

Norfolk County Council

Date: **Monday 10 April 2017**

Time: **10.00 a.m**

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

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Prayers

To Call the Roll

AGENDA

1. Minutes

To confirm the minutes of the meeting of the Council
Meetings held on 20 February 2017

(Page 5)

2. To receive any announcements from the Chairman

3. Members to declare any interests

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

In either case you may remain in the room where the meeting is taking place. If you consider that it would be

inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

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

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

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

4 Questions to Leader of the Council

5 Recommendations from Service Committees

- Policy & Resources – 6 February & 27 March 2017 (Page 20)
- Adult Social Care – 23 January 2017 (Page 50)
- Communities – 8 March 2017 (Page 51)
- EDT – 27 January 2017 (Page 96)

6 Recommendations from Other Committees

- Personnel Committee – 27 February 2017 (Page 97)

7 Reports from Committees

Service Committees (Questions to Chairs)

- Policy & Resources – 6 February & 27 March 2017 (Page 103)
- Adult Social Care – 23 January & 6 March 2017 (Page 111)
- Children's Services - 24 January & 14 March 2017 (Page 116)
- Communities Committee – 25 January & 8 March 2017 (Page 125)
- EDT – 27 January & 17 March 2017 (Page 131)
- Economic Development Sub-Committee -
 - 19 January 2017 (Page 137)
 - 30 March 2017 (To follow)

Other Committees

- Health Overview & Scrutiny Committee
8 December 2016, 12 January and 23 February 2017 (Page 140)
- Planning (Regulatory) Committee
6 January & 17 February 2017 (Page 150)
31 March 2017 (To follow)

- Audit Committee – 26 January 2017 (Page 152)
 - Health and Wellbeing Board – 8 February 2017 (Page 155)
 - Norfolk Joint Museums Committee
13 January 2017 (Page 158)
31 March 2017 (To follow)
 - Norfolk Records Committee
13 January 2017 (Page 161)
31 March 2017 (Page 162)
 - Norwich Highways Agency Joint Committee
24 November 2016 & 19 January 2017 (Page 163)
16 March 2017 (To follow)
- 8 Appointments to the Independent Remuneration Panel** (Page 172)
Report by the Managing Director
- 9 Appointments to Committees, Sub-Committees and Joint Committees (Standard Item)**
- (i) To note any appointments made under delegated powers;
 - (ii) To consider any proposals from Group Leaders for changes to committee places
- 10** To answer Questions under Rule 8.3 of the Council Procedure Rules (Only if any received).

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

Date Agenda Published: 31 March 2017

For further details and general enquiries about this Agenda please contact: Greg Insull on 01603 223100 or email greg.insull@norfolk.gov.uk.

Norfolk County Council

Minutes of the Meeting Held on 20 February 2017

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

Apologies for Absence:

Apologies for absence were received from Mr A Byrne; Mr D Crawford; Mr J Dobson and Ms M Wilkinson.

1 Minutes

- 1.1 The minutes of the Council meeting held on 12 December 2016 were confirmed as a correct record and signed by the Chairman, subject to paragraph 5.3.2 being amended to read:

“Following debate, and upon being put to a vote, with one abstention, the motion was **CARRIED**”.

2 Chairman’s Announcements

- 2.1 Council stood in silence in memory of former County Councillor Graham Hemming MBE, who had passed away on 26 December 2016; County Councillor Colin Aldred who had passed away on 12 January 2017 and Practice Director of nplaw, Chris Skinner, who had unexpectedly passed away on 14 February 2017.

3 Declarations of Interest

- 3.1 Mrs M Dewsbury declared an “other interest”.

Mrs S Gurney declared an “other interest” in item 5 (Recommendations from the Pensions Committee meeting held on 7 January 2017 – Norfolk Pension Fund Governance: LGPS Investment pooling Inter-Authority Agreement), as two members of her family were beneficiaries of the Pension Scheme.

Mr S Morphew declared an “other interest” in item 5 (Recommendations from the Pensions Committee meeting held on 7 January 2017 – Norfolk Pension Fund Governance: LGPS Investment pooling Inter-Authority Agreement).

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

- 4.1 The report setting out the budget proposals was received.
- 4.2 The Leader of the Council, Mr C Jordan, moved the budget recommendations as set out in the report.
- 4.3 The Deputy Leader of the Council, Mrs A Thomas, seconded the motion.
- 4.4 The Leader of the Labour Group, proposed an amendment to the Budget recommendations as set out in Appendix A, which was not accepted by the Leader of the Council.
- 4.5 Mr D Roper seconded the amendment and informed Council that the Liberal Democrat amendment would not be moved.
- 4.6 Following debate, the amendment from the Labour Group was put to a recorded

vote (Appendix B) and with 37 votes in favour, 41 votes against and 1 abstention, the motion was **LOST**.

4.7 The Leader of the UKIP and Independent Group proposed an amendment to the Budget proposals as set out in Appendix C, which was seconded by Mr P Smyth. The Leader of the Council did not accept the amendment.

