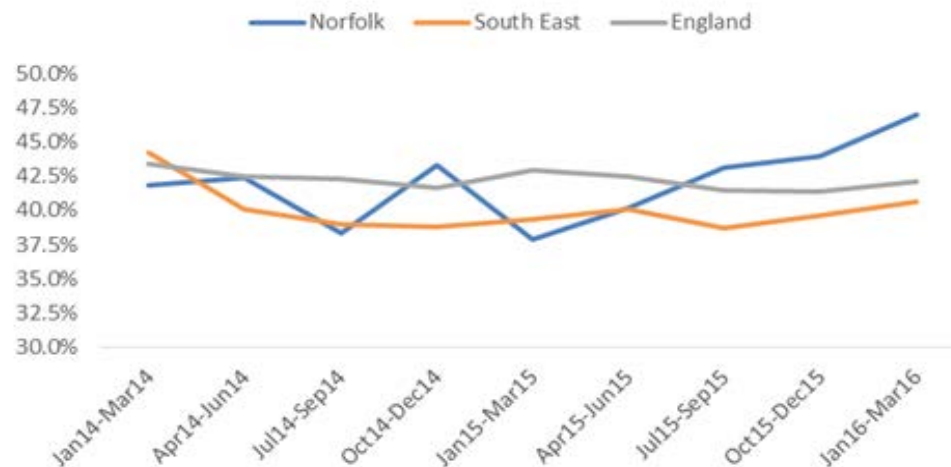


### Reoffending Analysis:

By necessity the formal reoffending data is more than two years behind the current period. The indications from a local 'real time' analysis of our reoffending rates suggest a better performance.

Reoffending rates rose from 37.9% in **January to March 2015** to 47.0% in **January to March 2016**. This has the unfortunate consequence of comparing our best quarter's performance with our worst quarter. This rise in reoffending rates coincides with the significant reduction in First-time Entrants figures. Analysis has shown that a large part of the lower end of the scale has been removed from the youth offending cohort and, as a result of the introduction of Challenge 4 Change in 2015, has left the more entrenched, high risk of reoffending young people as a greater proportion of those who are within the service.

### Reoffending Binary Rate - Jan 16 to Mar 16



### Indicator Risks

#### First Time Entrants

The current numbers are at a historic low which is likely to make it difficult to achieve large gains and regular, small variations can be expected.

#### Custody

Custody rates are at historic averages and as the landscape changes for Norfolk YOT, keeping custody rates down will prove challenging given the numbers of young people involved in violence, the sale of class A drugs and child criminal exploitation.

#### Reoffending

Reoffending is on an upwards trend and will potentially have an impact on custody rates.

### Indicator Actions

#### First Time Entrants

- Work with Norfolk Constabulary to implement the HMIP Thematic 'Out of Court Disposals recommendations' in relation to diversion and establish if there are joint opportunities to further reduce first time entrants.

#### Custody

- Strengthen our practice and the robustness of alternatives to custody.
- Work with partners to divert young people from involvement in organised drug supply and the associated violence.

#### Reoffending

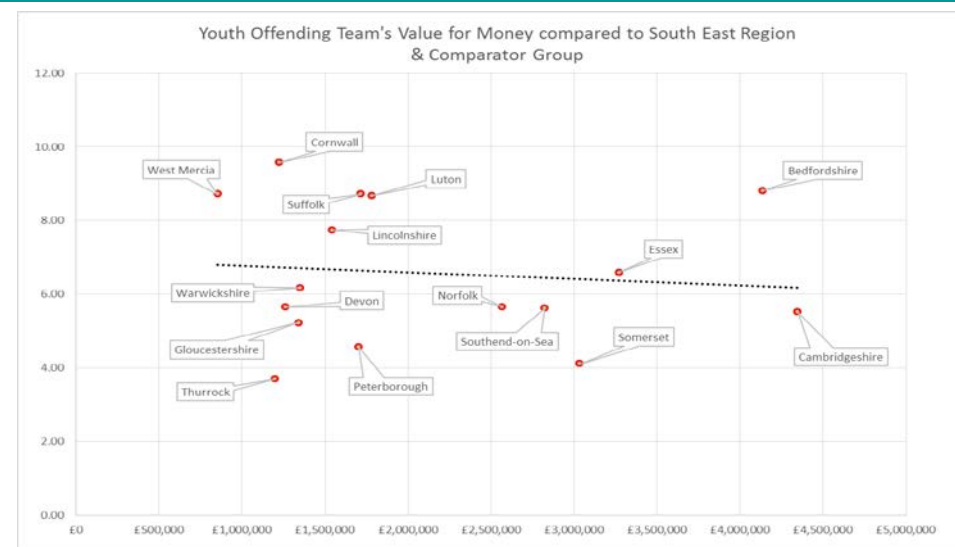
- Engage young people and their parents/carers at the earliest opportunity
- Develop specific offence and safeguarding interventions
- Develop practitioner skills in desistance theory and practice.
- Focus on reducing the criminalisation of young people in care.



The tentative gross income for 2018/19 is £3,508,769 which includes a predicted 'in-kind' contribution from partners of £969,872 in respect of seconded practitioners. Norfolk YOT does not have a base budget but each year seeks a contribution from the four statutory funding partners and the Police and Crime Commissioner. Additionally a number of grants are also received for specific purposes that are all included within the gross income amount for 2018/19. All contributions have been maintained at 2017/18 levels with the exception of that from the National Probation Service (NPS) where staffing allocation against workload have been reassessed nationally and as a result the number of NPS seconded staff to Norfolk YOT reduced from 3.5 FTE to 2 FTE with a concomitant reduction in support for management costs. On the positive side, following negotiations involving Board members the collective contribution from CCGs has increased and returned to 2016/17 levels.

An internal, **value for money analysis** of YOTs in the South-east and East region indicates that on the basis of spend per head of the Norfolk 10 to 17 year old population against a derived performance score Norfolk YOT is around the group average. Nationally the average cost per offender was £8,713 with the least cost effective (Brighton and Hove) costing £19,732 and the most cost effective (Portsmouth) costing £4,002. Norfolk costs £6,852 (the 28th least expensive) which is 22% less than the cost of working with a young offender in Suffolk.

NORFOLK YOUTH OFFENDING TEAM BUDGET 2018/19 (as at 19 June 2018)			
	£	£	
<b>PARTNERS CONTRIBUTIONS TO POOL BUDGET</b>			
Children's Services	525,240		
Clinical Commissioning Groups	118,598		
Norfolk Constabulary	150,000		
National Probation Service	10,000		
Sub-total		803,838	
<b>YOUTH JUSTICE BOARD GRANTS</b>			
Youth Justice YOT Grant	698,182		
Including Junior Attendance Centres	34,411		
Sub-total		732,593	
<b>OTHER GRANTS</b>			
Public Health	43,000		
Early Intervention Grant	325,000		
Police and Crime Commissioner (3 year agreement ending March 21)	114,000		
Children's Services - Restorative Approaches	93,250		
Norfolk and Suffolk Foundation Trust (NSFT) - Harmful Sexual Behaviour Project	65,375		
Sub-total		640,625	
Use of Small Commissioning Fund		361,841	
<b>PARTNERS 'IN-KIND' CONTRIBUTION – SECONDED STAFF</b>			
Children's Services - 3.0 fte Education Workers / 4.0 fte Social Workers	616,784		
Clinical Commissioning Groups - 3.0 fte Health Workers	130,674		
Norfolk Constabulary - 3.0 fte Police Officers	143,808		
National Probation Service - 2.0 fte Probation Officers	78,606		
Sub-total		969,872	
<b>TOTAL</b>		<b>3,508,769</b>	