4.8 Following debate, the amendment from the UKIP & Independent Group was put to a recorded vote (Appendix D); with 38 votes in favour and 41 votes against and 0 abstentions the motion was **LOST**.

Council adjourned at 12.30pm and reconvened at 1.05pm.

4.9 The Leader of the Liberal Democrat Group spoke against the substantive motion.

4.10 The Leader of the Green Group proposed an amendment to the Budget proposals (Appendix E), which was seconded by Dr A Boswell. The Leader of the Council did not accept the amendment.

4.11 Following debate and upon being put to a recorded vote (Appendix F), with 5 votes in favour, 47 votes against and 25 abstentions the motion was **LOST**.

4.12 The substantive motion was then debated and, following a summing up by the Leader of the Council, the matter was put to a recorded vote (Appendix G). With 41 votes in favour, 33 votes against and 3 abstentions, the motion was **CARRIED** and Council **RESOLVED** to:

From the Strategic and Financial Planning 2017-18 to 2019-20 and Revenue Budget 2017-18 report (Annexe 1):

4.12.1 Note the statements regarding the robustness of budget estimates, and risks to the 2017-18 budget, set out in section 6 and the separate report on the Robustness of Estimates elsewhere on the agenda.

4.12.2 Note the feedback from Service Committees including the proposals for additional savings, and the further changes required to deliver a balanced budget.

4.12.3 Consider and comment on the findings of equality and rural assessments, linked at Appendix H(ii) to this report, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Agree

4.12.4 a) An overall County Council Net Revenue Budget of £358.812m for 2017-18, including budget increases of £93.688m and budget decreases of £73.836m

as set out in Table 11 of the report, and the actions required to deliver the proposed savings.

- b) The budget proposals set out for 2018-19 to 2019-20, including authorising Chief Officers to take the action required to deliver budget savings for 2018-19 to 2019-20 as appropriate.
- c) With regard to the future years, that further plans to meet the remaining budget shortfalls in the period 2018-19 to 2019-20 are developed and brought back to Members during 2017-18.
- d) To note the advice of the Section 151 Officer, at paragraph 6.1, on the financial impact of an increase in Council Tax, as set out in section 8 of the report, and confirm, or otherwise, the assumptions that:
 - i) the Council's 2017-18 budget will include a general Council Tax increase of 1.8% and a precept of 3% for Adult Social Care, an overall increase of 4.8% (shown at Appendix D of the report) as recommended by the Executive Director of Finance and Commercial Services.
 - ii) the Council's budget planning in future years will include Council Tax increases for CPI in line with Government assumptions as set out in the Spending Review 2015, plus an increase of 3% for Adult Social Care in 2018-19 but no increase in the Adult Social Care precept in 2019-20, based on the current discretions offered by Government.
- e) That the Executive Director of Finance and Commercial Services be authorised to transfer from the County Fund to the Salaries and General Accounts all sums necessary in respect of revenue and capital expenditure provided in the 2017-18 Budget, to make payments, to raise and repay loans, and to invest funds.
- f) That allocations of Transition Grant and Rural Services Delivery Grant totalling £4.561m and held in the 2016-17 Budget to address business risk, be carried forward and used to help ameliorate the level of savings required in 2017-18.
- g) To agree the Medium Term Financial Strategy 2017-20 as set out in Appendix I of the report, including the two policy objectives to be achieved:
 - i) Revenue: To identify further funding or savings for 2018-19 and 2019-20 to produce a balanced budget in all years 2017-20 in accordance with the timetable set out in the Revenue Budget report (Appendix E of the report).
 - ii) Capital: To support the proposed long-term strategy to invest in the Council's assets while minimising the impact on the revenue budget.
- h) The mitigating actions proposed in the equality and rural impact assessments (Appendix H(i) of the report).

4.12.5 From the County Council Budget 2017-18 to 2019-20: Statement on the Adequacy of Provisions and Reserves 2017-20 report (Annexe 2): Agree to:

- a) Note the planned reduction in non-schools earmarked and general reserves of

46.9% over three years, from £87.569m (March 2016) to £46.527m (March 2020) (paragraph 5.2);

- b) Note the policy on reserves and provisions in Appendix C of the report;
- c) Agree, based on current planning assumptions and risk forecasts set out in Appendix D of the report:
 - i) for 2017-18, a minimum level of General Balances of £19.252m, and
 - ii) a forecast minimum level for planning purposes of
 - 2018-19, £22.978m; and
 - 2019-20, £23.568m.

as part of the consideration of the budget plans for 2017-20, reflecting the transfer of risk from Central to Local Government, and supporting recommendations;

- d) Agree the use of non-school Earmarked Reserves, as set out in Appendix E of the report;
- e) Agree that the Executive Director of Finance and Commercial Services further reviews the level of the Council's Reserves and Provisions as part of closing the 2016-17 accounts in June 2017. This review will seek to identify £5.813m of earmarked reserves that can be released in 2017-18 to support the Children's Services budget. In the event that sufficient funding from reserves cannot be found, the Executive Director of Finance and Commercial Services will consider the need for additional in-year savings to be sought across the organisation to support the Children's budget.

4.12.6 From the County Council Budget 2017-18 to 2019-20: Robustness of Estimates report (Annexe 3):

Agree the level of risk and set of assumptions set out in the report, which underpin the revenue and capital budget decisions and planning for 2017-20.

From the Capital Strategy and Programme 2017-20 report (Annexe 4):

- 4.12.7 Agree the proposed 2017-20 capital programme of £361.888m, including the new and extended capital schemes outlined in Appendix B of the report;
- 4.12.8 Agree the Capital Strategy at Appendix D of the report as a framework for the prioritisation and continued development of the Council's capital programme;
- 4.12.9 Agree the Minimum Revenue Provision statement attached at Appendix E of the report;
- 4.12.10 Agree the Prudential Indicators in Appendix F of the report;
- 4.12.11 Note capital grant settlements summarised in Section 4;
- 4.12.12 Note the estimated capital receipts to be generated over the next three years and beyond to support those schemes not funded from other sources, as set out

in Table 6.

From the Annual Investment and Treasury Strategy 2017-20 report (Annex 5).

- 4.12.13 Agree the Annual Investment and Treasury Strategy for 2017-18 including the treasury management Prudential Indicators detailed in Section 8.

5 Recommendations of the Pensions Committee meeting held on 7 February 2017 - Norfolk Pension Fund Governance: LGPS Investment Pooling Inter-Authority Agreement

- 5.1 Council received the report by the Chairman of Pensions Committee setting out the Governments agenda and timetable for the reform of Local Government Pension Scheme (LGPS) investment arrangements into investment 'pools'. Council was asked to agree the recommendation put forward by Pensions Committee that Norfolk County Council enter into an Inter Authority Agreement to support the pooling of investments.
- 5.2 Mr G Nobbs, seconded by Mr M Sands, proposed deferment of a decision until the County Council meeting on 10 April 2017. With 15 votes in favour, the motion to defer the decision was **LOST**.
- 5.3 Mr J Law, Chairman of Pensions Committee, seconded by Mr A Adams, moved the recommendations contained within the report.
- 5.4 Following debate, the recommendations contained in the report were put to the vote, with 59 votes in favour, 4 votes against and 14 abstentions, Council **RESOLVED** to **agree**:
- a) To delegate authority to the Executive Director of Finance and Commercial Services and the Head of the Norfolk Pension Fund, in consultation with the Chairman of Pensions Committee to agree the approach to pooling that Norfolk County Council will take, based upon the Government's responses to the two options put forward by the ACCESS Pool and the views of the local authorities that make up the ACCESS Pool.
 - b) If the Executive Director of Finance and Commercial Services and the Head of the Norfolk Pension Fund, in consultation with the Chairman of Pensions Committee agrees to adopt pooling based on the use of a CIV Operator, then authority is delegated to the Executive Director of Finance and Commercial Services and the Head of the Norfolk Pension Fund, in consultation with the Chairman of the Pensions Committee to finalise and agree the terms of the IAA in order to implement this model of Pooling, and the Council resolves to delegate the functions to the joint committee as specified in Appendix 2 with effect from the date of execution of the IAA.
 - c) If the Executive Director of Finance and Commercial Services and the Head of the Norfolk Pension Fund, in consultation with the Chairman of Pensions Committee agrees to adopt pooling based on Collaborative Joint Procurement, then authority is delegated to Executive Director of Finance and Commercial Services and the Head of the Norfolk Pension Fund, in Consultation with the Chairman of the Pensions Committee to finalise and agree the terms of an IAA to implement this model and the Council

resolves to delegate the functions to the joint committee as specified in Appendix 3 with effect from the date of execution of the IAA.

- d) Authority is delegated to the Chief Legal Officer to make consequential amendments to the County Council's Constitution to reflect the agreed approach to pooling and the creation of the Joint Governance Committee. Any amendments to the Constitution will be reported to a future meeting of the County Council.

6 County Council Elections May 2017 – Appointment of County Returning Officer.

- 6.1 Council **RESOLVED** to appoint the Head of Democratic Services to act as the Returning Officer for the County Council elections scheduled for May 2017 and for any subsequent County Council elections and by-elections.

The meeting concluded at 2.45pm.