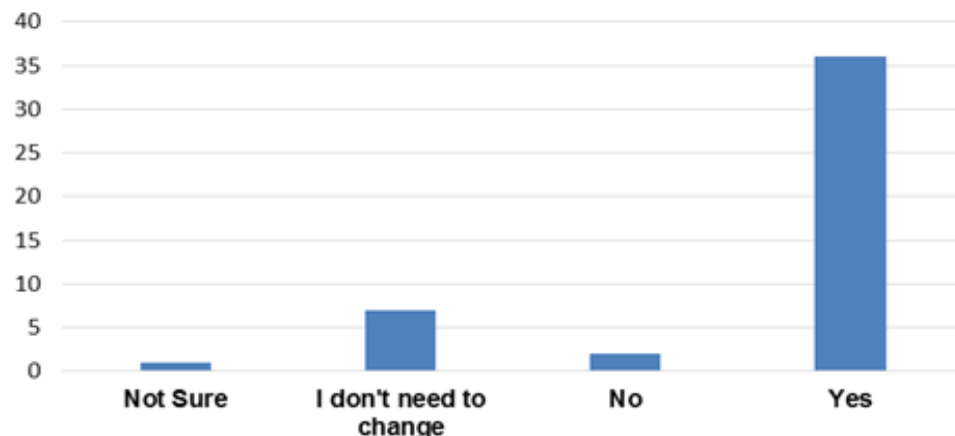


Service user feedback is based on data gathered from a new, internally developed, Smart Survey feedback form that replaced both the previous ViewPoint Intervention Quality Evaluation and the HMIP Viewpoint questionnaire from the beginning of July 2017. The survey is completed in the last month of the young person's involvement with Norfolk YOT.

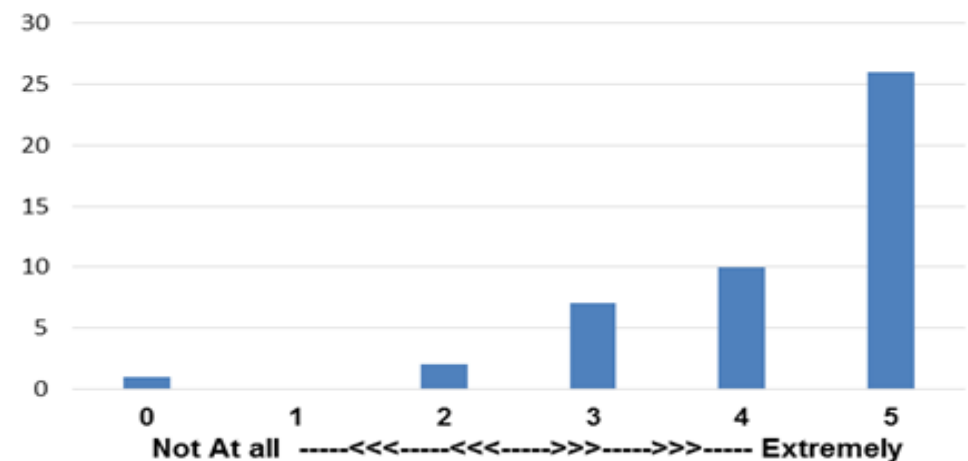
- 43 responses were completed, this is 21% of the cases that closed in the period. National returns for similar youth justice based service user feedback processes average around 20%, so we have picked back up to our previous rate of completion quickly given this is a new questionnaire tool.
- 37 (80.4%) were completed by 15 to 18 year olds, which is slightly down on the previous report (87.5%). The mode being 17 year olds
- 82.6% (38) respondents were male
- 40 described themselves as 'White British' the other three as 'Black or Black British', 'Mixed' or 'White European'
- 93.5% said they preferred English as their first language, 6.5% first preference was Lithuanian

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

### My work at the YOT has made me realise that I can change?



### Is it serious to break the law?



## What we will do

## How we will do it

## How we will know if we have made a difference

### **Criminal Exploitation of Children (County Lines):**

Break the cycle and pattern of exploitation working collaboratively with partners including the MASE team and in line with the anticipated County Community Safety Partnership 'County Lines Strategy' to ensure that the criminal exploitation of children and young people is a clear safeguarding and community safety priority.

**Val Crewdson, Head of Service**

### • **Multi-Agency CCE Team:**

Norfolk YOT will play a key part in the development and resourcing of a co-located multi-agency Child Criminal Exploitation (CCE).

- The CCE team will support four key aims by:
  - Raising awareness (training) for all partners involved in services to children, young people and vulnerable adults.
  - Providing consultation and advice for front line staff and their managers to identify those at risk and advice on prevention and intervention approaches.
  - Focusing on the diversion of children and young people at risk and intervene where children and young people are involved.
  - Support enforcement of youth court orders and criminal outcomes for perpetrators

### • **By June 2019 the CCE Team will have:**

- **Improved awareness of CCE in Norfolk:**  
Front line staff will be more confident in recognising the signs of CCE in children and young people, vulnerable locations across the area, the association between CCE and Child Sexual Exploitation and Radicalisation, how to share intelligence relating to CCE concerns and have a clear understanding of the procedures relating to safeguarding and protecting children and young people from CCE.
- **Provided Consultation and Advice on CCE cases:**  
Front line staff will develop the knowledge and skills to identify and tackle the issue of CCE.  
We will have a clearer understanding of the problem profile in Norfolk.

	<p>through the use of intelligence where appropriate.</p> <ul style="list-style-type: none"> <li>• Utilise the Norfolk Constabulary Data Analyst and identify an appropriate 'tracker tool' to measure the work of the CCE team and develop an accurate 'problem profile' in Norfolk.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Undertaken diversion and intervention activity and/or support colleagues to do so:</b> The CCE team will have successfully delivered or supported colleagues to deliver interventions that prevent and safeguard young people from becoming involved in criminal exploitation, organised crime and serious youth violence and protect young people already involved.</li> <li>➤ <b>Reduced the number of young people being drawn into the supply of drugs /being criminally exploited in Norfolk.</b></li> <li>➤ <b>Supported Education Designated Safeguarding Leads to raise awareness in education settings to help safeguard children and young people.</b></li> </ul>
<p><b>Safeguarding children and young people who are vulnerable to radicalisation:</b> Children in the criminal justice system or on the edge of it, are likely to be socially excluded, disadvantaged and can be vulnerable to many influences including radicalisation.</p> <p><b>Tania Fulcher, Area Manager</b></p>	<ul style="list-style-type: none"> <li>• The YOT will be cognisant of the regional Counter Terrorism Local Profile (CTLP).</li> <li>• The YOT strategic lead (Tania Fulcher) in conjunction with the Norfolk Prevent Coordinator (Dr Mark Osborn) will implement the Youth Justice Board 'Community practice advice - managing extremism for under 18s' by September 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• YOT staff have a good understanding of what makes children and young people vulnerable to radicalisation and follow safeguarding procedures.</li> <li>• YOT staff will know how to access specific support for those children and young people who have been identified as being vulnerable to radicalisation.</li> </ul>