Chairman



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Labour Group amendment, County Council Budget 2017/18:

1. Adult Social Care Committee
- 1.1 We propose to reverse £1.225m of the Building Resilient Lives cut (Ref ASC016-019 on County Council agenda papers page 79). This will enable the removal or deferral of proposed cuts in 2017/18 of:
 - £0.180m in sheltered housing
 - £0.280m homeless support through direct access/homeless hostels (single homeless and young people)
 - £0.260m move-on accommodation
 - £0.505m floating support
2. Policy and Resources Committee
- 2.1 The reversal of the Building Resilient Lives cut is proposed to be paid for by bringing forward from 2018/19 into 2017/18 Policy and Resources Committee savings (Ref P&R 050 cutting costs through efficiencies by a zero based review of our services and P&R 064 cutting costs through efficiencies by reducing unit costs on County Council agenda papers pages 91 and 92 £1.225m).
- 2.2 We recognise that this will involve staff consultation and possibly staff redundancies in the back office but believe in protecting front line services.
3. Children's Services Capital budget
- 3.1 Council agree to the addition of £2.75m to the 2017/18 Capital Programme (County Council agenda papers page 217, Children's Services Committee) for additional investment in Children's service facilities in order to increase complex needs capacity across the county and deliver revenue savings and improved outcomes for young people.
4. Community and Environmental Services budget
- 4.1 Council agree to the addition of £0.250m to the 2017/18 Capital Programme (County Council agenda papers page 221, Community and Environmental Services) for additional investment in CES to increase provision of "Changing Places" facilities across the county.

Advice from Section 151 Officer:

Additional revenue savings (Item 2):

Officers had previously advised (28 November 2016 Policy and Resources Committee) that savings P&R 050 and P&R 064 were not deliverable in 2017/18 and should be deferred until 2018/19.

Reinstating it to 2017/18 therefore increases the level of risk in the budget as:

- A) officers felt the savings were undeliverable in its current form in 2017/18*
- B) Reinstating the saving at this point, with only a short time to the financial year means that it is unlikely that a full year effect of savings will be delivered. Therefore in reality a mixture of one-off savings and ongoing savings will need to be identified in 2017/18*
- C) It is most likely that to deliver the savings required staff consultation will be required*
- D) There is likely to be some redundancy costs and these would be funded from the Organisational Change and Redundancy Reserve*
- E) If replacing the 2017/18 Building Resilient Lives saving on a permanent basis, bringing forward the 2018/19 P&R savings (P&R 050 and P&R 064) will add a pressure to the 2018/19 budget for which funding will need to be identified*

Capital Expenditure (Item 3 and 4):

The £3M capital expenditure in 2017/18 would not incur any Minimum Revenue Provision charge and will be unlikely to incur any borrowing costs due to the Council's current cash holdings.

(Lost interest would be circa £0.008M which can be accommodated within the existing Treasury budget). As such no additional revenue expenditure needs to be budgeted for in 2017/18.

For 2018/19 the additional interest charge would be circa £0.120M. If the amendment is approved the cost will be added to the MTFS and form part of the 2018/19 budget.

This would have the effect of increasing the savings gap in 2018/19 from £16.125m to £16.245m.

Norfolk County Council
Date: 20 February 2017

Item – Labour Group amendment, County Council Budget 2017-18.

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

With 37 votes in favour, 41 votes against and 1 abstention, the motion was **LOST**.

UKIP&I Group amendment, County Council Budget 2017/18:

Council resolves to:

1. reverse out the proposed saving CMM022 which is for £0.622m in Libraries in 2018/19 (County Council agenda papers page 88).;
2. reverse out the proposed saving CMM023 in 2018/19 which is for £0.490m in Fire (County Council agenda papers page 88).

Advice from Section 151 Officer:

These would have the effect of increasing the savings gap in 2018/19 from £16.125m to £17.237m.

Norfolk County Council

Date: 20 February 2017

Item – UKIP & Independent Group amendment, County Council Budget 2017-18.

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

With 38 votes in favour, 41 votes against and 0 abstentions, the motion was **LOST**.

Green Group amendment, County Council Budget 2017/18:

1. Council Tax

- 1.1 We propose to increase Council Tax to the legal permitted maximum of 4.99% which generates an additional £0.645m.

2. Remove savings in Adult Social Care

- 2.1 Building Resilient Lives: ASC 016-019. Remove savings of £0.545m from this line in 2017/18.
- 2.2 Realign £0.500m of Building Resilient Lives savings from 2018/19 to 2019/20.
- 2.3 So that the cuts now read: 2017/18 £1.555m, 2018/19 £2.9m, 2019/20 £0.5m (County Council agenda papers page 79).

3. Environment, Development Transport Committee (new proposal)

- 3.1 £0.100m for officer time to develop the 5 point Action Plan to improve Air Quality in Norwich & Norfolk. As previously agreed at EDT committee (County Council agenda papers page 85 – new additional cost).

4. EDT Committee Capital budget

- 4.1 £0.650m to be added to the Capital Programme which is to be funded from additional borrowing. The £0.650m is for the following new items:
- £0.150m capital investment in upgrading bus diesel engines to modern standards (County Council agenda papers page 218). This capital is to be used to lever in Department for Transport & Bus operators matched funds to address entire Norfolk bus fleet.
 - £0.500m to fund new pedestrian crossings. Council to agree to the addition of £0.500M to the 2017/18 Capital Programme (Council agenda papers page 218) for ring-fenced additional expenditure on road safety small crossing schemes.

Advice from Section 151 Officer:

The £0.650m capital expenditure in 2017/18 would not incur any Minimum Revenue Provision charge and will be unlikely to incur any borrowing costs due to the Council's current cash holdings.

(Lost interest would be circa £0.002m which can be accommodated within the existing Treasury budget). As such no additional revenue expenditure needs to be budgeted for in 2017/18.

For 2018/19 the additional interest charge would be circa £0.026m. If the amendment is approved the cost will be added to the MTFs and form part of the 2018/19 budget.

The revenue and capital proposals would have the effect of increasing the savings gap in 2018/19 from £16.125m to £16.651m.

Norfolk County Council

Date: 20 February 2017

Item – Green Group amendment, County Council Budget 2017-18.

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

With 5 votes in favour, 47 votes against and 25 abstentions, the motion was **LOST**.

Norfolk County Council
Date: 20 February 2017

Item – County Council Budget 2017-18.

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

With 41 votes in favour, 33 votes against and 3 abstentions, the motion was CARRIED and Council RESOLVED to agree the Recommendations as set out in the report.

Recommendations of the Policy and Resources Committee meetings held on 6 February 2017 and 27 March 2017

Item from the meeting of 6 February 2017

- 1 Finance Monitoring Period 8 November 2016**
- 1.1 An extract from a report by the Executive Director of Finance and Commercial Services that was presented to the Committee is enclosed as Appendix A.
- 1.2 **The Committee RESOLVED to RECOMMEND:**
 1. To endorse and recommend to County Council for approval of the use of grants and contributions from reserves in 2016-17 as follows:
 - Adult Social Services unspent grants and contributions £0.948m
 - School Sickness Insurance Scheme £1.019m
 - Other Children's Services reserves use £3.958m as set out at Appendix A to this report;
 2. To endorse and recommend to County Council for approval the use of £1.476m ICT reserves to fund the additional (one-off) costs of implementing the Voice and Data contract as explained at Appendix A to this report;

Items from the meeting of 27 March 2017

- 2 Finance Monitoring Report Period 10 January 2017**
- 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:**

Endorse and recommend to County council for approval the use of reserves in 2017 as follows:
Human Resources and organisational Development reserves £0.300m for reasons set out in Appendix B to this report.
- 3 NORSE Consents**
- 3.1 An extract from a report by the Executive Director of Finance and Commercial Services that was presented to the Committee is enclosed as

Appendix C.

3.1 The Committee **RESOLVED:**

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

4 **Recommendations from the Constitution Advisory Group**

4.1 The Committee received the report at Appendix D to this report from the Constitution Advisory Group.

4.2 **The Committee RESOLVED to RECOMMEND:**

The recommendations contained in the report at Appendix D to this report.

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

Appendix A: Extract from report presented to Policy and Resources Committee of 6 February 2017

1.1 Reserves use requiring approval

In order to manage reserves in relation to the forecast overspend, approval is being requested for the following use of specific reserves.

- **ASS unspent grants and contributions £0.948m**

In light of the current overspend, it is proposed that £0.948m of unspent grants and contributions, earmarked for transformation in adult social care, is utilised to offset the overspend position. When these funds were earmarked for transformation the department did not have any revenue funds allocated for such purposes. However, Adult Social Services now has £1.3m recurring budget available to ensure that necessary transformation and change can be implemented.

- **School Sickness Insurance Scheme £1.019m**

The remaining School Sickness Insurance Scheme reserve, which was built up over a number of years, is no longer required. This is due to the schools involved no longer being part of the authority as a result of “academisation”, and the balance will be used to reduce the service overspend.

- **Other Children’s Services reserves use £3.958m**

The other proposed Children’s Services reserves use will have the impact of reducing the overspend by £3.958m. The amount is made up of £3.453m of Dedicated School Grant reserves to fund DSG net overspends – mainly high needs block, and £0.799m of additional spending from grants and contributions balances which were received after the budget was set. The total is offset by a planned contribution of £0.294m to the PFI sinking fund.

1.2 ICT reserves £1.476m

Use of ICT reserves is forecast to support the early implementation of the Voice and Data contract. Providing funding to manage the hand-over between suppliers, and to fully resource the implementation, will ensure savings are achieved and realised as soon as possible and in time to support the 2017-18 budget.

Appendix B: Extract from report presented to Policy and Resources Committee of 27 March 2017

Reserves use requiring approval

In order to manage reserves in relation to the forecast overspend, approval is being requested for the following use of specific reserves.