	<ul style="list-style-type: none"> <li>• The YOT strategic lead will ensure that YOT staff receive appropriate training, understand their role and are equipped to work with young people who are vulnerable to risky influences during adolescence and that links to criminal exploitation of young people and radicalisation are understood.</li> <li>• Norfolk YOT will work together with the Prevent Coordinator and partners to provide a range of support and interventions for children and young people at risk of radicalisation.</li> </ul>	
<p><b>Effective practice:</b> Prepare Norfolk YOT, the Norfolk YOT Management Board and the Partnership for the new HMIP Inspection Framework for Youth Justice.</p> <p><b>Val Crewdson, Head of Service YOT Management Board.</b></p>	<ul style="list-style-type: none"> <li>• Work with the Norfolk YOT Management Board to ensure that they have a clear understanding of their role in accordance with the new inspection framework.</li> <li>• Work with the YOT Management Board to set the strategic direction and priorities for Norfolk Youth Offending Team.</li> <li>• Through the YOT HMIP working group prepare staff for the new inspection framework via staff briefings.</li> </ul>	<ul style="list-style-type: none"> <li>• Norfolk YOT achieves a good or outstanding rating in their HMIP inspection.</li> <li>• The Norfolk YOT Management Board is active in setting the strategic direction and priorities for Norfolk YOT.</li> <li>• Norfolk YOT staff understand the new inspection framework and are prepared for it</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop a training programme to support YOT staff to work in accordance with the desistance theory.</li> <li>• Undertake regular practice audits against the new inspection framework.</li> </ul>	
<p><b>Improving Practice: HMIP Thematic Inspection Recommendations:</b> Ensure identified best practice is implemented in Norfolk.</p> <p><b>Tania Fulcher, Area Manager</b> <b>Claire Winchester, Area Manager</b></p>	<ul style="list-style-type: none"> <li>• Identify and implement into YOT practice the relevant HMIP recommendations in the Out of Court Disposals and Public Protection thematic inspection reports.</li> <li>• YOT strategic leads (Tania Fulcher and Claire Winchester) to develop an action plan in their area of work.</li> </ul>	<ul style="list-style-type: none"> <li>• Norfolk YOT and partners will have implemented the HMIP recommendations by June 2019.</li> </ul>
<p><b>Focus on reducing reoffending:</b> Continue to develop the work of the YOT reoffending project.</p> <p><b>Tania Fulcher, Area Manager.</b></p>	<ul style="list-style-type: none"> <li>• Identify and analyse reoffending risk factors for our top ten offending young people.</li> <li>• Implement post-court practice approach so that young people are engaged with the YOT at the earliest opportunity.</li> <li>• Develop specific offence and safeguarding interventions to reduce offending in both group and individual settings.</li> <li>• Implement young person friendly planning templates and planning practice.</li> </ul>	<ul style="list-style-type: none"> <li>• By March 2019 we will have reduced reoffending rates in the first three months following a young person's court appearance.</li> <li>• Reduce the reoffending rates of the top ten offending young people.</li> <li>• By December 2018 a range of offence specific interventions will be delivered to children and young people improving their engagement and ensuring a structured learning experience.</li> </ul>

	<ul style="list-style-type: none"> <li>• Strengthen our practice in relation to alternatives to custody.</li> <li>• Focus on reducing the criminalisation of young people in care and the implementation of the LAC Protocol.</li> </ul>	<ul style="list-style-type: none"> <li>• YOT staff will be more confident in the delivery of a diverse range of interventions.</li> <li>• Improved the engagement and contribution of young people and their families in their plan.</li> <li>• Reduced the number of looked after children entering the youth justice system for the first time.</li> <li>• Reduced the reoffending rates of looked after children through joint working with Children's Services and Norfolk Constabulary.</li> </ul>
<p><b>Trauma Informed Practice:</b> The Youth Justice Board and HMI Probation have identified this as an area for development in YOT work. Norfolk YOT will consider the evidence base for this approach and report to the YOT Management Board by December 2018.</p> <p><b>Val Crewdson, Head of Service</b></p>	<ul style="list-style-type: none"> <li>• Norfolk YOT will consider the evidence base for this approach in Norfolk and report to the YOT Management Board for agreement and implementation.</li> <li>• If Trauma Informed Practice is adopted, develop a pathway with CAMHS to ensure fast access to appropriate psychologically informed interventions for those that need CAMHS intervention.</li> </ul>	<ul style="list-style-type: none"> <li>• Young people will receive psychological and emotional support quickly at a time and in an environment that supports their engagement.</li> <li>• By March 2019, YOT Practitioners will know how to capitalise on good engagement and know which interventions are needed and when it's the right time to try different things.</li> <li>• During 2018/19 Norfolk YOT will engage with CAMHS commissioners and the</li> </ul>

	<ul style="list-style-type: none"> <li>• Train YOT staff to work in a psychologically informed way with young people who have experienced adverse childhood experiences.</li> <li>• Explore options with CAMHS to offer services to young people other than in clinic based model.</li> <li>• By 2020 explore the potential for Norfolk YOT to adopt the Welsh trauma informed Enhanced Case Management model.</li> </ul>	CAMHS redesign project to consider adopting the Enhanced Case Management Model in Norfolk for young people who offend.
<b>Embed Desistance Theory in YOT Practice:</b> HMI Probation have signalled their intention to focus on the ability of YOTs to embed desistance theory into practice.	<ul style="list-style-type: none"> <li>• In line with the recent HMI Probation thematic inspection recommendations, embed desistance theory into our assessment, planning and interventions with children and young people.</li> </ul>	<ul style="list-style-type: none"> <li>• By December 2018 all YOT practitioners will be conversant with and apply desistance theory in their work with young people.</li> </ul>



## Appendix 1 - Staffing by Agency

Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/trainees	Volunteer	Total
Permanent	0.50	2.0		5.0	7.15	22.0	5.5	10.0				52.15
Fixed-term												0
Outsourced												0
Temporary	0.50				2.0	1.0	0.50					4.0
Vacant				1.0		7.64						8.64
Seconded Children's Services						4.0						4.0
Seconded Probation					0.50	1.0						1.5
Seconded Police						2.0						2.0
Seconded Police Vacancy						1.0						1.0
Seconded Health					0.80	2.0						2.8
Seconded Education						1.0						1.0
<b>Total</b>	<b>1.0</b>	<b>2.0</b>	<b>0</b>	<b>6.0</b>	<b>10.45</b>	<b>41.64</b>	<b>6.0</b>	<b>10.0</b>				<b>77.09</b>
Disabled (self-classified)												0

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

- A Probation Officer of which there were 3.5 FTE and will be 2.0 FTE from 1<sup>st</sup> April 2018.
- A Social Worker of a local authority Social Services Department of which there are the equivalent of 4 FTE.
- A Police Officer of which there are 3 FTE and 2.0 FTE filled with a 1.0 FTE vacancy.
- A person nominated by a Health Authority of which there are the equivalent of 3 FTE.
- A person nominated by the Chief Education Officer of which there are the equivalent of 3 FTE.

## Appendix 2 - Staffing by gender and ethnicity including volunteers

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British	2	2	1	4	15	31	2	18					11	26	31	81
White Irish																
Other White																
White & Black Caribbean													1			
White & Black African																
White & Asian																
Other Mixed																
Indian																
Pakistani																
Bangladeshi																
Other Asian																
Caribbean						1										1
African																
Other Black					1										1	
Chinese																
Any other ethnic group																
Not known						3						1				4
<b>Total</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>4</b>	<b>16</b>	<b>35</b>	<b>2</b>	<b>18</b>			<b>1</b>	<b>12</b>	<b>26</b>	<b>32</b>	<b>86</b>	

Indicators	Norfolk	South East	YOT familv	England
<b>FTE PNC rate per 100,000 of 10-17 population</b> <i>**Good performance is typified by a negative percentage</i>				
Oct 16 - Sep 17	323	226	315	304
Oct 15 - Sep 16	332	275	357	340
percent change from selected baseline	-2.6%	-17.8%	-11.7%	-10.7%
<b>Use of custody rate per 1,000 of 10-17 population</b> <i>**Good performance is typified by a low rate</i>				
Jan 17 - Dec 17	0.28	0.23	0.18	0.38
Jan 16 - Dec 16	0.26	0.22	0.18	0.39
change from selected baseline	0.01	0.01	0.01	-0.01
<b>Reoffending rates after 12 months - Three month cohorts</b>				
Reoffences per reoffender Jan 16 - Mar 16 cohort (latest period)	3.49	3.89	3.96	3.85
Reoffences per reoffender Jan 15 - Mar 15 cohort	3.36	3.51	3.87	3.64
change from selected baseline	3.9%	11.0%	2.3%	6.0%
Binary rate - Jan 16 - Mar 16 cohort (latest period)	47.0%	40.6%	38.8%	42.1%
Binary rate - Jan 15 - Mar 15 cohort	37.9%	39.3%	42.8%	42.9%
percentage point change from selected baseline	9.1%	1.3%	-4.0%	-0.8%
<b>Reoffending rates after 12 months - Aggregated quarterly cohorts</b>				
Reoffences per reoffender Apr 15 - Mar 16 cohort (latest period)	3.77	3.77	4.03	3.78
Reoffences per reoffender Apr 14 - Mar 15 cohort	3.19	3.55	3.68	3.61
change from selected baseline	18.2%	6.2%	9.7%	4.6%
Binary rate - Apr 15 - Mar 16 cohort (latest period)	43.4%	39.7%	37.8%	41.9%
Binary rate - Apr 14 - Mar 15 cohort	40.5%	39.3%	40.1%	42.6%
percentage point change from selected baseline	2.9%	0.4%		-0.7%