- **Human Resources reserves £0.300m**

On 20 February 2017, the County Council approved the removal from the 2017-18 budget of the “optimise car leasing and reduced mileage” saving, which cannot be realised because the considerably reduced size of the fleet has made the savings proposals no longer viable. The reversal of the saving is under the heading of “Raising Revenue; commercial activities” as shown on page 91 of the 20 February 2017 County Council agenda papers. As the savings are not being taken forward, a one off use of reserves is required in the current year to address the non-delivery of savings. It is proposed that Human Resources and Organisational Change reserves are used. These reserves are forecast to total £0.940m at 31 March 2017 which will reduce to £0.640m if reserves use approved. The reserves use will include full use of the £0.028m Lease Car reserve.

**Appendix C: Extract from report presented to Policy and Resources
Committee of 27 March 2017**

COMPANY	DELETE MARTIN HOPKINS	ADD DEAN WETTELAND*
NORFOLK ENVIRONMENTAL WASTE SERVICES LIMITED	YES	YES
ADFILL LIMITED	YES	YES
EVENTGUARD LIMITED	YES	YES
NORSE EASTERN LIMITED	YES	YES
SUFFOLK NORSE LIMITED	YES	YES
SUFFOLK NORSE TRANSPORT	YES	YES
MEDWAY NORSE LIMITED	YES	Andrew Merricks
MEDWAY NORSE TRANSPORT	YES	Andrew Merricks
NORSE ENVIRONMENTAL WASTE SERVICES LIMITED	YES	YES
NEWPORT NORSE LIMITED	YES	Andrew Merricks

GREAT YARMOUTH NORSE LTD	YES	YES
NORSE SOUTH EAST LIMITED	YES	YES
DEVON NORSE LIMITED	YES	Patricia Fuller
ENFIELD NORSE LIMITED	YES	YES

***Where Dean Wetteland is already a director of the company an alternative director is proposed.**

NPS PROPERTY CONSULTANTS LTD – CHANGE TO COMPANY DIRECTORS

NPS SOUTH WEST LTD	DELETE: WILLIAM MUMFORD
	ADD: ALAN ROBINSON

Report title:	Recommendations from the Constitution Advisory Group meetings held on 1st March 2017 and 16 March 2017
Date of meeting:	27 March 2017
Responsible Chief Officer:	Managing Director
Strategic impact <p>Article 13 of the Constitution provides that changes to the Constitution may only be made by full Council following consideration of the proposal by the Constitution Advisory Group (CAG) who will make recommendations to this Committee. The Group met on 1st March and 16th March 2017 and made recommendations to the Policy and Resources Committee which are set out in this report.</p>	

Executive summary

This report sets out recommendations made by the Constitution Advisory Group at its meetings held on 1st and 16th 2017.

The **recommendations** from CAG held on 1st March are as follows:

- (a) **The creation of a Business and Property Committee (report to CAG attached at Appendix A)**
- To endorse and recommend to Policy and Resources Committee the proposal to establish a Business and Property Committee with Terms of Reference as set out in the report [attached at Appendix A]. This includes dis-establishing the existing Economic Development Sub Committee.**
 - To recommend to Policy and Resources Committee that the most appropriate format for a new Business and Property Committee would be as a Service Committee of 9 Members.**
- (b) **Norse Shareholder Committee and the role of the Norse Shareholder Representative (report to CAG attached at Appendix B)**
- To endorse the proposal as set out in Appendix B and recommend Policy and Resources Committee to refer it to Full Council for approval.**

The **recommendations** from CAG held on 16th March 2017 are as follows:

- (c) **Review of Governance Arrangements (report to CAG attached at Appendix C)**
- That the Constitution be changed to give the Council flexibility in agreeing the appropriate size of its Committees every 4 years at the AGM of the new Council. The Committees will not lose their political proportionality.**

2. That the Constitution be changed so that Service Committee Vice-Chairs and Service Committee Chairs who are currently invited to attend meetings of P&R Committee, are permitted to become full members of P&R Committee.
3. That the Constitution be changed to give P&R Committee a clearer role in the development of significant policies as well as delegated responsibility for critical decisions which result in the Council incurring significant expenditure or making significant savings in a particular budget area and/or which have an impact on a significant proportion of Norfolk's residents.
4. That the Role and Terms of Reference of the Service Committees be changed reflecting the changes to P&R and other changes introduced as a result of the review and that:
 - a. Non-Councillor membership of Children's Services Committee be reduced to the statutory representatives (the two Church representatives) and that the Children's Services Committee should in the future consider the purpose and appropriateness of any wider membership.
 - b. Children's Services Committee reviews the appropriateness, membership and terms of reference of its Panels and Internal Groups.
5. That the Emergency Committee be disestablished.
6. That the Constitution be changed to incorporate the updated Policy Framework as given in Annex A to Appendix C.

2. Financial Implications

These are dealt with in the reports to CAG which are attached.

3. Issues, risks and innovation

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

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

Officer Contact

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

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Constitution Advisory Group

Item No.....