**Family – Suffolk, Cornwall, Devon, Lincolnshire, Cumbria, Wrexham, Somerset, West Mercia, Gwynedd Mon, Flintshire**

## **Report of the Policy and Resources Committee meetings held on 4 June 2018 and 18 July 2018**

### **Items from the meeting of 4 June 2018**

#### **1 Finance Monitoring Report Outturn**

- 1.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided details of the outturn position for the 2017-18 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2018, together with related financial information. The report also provided a brief commentary on budgets which were the direct responsibility of this Committee.

#### **1.2 RESOLVED**

##### **That Policy and Resources Committee:**

- 1. Note the Revenue outturn of an underspend of £0.235m on a net budget of £358.812m;**
- 2. Note the General Balances of £19.536m at 31 March 2018, including the 2017-18 underspend of £0.235m;**
- 3. Note the reserves carried forward at 31 March 2018 as set out in Appendix 1 paragraph 5.5 of the report;**
- 4. Note the financial information in respect of budgets which are the direct responsibility of this Committee, as set out in Revenue Annex 2 page 1 of the report;**
- 5. Note a debt write off of £0.117m resulting from the July 2017 P&R decision to liquidate Norfolk Energy Futures Limited, as described in Revenue Annex 2 page 2 of the report;**
- 6. Note the expenditure and funding of the 2017-18 and future capital programmes as set out in Appendix 2 of the report.**
- 7. Approve additional borrowing of £1.978m (Adult Social Care) and £1.694m (other services) to fund in-year capital expenditure where the revenue contributions have been placed in revenue reserves to support the MTFS as set out in Appendix 2 paragraph 3.8 of the report;**
- 8. Approve the proposal to wind up the dormant Norfolk Regeneration Company Limited as set out in Appendix 2 paragraph 5 of the report;**
- 9. Note the possible purchase of farmland as described in Appendix 2 paragraph 6 of the report.**

#### **2 Delivering Financial Savings 2017/18-Final Outturn Position**

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

2.2 **RESOLVED**

**That Policy and Resources Committee note:**

1. The total shortfall of £4.872m in 2017-18, which amounts to 10% of total savings. This represents a £0.389m improvement from the position reported for period 10, due to increased savings delivery in Adults;
2. Note the budgeted value of 2017-18 savings projects rated as RED of £7.553m, of which £2.894m have been delivered;
3. The budgeted value of 2017-18 savings projects rated as AMBER of £1.214m, of which £0.881m have been delivered;
4. The over delivery on GREEN and BLUE rated projects of £0.120m; and
5. The total removal of savings of £7.174m 2018-19 savings and £0.100m 2019-20 savings reflecting delay and removal of savings as approved in 2018-22 budget setting by County Council on 12 February 2018.

3 **Norse Group Business Plan for 2018/19**

- 3.1 The Committee received the Norse Group Business Plan for 2018/19 that set out the diverse range of services across the functions of facilities management, waste management, property related services and care provision that were provided by the Norse Group.

3.2 **RESOLVED**

**That Policy and Resources Committee:**

1. Note the Norse Group Business Plan for 2018/19 that was approved by the Norse Group Board on 16 May 2018.
2. Ask that in future years they be provided with an earlier opportunity in the Committee cycle to review the Norse Business Plan.

4 **Review of Transport Provision to Access Services**

- 4.1 The Committee received a report by the Executive Director of Children's Services that set out four options identified by independent consultants to deliver a cultural and behavioural change in the way in which the County Council would meet the transportation needs of its service users in the future.

- 4.2 Members agreed that for the County Council to get things right, and improve its management arrangements for meeting transport demand for children and young people, whilst at the same time improving the independence of passengers, the Council's approach required a full evaluation of options 1, 2 and 3 by Children's Services Committee.
- 5 Members spoke favourably about the potential that a redesigned transport provision offered for collaboration with the NHS non-emergency transport service, using the same vehicles to deliver across all client groups.
- 5.1 The Committee noted that Adult Social Care spend on transport was reducing and that to implement option 4 would support delivery of the transport savings already agreed in the ASC budget.

5.2 **RESOLVED**

**That Policy and Resources Committee:**

1. **Ask Children's Services Committee to undertake a full evaluation of options 1, 2 and 3 in the independent consultants' report.**

**It was further RESOLVED (with 9 votes in favour, 2 votes against and 2 abstentions)**

**That Policy and Resources Committee:**

2. **Give approval for officers to implement Option 4 in the report immediately, reporting to the relevant committee as appropriate.**

6 **Norfolk County Council's Membership of the Local Government Association**

- 6.1 The Committee received a report by the Executive Director of Finance and Commercial Services that set out details of changes to the arrangements of the Local Government Association (LGA), to establish a new incorporated LGA. This was intended to keep membership costs down, and required the County Council to agree to sign up to the new arrangements.
- 6.2 It was noted that the proposals set out in the report did not change the Council's existing LGA liabilities or the benefits and services that were available to the Council through LGA membership.

6.3 **RESOLVED**

**That the Executive Director of Finance and Commercial Services apply for Norfolk County Council to be admitted as a member authority of the LGA's private unlimited company.**

7 **Internal and External Appointments**

- 7.1 The Committee received a report by the Managing Director about internal and external appointments.

7.2 **RESOLVED:**

**That Policy and Resources Committee make appointments to those external bodies, internal bodies and Champions position as set out in the report.**

**Items from the meeting of 18 July 2018**

8 **Corporately significant vital signs performance management report**

- 8.1 The Committee received a report by the Strategy Director that provided up to date performance management information for corporately significant vital signs.

8.2 **RESOLVED**

**That the Policy and Resources Committee:**

**Note the corporately significant performance data and the recommended action included within the Vital Signs and Performance Management Reports.**

9 **Risk Management Report**

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

- 9.2 At Members' request, an update report on the delivery of Broadland Northway within the agreed revised budget will be reported to the next meeting of the Committee.

9.3 **RESOLVED**

**That Policy and Resources Committee:**

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

**4. Note the Finance and Commercial Services departmental risk summary (Appendix E to the report);**

**10 Finance monitoring report P2: May 2018**

10.1 The Committee received a report by the Executive Director of Finance and Commercial Services that summarised the Period 2 (May 2018) forecast financial outturn position for 2018-19, to assist Members to maintain an overview of the overall financial position of the Council.

**10.2 RESOLVED**

**That Policy and Resources Committee:**

- 1. Note the period 2 forecast general fund revenue overspend of £5.356m, noting also that Chief Officers will take measures throughout the year to reduce or eliminate potential over-spends;**
- 2. Note the forecast General Balances at 31 March 2018 of £19.536m, before taking into account any over/under spends;**
- 3. Note the revised expenditure and funding of the current and future 2018-22 capital programme as set out in Appendix 3 of the report;**
- 4. Note the addition of £1.686m to the capital programme relating to the purchase of farm land at Halvergate as set out in Appendix 3 paragraph 4 of the report;**
- 5. Approve the addition of £0.150m to the capital programme to automate manual HR processes, as set out in Appendix 3 paragraph 5 of the report.**

**11 Delivering Financial Savings 2018/19**

11.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided details of the forecast year-end position in respect of the delivery of the 2018-19 savings agreed by the County Council at its budget meeting on 12 February 2018.