Report title:	Creating a Business and Property Committee
Date of meeting:	1 March 2017
Responsible Chief Officers:	Simon George, Executive Director of Finance and Commercial Services Tom McCabe, Executive Director of Community and Environmental Services
Strategic impact The Council is actively using property assets to facilitate transformation of public services across the county and help generate financial efficiencies. The Council wish to ensure that decisions relating to property assets, where ever possible, support business, job creation and growth. Significant reductions in premises budgets to be achieved through efficiency measures have been included in the Council's Medium Term Financial Plan. Together with income targets to be achieved through commercialisation of property assets there is a requirement for £4.2 million of savings and income to be achieved in 3 years.	

Executive summary

Policy and Resources Committee resolved, at their 26 September 2016, to approve the principle of establishing a Business and Property Committee. They agreed to refer this matter to the Constitutional Advisory Group (CAG). This report sets out a proposal for this new Committee.

Recommendation:

Constitution Advisory Group is asked to:-

- 1. Endorse and recommend to Policy and Resources Committee the proposal to establish a Business and Property Committee with Terms of Reference as set out in this report. This includes dis-establishing the existing Economic Development Sub Committee.**
- 2. To consider the most appropriate format for a new Business and Property Committee i.e. a sub-Committee or Service Committee, and recommend a way forward to Policy and Resources Committee.**
- 3. To note that, subject to CAG's resolution for recommendations 1 and 2 above, Officers will carry out a detailed review of the Council's Constitution to enable any consequential changes to be reported to Policy and Resources Committee along with CAGs recommendation.**

[Officers have subsequently reviewed the implications of the recommendations for the Constitution and if agreed, consequential changes will be required to:

Article 2 – Members of the Council
Article 5 – Leader of the Council
Article 6 – Committees
Article 7 – Committee Chairs
Part 3.1 – Functions and Powers of the Full Council
Part 3.2 – Council Procedure Rules
Part 4.2 - Committee Procedure Rules
Part 7.7 – Financial Regulations

Details of the consequential changes are available on request]

1.0 Introduction

- 1.1 Policy and Resources Committee resolved at their 26 September 2016 meeting to “Approve the principle of establishing a Business and Property Committee” and “To refer this matter to the Constitution Advisory Group for detailed consideration of a new Business and Property Committee with a wider scope and role to deal with a range of business related functions of the Council, together with the required changes to the Constitution”.
- 1.2 This report sets out a proposal for the establishment of a new Business and Property Committee, for CAG to consider with a view to making a recommendation to the Policy and Resources Committee.

2.0 Proposal

2.1 Terms of reference and membership

- 2.1.1 It is proposed to establish a new Business and Property Committee with Terms of Reference that incorporate:-
 - The property and asset management responsibilities that are currently with the Terms of Reference of the Policy and Resources Committee;
 - All of the responsibilities of the existing Economic Development Sub-Committee, which essentially means disestablishing the Sub Committee;
- 2.1.2 The current composition of the Economic Development Sub Committee is 9 Members, compared to 17 Members on Service Committees. This was with a view to Members of the Sub Committee being able to build up more detailed specialist knowledge within the relevant functions and to support swift decision making, in particular to ensure the County Council is well placed to take commercial opportunities. It is proposed that the Composition of the new Committee is 9 Members of the Council.
- 2.1.3 The Terms of Reference of Committees are defined in Part 4.1 of the Council’s Constitution. The changes that would be needed to reflect the proposed new Committee are set out in Appendix A. Note that wording shown is red will be amended to reflect the proposed format of the Committee, see 2.2 below.

2.2 Functions

2.2.1 The property and asset management functions are set out below:-

- Approval of the Council's Corporate, Asset Management Plan (AMP), annual property work programme and other property related policies and strategies.
- Promote corporate use of land and property across the Council and collaboration with public service partners.
- Review performance of the property portfolio and agree targets for improvement ensuring actions are incorporated within the approved AMP work programme.
- Approve land and properties surplus to County Council use to be disposed/developed or retained for non-operational purpose.
- Approve acquisition of land and properties including freehold, leasehold and short term licences.
- Consider business cases for investment in land and property and recommend approval of capital budgets and/or funding applications through Policy & Resources.
- Ensure that business plans are established for priority property programmes including (not necessarily a complete list) County Farms, Scottow Enterprise Park, Norwich Airport Industrial Estate etc.
- Approve other land and property related financial commitments including compensation payments arising from infrastructure schemes, compulsory purchase etc.
- Hold all to account all land and property related member working groups, advisory boards and sub-committees.

2.5.2 The new Committee will also subsume all of the current functions of the Economic Development Sub Committee (see Appendix A). Note that the functions of the Sub-Committee included oversight and development of County Farms.

2.2 **Format**

2.2.1 CAG are asked to consider the most appropriate format for the new Committee i.e. whether it should be a sub-Committee or a Service Committee.

2.2.2 If a sub-Committee is considered the most appropriate format, CAG will want to consider which Committee should be the parent and the Composition of the Committee. To ensure a strong alignment to the overall council strategy and other enabling services, it is suggested that, if a sub-Committee format is preferred, the parent is Policy and Resources Committee and sub-Committee Members are taken from members of Policy and Resources Committee.