**11.2 RESOLVED**

**That Policy and Resources Committee note:**

- 1. the total projected shortfall of £5.248m in 2018-19, which amounts to 17% of total savings;**
- 2. the budgeted value of 2018-19 savings projects rated as RED of £0.642m, of which £0.050m are forecast to be delivered;**
- 3. the budgeted value of 2018-19 savings projects rated as AMBER of £14.645m, of which £9.989m are forecast to be delivered;**
- 4. the budgeted value of GREEN and BLUE rated projects of £14.712m.**

**12 Strategic and Financial Planning 2019-20 to 2021-22**

12.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided an overview of the Council's current budget planning position, including the forecast budget gap for 2019-20 to 2021-22, and proposed a strategic and financial planning framework for Service Committees.

**12.2 RESOLVED**

**That Policy and Resources Committee:**

- 1. Note how the principles of the Council's Strategy, Norfolk Futures, will inform and shape 2019-22 budget planning activity;**
- 2. Approve the updated budget assumptions and note the key areas of risk in relation to 2019-22 budget planning as set out in section 4 of the report;**
- 3. Consider the forecast budget gap of £94.696m, which reflects the changes (as set out in table 5 of the report) from the 2018-22 Medium Term Financial Strategy (table 1 of the report);**
- 4. Approve the budget planning principles (paragraph 4.2 of the report) and guidance for 2019-20 and commission Service Committees to begin developing their savings proposals accordingly;**
- 5. Approve the indicative savings targets 2019-20 to 2020-21 (section 5 of the report), noting the existing savings for 2019-20 and beyond which were agreed as part of the 2018-19 budget round (table 3 of the report); and**
- 6. Note the budget planning timetable set out in section 6 of the report.**
- 7. Receive an early indication at their next meeting of corporate budget proposals that will shape 2019-22 budget planning activity.**

**13 Health, Safety and Well-being Annual Report**

13.1 The Committee received a report by the Strategy Director that provided an overview of the Health, Safety and Well-being (HSW) performance of NCC for 2017/18 and the activities of the HSW Service to support the management of risks. An indication of the plan for next year and the information necessary for Members to satisfy themselves of the effectiveness of the NCC health and safety management system were provided.

**13.2 RESOLVED**

**That the Policy and Resources Committee:**



1. **Note the Health, Safety and Well-Being Annual Report for 2017/18 and the actions outlined throughout the report and specifically the organisation's HSW performance.**
2. **Note the progress made against the priorities and plan for 2017-20 to date.**
3. **To place on record the Committee's thanks to those involved in the positive overall Health, Safety and Well-being performance of the County Council in 2017/18 and in particular the work that is done to support performance on mental health issues.**

**14 Liquidlogic/Social Care System Replacement Implementation**

- 14.1 The Committee received a report by the Executive Director of Adult Social Services that asked Members to note the progress on delivering the new Social Care System for Adult Social Services, Children's and Finance and to consider whether they would like any further reports at future meetings of this Committee.

**14.2 RESOLVED**

**That Policy and Resources Committee:**

**Note the good progress on delivering the new Social Care system for Adult Social Services, Children's Services and Finance and ask to receive a further update report in 6 months-time.**

**15 Syrian Vulnerable Persons Resettlement Scheme (VPRS) – Progress Report**

- 15.1 The Committee received a report by the Executive Director of Adult Social Services that provided an update regarding the provision of the current Syrian Vulnerable Persons Resettlement Scheme (VPRS) and considered the extension of this provision beyond 2020.

**15.2 RESOLVED**

**That Policy and Resources Committee:**

1. **Note the success and the breadth of work carried out by the People from Abroad team.**
2. **Agree to the resettlement of a further 100 Syrian refugees across 2018/2019 and 2019/2020 (50 each year) within the locality of Greater Norwich subject to the conclusion of discussions with the appropriate District Councils.**

**16 Sourcing Strategy for Council Services**

- 16.1 The Committee received a report by the Executive Director of Finance and Commercial Services that in response to a request from Members, recommended an approach to decide how to deliver services and whether they should be delivered in-house, traded, provided by an arm's length company or outsourced.

16.2 **RESOLVED**

**That Policy and Resources Committee:**

**A. Note the context and rationale for sourcing decisions set out in sections 2-5 of this report;**

**B. Agree that:**

- i. insourcing (including insourcing and trading);**
- ii. service provision by an arm's length company (again including trading), and**
- iii. disaggregation of the contract to remove the prime contractor role**  
**should all be considered as options when a significant contract is to be extended or replaced, and that the analysis should cover the aspects set out in section 6 of the report; and**

**C. Note the conclusions reached in section 6 of the report about specific categories of expenditure and:**

- i. The work already undertaken, and that planned, in respect of IT contracts and highway service delivery; and**
- ii. That Environment, Development and Transport Committee is expected to consider the procurement strategy for waste services beyond 2020 in November 2018, and ask that before any longer-term arrangements are made an options appraisal be completed including an assessment of whether any aspects of the service should be insourced or delivered by an arm's length provider.**

17 **Notifications of Exemptions Under Contract Standing Orders**

- 17.1 The Committee received a report by the Executive Director of Finance and Commercial Services that set out the exemptions that had been made up to 13 June 2018 under paragraph 9.11 of Contract Standing Orders and that were over £250,000 and therefore needed to be notified to the Policy and Resources Committee.

17.2 **RESOLVED**

**That Policy and Resources Committee:**

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

**18 Low Carbon Financial Instrument 2: an economic development funding opportunity**

- 18.1 The Committee received a report by the Executive Director of Community and Environmental Services about an opportunity to lead a regional Low Carbon Investment Fund over a 10-year period from 2019-2029, funded by the European Regional Development Fund. The Fund would invest £8m to support around 33 growing technology companies in the East of England with an average loan or equity investment of £245,000 per company, and leveraging in an estimated £19m private investment. The Fund would cover three LEP areas; New Anglia, Hertfordshire and the Cambridgeshire and Peterborough Combined Authority.
- 18.2 The Committee noted that the UEA was committing £1.1m of legacy funding from the original Fund to support a package of investment-readiness activity to sit alongside the £8m investment vehicle. This funding was already available through investment returns and would be contracted as a UEA commitment in the process of setting up the Holding Company.
- 18.3 Taking on this role would enable the Council to maximise the opportunity for Norfolk businesses to benefit from investment from the Fund and would give the Council the ability to co-direct with UEA the reinvestment of returns. Norfolk County Council would therefore have a key role in the investment (and further re-investment) of investment returns in economic development activity over the long-term, a potentially significant opportunity for the Council.

**18.4 RESOLVED**

**That Policy and Resources Committee agree:**

- 1. Norfolk County Council should submit a bid to the Ministry for Housing Communities and Local Government for £8m ERDF funding to deliver the proposed Low Carbon Financial Instrument.**
- 2. To receive a paper in due course with a proposal to set up a Holding Company, in collaboration with UEA, to run the project, alongside a proposal to appoint Directors.**

**19 Transition from a Committee to a Cabinet System of Governance**

- 19.1 The Committee received a report by the Chairman of the Cabinet System of Governance Working Group that set out the progress made in transitioning from a Committee to a Cabinet system of governance.

Member spoke about the importance of Members allowances costing no more under a Cabinet system of governance than were paid under the current committee system.

**19.2 RESOLVED**

**That Policy and Resources Committee:**

- 1. Note the progress made by the Working Group;**
- 2. Note the milestones for further activity (Appendix 1 of the report);**
- 3. Endorse:**
  - The principles of the new governance system (paragraph 3.1 of the report)**
  - The proposed approach to the scheme of delegation (paragraph 4.1 of the report)**
  - The proposed scrutiny structure (paragraph 5 of the report)**
  - The overall proposed structure for further detailed development by officers (Appendix 2 of the report).**

**20 Norwich Airport Ltd**

- 20.1** The Committee received a report (containing exempt information) by the Executive Director of Finance and Commercial Services that provided an update on recent officer discussions with Norwich Airport Ltd and Norwich City Council regarding the ending of the Public Private Partnership Agreement.

**20.2 RESOLVED**

**That Policy and Resources Committee agree on the response that the County Council should make to the implications of the expiry of the Public Private Partnership Agreement for Norwich Airport Ltd and other related matters which have been raised during discussions with Norwich Airport Ltd and Norwich City Council and are explained in an exempt report.**

**Andrew Proctor**  
**Chairman, Policy and Resources Committee**



## Report of the Children's Services Committee Meeting held on 22 May 2018 and 10 July 2018

### A Report from the meeting held on 22 May 2018

#### 1. Performance Monitoring Report

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

#### 2. Children's Services Finance Outturn Report Year End 2017-18

- 2.1 The Committee received the report on the performance and financial forecast outturn information for the 2017-18 financial year to Children's Services committee.
- 2.2 The Committee **AGREED**:
  - a) the outturn position for the 2017-18 Revenue Budget for both the Local Authority Budget and Schools Budget
  - b) The outturn position for the 2017-18 Capital Programme

#### 3. Risk Management Report

- 3.1 The Committee considered the full Children's Services departmental risk register, as at May 2018, following the latest reviewed conducted in April 2018.
- 3.2 The Committee **CONSIDERED** and **NOTED**:
  - a) The full Children's Services departmental risk register (at Appendix A of the report)
  - b) The reconciliation report (at Appendix B of the report)
  - c) that the recommended mitigating actions identified in Appendix A of the report for the risks presented were appropriate, or whether risk management improvement actions were required (as per Appendix C of the report)
  - d) The background information on risk management (at Appendix D of the report).

#### 4. Council Tax Exemption for Care Leavers

- 4.1 The committee received the report outlining a proposal for a council tax exemption for Norfolk care leavers.
- 4.2 The Committee **AGREED** to:
  - a) **RECOMMEND** to Policy and Resources Committee and Full Council that a scheme be adopted as set out in this paper to deliver a full council tax discount for all Norfolk care leavers living either in or out of Norfolk who were under the age of 25

and were solely responsible for payment of the bill, or who occupy a property with other Norfolk care leavers aged up to 25.

b) **COMMISSION** officers to undertake further work with the seven Norfolk District Councils and the Norfolk Police & Crime commissioner to seek to agree that all authorities bear their share of the full discount and that a uniform scheme could be implemented across Norfolk.

## **5. Schools' capital building programme**

5.1 The Committee considered the report giving a summary of the schools' capital building programme in Norfolk.

5.2 The Committee **AGREED**:

- To endorse the basis of programme prioritisation for the coming three years
- To endorse the proposed amendments to the programme and introduction of new schemes.

## **6. Semi-independent Accommodation and Support for 16-17 year-old Looked After Children**

6.1 The Committee received the report outlining progress on developing provision of Semi-independent accommodation for 16-17 year old Looked After Children.

6.2 The Committee **AGREED** that the project team progress with using the allocated capital budget to secure properties in geographical locations across the county, through a mix of renovation of existing Norfolk County Council properties (currently three) and the purchase of further properties (currently planned to be eight).

## **7. Internal and External Appointments**

7.1 The Committee reviewed and **AGREED** the external and internal body and champions positions appointments set out in Appendix A of the report.

## **8. Committee Forward Plan and update on decisions taken under delegated authority**

8.1 The Committee reviewed and **AGREED** the forward plan and decisions taken by Officers under delegated authority.

# **B Report from the meeting held on 10 July 2018**

## **1. Notice of Motions**

1.1 The following motion was proposed by Ms Emma Corlett and seconded by Mr Mike Smith-Clare.

Children's Services Committee members:

- take seriously our responsibility to Norfolk Children and Young People and their families

- expect all Norfolk educational settings to be inclusive and make reasonable adjustments to support the learning needs of children and young people
- expect all Norfolk educational settings to use fixed-term exclusion only as a last resort sanction, having first sought advice from Norfolk County Council inclusion helpline at the earliest opportunity,
- expect any Norfolk educational setting using exclusion to do so within the law
- note with concern the practice reported by some parents of 'unlawful exclusions' such as asking for children to be picked up from school early, or asking them to be kept at home during school trips
- note that some school staff may be unwittingly participating in an unlawful exclusion as they have not received adequate training

#### **Committee Resolves to:**

- request that officers set up an email reporting system to allow parents to report an unlawful exclusion or attempted unlawful exclusion (similar to the system currently implemented by Suffolk County Council)
- investigate any reported unlawful exclusions, and provide information and advice to schools
- report back to a future committee what action NCC is able to take against schools who are found to have unlawfully excluded
- request that a NCC-led media information campaign advising parents of the law and their rights, examples of the types of unlawful exclusions they might experience and how to report
- write to teaching and support staff trade unions and ask them to support the campaign, and raise awareness with their members of the law and illegal exclusions
- write to each school governing body and ask them to provide challenge to school leadership teams to ensure unlawful exclusions are not taking place in their schools, and to ensure their school staff have appropriate training.

- 1.2 Following debate, and upon being put to a vote, with 6 votes for and 8 votes against, the motion was **LOST**.

## **2. School Organisation in Winterton and Hemsby**

- 2.1 The Committee received the report from the Executive Director of Children's Services which provided information about a proposal for school organisation change for Winterton and Hemsby which was currently in the public domain.



2.2 The Committee **RESOLVED** to;

- i) Note the Council's powers in respect of school organisation
- ii) Note the current public consultation for Winterton and Hemsby and **AGREED** to encourage members of the public to engage with this process.
- iii) Make any comments on the proposal for Winterton and Hemsby, to inform the Director's decision on whether to proceed to Statutory Notice after the end of the consultation period.

It was requested to note that Ms C Walker, Mr M Smith-Clare and Mr D Collis did not agree with the recommendations.

**3. Performance Monitoring Report**

3.1 The Committee received the report from the Executive Director of Children's Services which focused primarily on the data as at end of April 2018. In addition to the vital signs performance the report also contained other key performance information via the (MI) report (appendix 2).

3.2 The Committee **REVIEWED** and **COMMENTED** on the performance data, information and analysis presented in the vital sign report cards and determined that the recommended actions identified were appropriate

**4. Revenue Budget Monitoring**

4.1 The Committee received the report from the Executive Director of Children's Services which set out the month 2 financial forecast for Children's Services and the programme of transformation and improvement that was continuing.

4.2 The Committee **RESOLVED**;

- i) To approve the service transformation and improvement achieved
- ii) To approve the forecast outturn of £3.375m for General Fund Children's Services
- iii) To approve the forecast use of Children's Services General Fund reserves and provisions
- iv) To approve the forecast outturn of £3.142m for Dedicated Schools Grant Children's Services
- v) To approve the management action being undertaken to bring expenditure within budget in 2018/19

**5. Risk Management**

5.1 The Committee received the report from the Executive Director of Children's Services which provided them with a full Children's departmental risk register, as at July 2018, following the latest review conducted in June 2018. The report presented the risks by exception.

5.2 The Committee;

a) **NOTED** the risks reported by exception from the Children's Services departmental

- risk register (Appendix A);  
b) **NOTED** the reconciliation report (Appendix B);  
c) **AGREED** that the recommended mitigating actions identified in Appendix A for the risks presented were appropriate;  
d) **NOTED** the background information on risk management (Appendix D).

**6. Meeting Special Educational Needs and Disabilities (SEND) Quality, Sufficiency and Funding**

- 6.1 The Committee received the report from the Executive Director of Children's Services which explained the Local Authority duty to ensure the sufficiency of places for children and young people identified and assessed as having a Special Educational Need or Disability.
- 6.2 The Committee **RESOLVED** to;
1. To understand the duties placed on the Local Authority in relation to pupils with SEND
  2. To agree the direction of travel in relation to the current high level invest to save / budget recovery plan for the High Needs Block
  3. To agree plans to explore feasibility study / impact of capital development planning for increased specialist provision across the county
  4. To agree that further options are more fully explored in relation to travel arrangements for some children and young people with SEND, where it is suitable and at the current level, agreed with them and appropriate, and a detailed business case is brought back to CS Committee, outlining risks and benefits of any new proposals for travel and transport.

**7. Children Centre Service Re-Design Update**

- 7.1 The Committee received the report from the Executive Director of Children's Services which provided an update to the Committee on the timeline for the re-design of children centre services.
- 7.2 The Committee **NOTED** the updated timeline for children centre services re-design

**8. Committee Forward Plan and update on decisions taken under delegate authority**

- 8.1 The Committee received the report which set out the forward plan for the Committee to enable Members to shape future meetings, agenda and items for consideration.
- 8.2 The Committee **REVIEWED** the Forward Plan at Appendix A and identified any additions, deletions or changes to reflect key issues and priorities the Committee wish to consider.

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

## **Report of the Digital Innovation and Efficiency Committee meetings held on 11 May 2018 and 11 July 2018**

### **Items from the meeting of 11 May 2018**

#### **1 Finance monitoring**

- 1.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided the Committee with information on the budget position for services reporting to Digital Innovation & Efficiency Committee. It provided information on the revenue budget outturn for 2017/18, and the revenue budget value for 2018-19. It also provided an update on the use of reserves and details of the capital programme.

#### **1.2 RESOLVED**

**That the Committee note:**

- 1. The 2017 -18 revenue outturn for this Committee, and the 2018 – 19 revenue budget values.**
- 2. The capital programme for this Committee.**
- 3. The actual use of reserves in 2017 – 18 and the balance of reserves carried forward to 2018 – 19.**

#### **2 IMT Performance Indicators**

- 2.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided operational dashboard information based on the eight vital signs performance indicators that fell under the remit of this Committee. The Committee heard that all eight vital signs indicators were within tolerance (green or amber), 7 were on target and 1 (Systems Availability) had missed the target by 0.8%. Performance in the area of the IMT call abandonment rate, which was reported as being below target in the last two reports to the committee was now back on target.

#### **2.2 RESOLVED**

**That the Committee:**

- 1. Note the information provided in this report.**
- 2. Note the performance data/information relating to the Committee's remit, in addition to the 8 vital signs that were set out in this report, which the Committee wish to continue to review on a regular basis.**
- 3. In order for Members to gain a succinct overview of performance and actions that were being taken to maintain or improve performance, the report cards for all vital signs should be included in future reports.**
- 4. Receive a report outlining customer satisfaction with the council website.**

### **3 The results of the Mobile Telephony Review**

- 3.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided the Committee with the results of the mobile voice and data coverage audit that had been commissioned and completed in order to better inform the dialogue with mobile network operators and also to provide high quality up-to-date information to Norfolk's residents and businesses.

#### **3.2 RESOLVED**

**That the Committee:**

- 1. Note the information provided by the survey.**
- 2. Approve the immediate public release of the coverage maps and associated data via the council's website.**
- 3. Approve the release of the full set of raw mobile coverage data for public use when this became available.**
- 4. Work with the Mobile Network Operators to facilitate early access to Council owned assets to improve coverage as soon as possible.**
- 5. Note the impact of code powers on charges.**
- 6. Agree to implement the new, lower code powers based rental rates without delay.**
- 7. Agree to repeat the survey process for poor coverage areas only in 12 months' time to show what progress has been made.**

#### **3.3 It was also RESOLVED**

- 1. That, based on the results of the survey, the Chairman should write to the Borough/City/District Councils in Norfolk to seek their assistance in improving mobile phone connectivity through the potential use of their publicly sector owned structures and to ask that they support mobile phone providers to find suitable locations for new infrastructure, particularly in the "not-spots" in their areas where coverage was lacking.**

### **4 The Final 5% Fibre Broadband Coverage**

- 4.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided the Committee with information to show that the Council was committed to working in partnership with alternative network providers to improve broadband coverage and options. The Council recently met the main companies and organisations providing (or starting to provide) these services and the report covered what they provided and how the Council could assist them to provide the additional services that were needed.

#### **4.2 RESOLVED**

**That the Committee:**

1. **Note the availability of the alternative internet connectivity providers.**
2. **Help raise awareness and provide publicity to support the providers.**
3. **Work with the providers to help them obtain quick and cost-effective access to council owned assets to improve wireless broadband coverage as soon as possible.**
4. **Work with the providers to help them obtain quick and cost-effective wayleaves for works involving council owned land and / or highways.**
5. **Publish easy to consume intelligence which can be used by the suppliers to inform where they might best target their investments.**
6. **Ensure that local cooperative broadband suppliers are included in the provider liaison group.**

## **5 General Data Protection Regulations (GDPR)**

- 5.1 The Committee received a report by the Head of IMT and Data Protection Officer that provided the Committee with information on the progress of the Council's preparations for the implementation of the General Data Protection Regulation on 25th May 2018.

### **5.2 RESOLVED**

**That the Committee note the progress on the preparations for the GDPR.**

## **6 Forward Plan**

- 6.1 It was noted that an update on the implementation of the Liquid Logic System for Children's Services and other related developments would be reported to the next meeting. It was suggested that future meetings should receive updates on improvements in broadband coverage, cyber security for school aged children and the possibility of introducing a case management information system for Members.

### **6.2 RESOLVED**

**That the Committee agree the forward plan subject to the above mentioned comments.**

## **Items from the meeting of 11 July 2018**

## **7. Finance Monitoring Report**

- 7.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided the Committee with information on the budget position for services reporting to Digital Innovation and Efficiency Committee. It also provided information on the use of reserves and details of the capital programme.

### **7.2 RESOLVED**

**That the Committee note:**

1. **The 2018 - 19 revenue position for this Committee.**
2. **The 2017 - 18 to 2020 – 21 capital programme for this Committee.**
3. **The 2018 – 19 reserves position for this Committee.**

## **8. IMT Performance Indicators**

- 8.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided operational dashboard information based on the eight vital signs performance indicators that fell under the remit of this Committee. All IMT indicators were reported as on target (green). One of the two Customer Services indicators was reported as green, the below target indicator for website satisfaction will be the subject of a report at the September Committee meeting.

## **8.2 RESOLVED**

**That the Committee:**

- 1. Note the information provided in this report.**
- 2. Congratulate those staff who have been involved in the Council achieving 4 stars overall in Better Connected 2017-18 (which is part of a national review undertaken by a team of professional reviewers of Council websites on their performance from a visitor perspective). More details can be found at: <https://betterconnected.socitm.net/usability>**

## **9. Digital Economy and Growth**

- 9.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that introduced Members to the Norfolk technology sector within the wider context of the national picture. Nationally and locally, the ICT and digital creative sector was important for Economic growth delivered through innovation and productivity. Nationally, artificial Intelligence (AI) and big data analysis under-pined the government's Industrial Strategy. Regionally the New Anglia Local Enterprise Partnership (NALEP) regarded the digital sector as one of three sectors crucial for delivering growth across all sectors. The Committee heard that the sector had potential to provide strong employment growth and productivity increases, shrewd and focussed knowledge transfer could support productivity gains across all industrial sectors.

## **9.2 RESOLVED**

**That the Committee:**

- 1. Note the Economic Development Service areas of activity in relation to economic growth and support for the ICT digital creative sector.**
- 2. Approve the direction of travel of future activity as set out in the report, and ask to receive updates at future meetings on the following issues:**
  - a. The work that is being done with Tech East Ltd (a not for profit company set up by Norfolk and Suffolk local authorities and the Local Enterprise Partnership) in order to promote the ICT and digital creative sector within Norfolk and Suffolk;**
  - b. Initiatives to improve the digital skills of the Norfolk workforce**
  - c. An action plan for how the County Council can help to deliver innovation and growth in the technology sector of the Norfolk**

**economy.**

**10. Internet of things and Associated Networks**

- 10.1 The Committee received a report by the Executive Director of Finance and Commercial Services about the Internet of Things (IOT) and associated networks, that provided new opportunities for the Council to explore alternative ways of delivering services and achieving outcomes for the people of Norfolk.
- 10.2 The Committee was informed about how these innovative technologies presented a significant opportunity to quickly trial new approaches and consider how they could transform the way services were delivered and achieve savings. In addition, they presented an opportunity for schools, colleges and universities to create, learn and experiment with the technology. The Committee heard how local small to medium enterprises and entrepreneurs would also be able to exploit the proposed Norwich based network in order to develop new solutions to old problems and thereby stimulate economic growth throughout the whole county. While researching the report officers had undertaken an extensive soft market testing exercise which involved many companies ranging from blue chip multinationals, such as Microsoft, IBM, Cisco, Amazon, Phillips and Huawei, through to local small to medium enterprises and local academia. Officers and members had also attended several conferences and vendor events to ensure the Council remained aware of all the latest technologies and user cases.

**RESOLVED**

**That the Committee:**

- 1. Approve the launch of the Norwich based LoRaWAN network in July 2018.**
- 2. Approve the launch of a schools' competition in October 2018.**
- 3. To approve the Hackathon proposals scheduled in October 2018.**
- 4. To direct officers to develop and return to Committee with specific business cases, to exploit sensors and networks in areas such as street lighting and social care.**

**11. Digital Inclusion Action Plan**

- 11.1 The Committee received a presentation and a report by the Executive Director of Community and Environmental Services that gave Members an update on work carried out since March 2018 to promote digital inclusion in Norfolk.

**RESOLVED**

**That the Committee:**

**Note progress with the strategy and approve the action plan included with the report.**

**12. Assistive Technology**

- 12.1 The Committee received a report by the Executive Director of Adult Social Services that provided an update on work in progress and planned to support the development

of a new strategy and approach for assistive technology in Adult Social Services. This work was aimed at supporting people to live independently for longer and to reduce demand on services and budgets. Norfolk's Assistive Technology team, which was part of Adult Social Services, currently assessed approximately 2,000 people a year and figures recently received from n-able showed that there was a total of approximately 7,000 people currently receiving assistive technology in Norfolk. Most assessments undertaken by the Assistive Technology team resulted in the provision of equipment. However, there was currently no way of establishing the impact of the service and long-term benefits to both the individual and the Department. A few key issues were identified during the review that needed to be addressed to ensure that the benefits of AT were maximised to prevent, reduce and delay the need for formal care and support and that consideration of assistive technology was fully integrated into practice across all areas of the Department.

## **12.2 RESOLVED**

**That the Committee:**

- 1. Note progress to date on the review and work in progress.**
- 2. Receive further updates on the development and implementation of the new strategy and model.**

## **13. Liquidlogic/Social Care System Replacement Implementation**

- 13.1 The Committee received a report by the Executive Director of Adult Social Services that provided Members with an update on progress of the Social Care System Replacement (SCSR) programme. Phase One had now been delivered: the Adults and Finance Go Live took place on schedule and after live testing, was released to staff on 22 November 2017; Children's and Finance modules went live on 3 May, with the completion of the first pay run for Direct Payments on 11 May 2018. The departments wanted to fully exploit the potential benefits of the new Liquidlogic and ContrOCC systems and Phase Two of the Programme was underway. The programme was forecast to be on budget. Based on other local authorities' experience it was very rare to deliver this volume of functionality in Phase One and was testament to the quality, dedication, hard work and determination of the project team.

## **13.2 RESOLVED**

**That the Committee:**

- 1. Note the progress on delivering the new Social Care System for Adult Social Services, Children's and Finance.**
- 2. Look to receive further update reports on phase two developments at future meetings of this Committee.**

## **14. Risk Management Update**

- 14.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided the latest corporate and departmental level risk as at July 2018, following the review conducted in June 2018. Risk management was reported to the Committee in its own right but was aligned with, and complemented, performance and financial reporting.



## **14.2 RESOLVED**

**That the Committee:**

- 1. Note the risks identified and reported to this Committee at corporate and departmental level at Appendix A to the report.**
- 2. Note the reconciliation of progress in the management of the risks identified in Appendix A to the report since the last Committee meeting, in Appendix B to the report.**
- 3. Note the information contained in Appendix C to the report.**
- 4. Note the background information contained in Appendix D to the report.**

## **15. Forward Plan for Digital Innovation & Efficiency Committee**

### **15.1 The Committee amended its forward work programme for the next meetings which now includes the following:**

**A review of the development of a Norfolk wide counter fraud hub.**  
**An update on planned actions to increase exploitation of assistive technology.**  
**A briefing on the use of technology in Norfolk's agricultural economy and options to promote uptake.**  
**A briefing on the anticipated increase in the use of electric and autonomous vehicles and consider the role the council should play in supporting adoption across the County.**  
**A review of progress in promoting fibre connectivity for new build developments in the county.**  
**A review of the Council's Cyber Security capabilities.**  
**A review of how the Council's highways service can further develop its use of technology to increase efficiency and improve outcomes.**  
**Further reviews of digital skills and the digital economy with development proposals.**  
**Further updates on the councils assistive technology rollout plans.**  
**A review of the availability of Wi-Fi networks across the county and options for increasing coverage.**

### **15.2 The Committee noted that the Council has been developing an Innovation Centre in the mezzanine area of County Hall to demonstrate new technology to services and staff in four distinct areas, home of the future, office of the future, meeting room of the future and cafe. This should enable new business systems, consumer technology, internet of things and assistive technology (mentioned earlier in this report) to all be shown in one place. It would be a "living lab" changing as technology evolves. A tour of the innovation centre will be arranged for Members of the Committee after the next committee meeting.**

**Tom Garrod  
Chairman**

## **Appointments to Committees, Sub-Committees and Joint Committees**

### **(i) To note the following appointments made under delegated powers;**

#### **Adult Social Care Committee**

Delete: William Richmond

Add: Ed Connolly

#### **Business and Property Committee**

Delete: Keith Kiddie and Brian Iles

Add: Barry Stone and Ian Mackie

#### **Children's Services Committee**

Delete: Richard Price

Add: Joe Mooney

#### **Communities Committee**

Delete: Mark Kiddle-Morris and Ian Mackie

Add: Brian Long and Keith Kiddie

#### **Digital Innovation and Efficiency Committee**

Delete: Tom Garrod and David Bills

Add: Graham Middleton and John Fisher

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

Delete: Thomas Smith

Add: Beverley Spratt

#### **Policy and Resources Committee**

Delete: Keith Kiddie and Tom Garrod

Add: Barry Stone and Tom FitzPatrick

**(ii) To consider proposals from Group Leaders;**

(a) Following the changes to Committee places made in (i) above, to consider a proposal from the Leader of the Council to make appointments to the following:

- Chairman of the Business and Property Committee
- Vice Chairman of the Business and Property Committee
- Chairman of the Digital Innovation and Efficiency Committee
- Vice Chairman of the Digital Innovation and Efficiency Committee
- Vice Chairman of the Communities Committee

(b) Norfolk Parking Partnership – 1 (Vacancy – previously Councillor Tony White) and 1 nominated substitute (Councillor Walker)

Councillor White has stepped down as the Council's representative on this body and Council is recommended to appoint a replacement member.