2.3 **Consequential changes to the Constitution**

2.3.1 A number of consequential changes to other articles/parts of the Constitution will be needed to reflect the establishment of a new Committee, as proposed in Appendix A. This would include amendments to:-

- Article 6 – Committees
- Part 7.7 – Financial Regulations (in particular the section on assets)

It is anticipated that this line by line review of the Constitution will be carried out and details reported to Policy and Resources Committee along with CAGs recommendation.

3.0 Financial Implications

- 3.1 Establishing a new Committee, and increasing the overall number of Committee meetings, will result in an increase in costs for example Member allowances. This will be partially offset by the dis-establishment of the Economic Development Sub-Committee. The officer support to administer the Committee can be accommodated within existing resources.
- 3.2 Subject to CAG's recommendation, it is expected that Special Responsibility Allowances (SRAs) as defined in Appendix B of Part 9.1 of the Constitution would need to be reviewed to consider the new arrangements. This could result in an overall increase in the amount of SRA payable. The SRA for the Chairman and Vice Chairman of Economic Development Sub-Committee currently have a combined total of £15,161. The current SRA for the Chairman and Vice Chairman of a Service Committee have a combined total of £20,214.
- 3.3 The Council's estate has a book value of £885million and the net annual property costs are £44million. A dedicated Business and Property Committee will enable Members to focus more attention to ensure the Council's property strategy, policies and medium term Asset Management Plan support the achievement of corporate priorities and objectives by balancing the various priorities for economic and social use of resources, service delivery, financial efficiency, investment and partnership working as well as supporting business, job creation and growth.

4.0 Issues, risks and innovation

- 4.1 Creation of the proposed new Committee brings together property and economic development functions, it also provides the immediate benefit of being able to consider property related decision in the context of the wider financial, economic and service requirements.
- 4.2 The Committee will enable members to provide a strategic steer in respect of ongoing and longer term property asset strategy. In particular, to strengthen the use of the council's property portfolio to support business, economic growth and service reconfiguration. Over the last three years, the County Council has established a corporate property unit. The ambition to accelerate the transformational contribution of property assets to public service reform requires effective decision making and governance. The County council has a significant property portfolio that has the ability to contribute to the economic and social development of the county. To this end the merger of the work of the Economic Sub Committee will ensure a comprehensive view of the support that is required for developing the right infrastructure, supporting business, job creation and growth.

5.0 Background

5.1 Background Papers

- 5.1.1 Policy & Resources Committee 26 September 2016 report "Creating a Property Committee, (page 238 on agenda), link:
<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/501/Committee/21/Default.aspx>

Officer Contact

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

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\\Norfolk.gov.uk\ncodfs1\CorporateProperty\Team Admin\Meetings\Members Work groups\Constitution Advisory Group\17.03.01\draft\17.00.00 P&R Committee Proposed Property and Business Committee (rliwb) draft 0.2.doc

PART 4.1

COMPOSITION AND TERMS OF REFERENCE OF COMMITTEES

Full Council is responsible for the exercise of all the functions that are the responsibility of the local authority. However, in order to operate more effectively as an organisation, Full Council delegates many of its decision making powers to Committees, and other local authorities and officers.

Article 6 lists the Service Committees, Policy and Resources Committee, Regulatory Committees and Other Committees established by the Council together with details of their membership and functions.

This Part of the Constitution deals with the allocation of responsibility for undertaking those functions of the Council that are not reserved to the Full Council itself. In some cases the law requires the Council to establish a committee and dictates the way it operates. However, in most cases Full Council decides on the size, terms of reference and membership of its committees.

This part describes the Committees that the Council has established and includes details of their membership and delegated authority for decision making.

1. POLICY AND RESOURCES COMMITTEE

COMPOSITION:

17 Members of the Council not including the Chairmen and Vice-Chairmen of the other service committees and subject to proportionality. The Leader of the Council shall be the Chairman and the Deputy Leader of the Council shall be Vice Chairman. The Chairs of the Service Committees are expected to attend all meetings of the Policy and Resources Committee to ensure that Service Committee views are shared and service priorities are integrated into any strategy and policy decisions.

TERMS OF REFERENCE:

The Policy and Resources Committee has two main areas of responsibility. It leads the process for developing the County Council Plan and the Medium Term Financial Plan and so fulfils a co-ordinating role across all other service committees. It provides a 'whole-council' view of performance, budget monitoring and risk. In addition the Committee has responsibility for developing and monitoring the specific enabling corporate services including, ICT, finance and risk management, ~~property and asset management~~, human resources and organisational development, legal and governance, communications and public affairs and business continuity.

The Full Council delegates the following decision making responsibilities to the Policy and Resources Committee:

1. All decisions in relation to the above functions within the control of the Council, other than decisions reserved to Full Council.
2. Development of policy in relation to the above functions.
3. Review of performance and budget in relation to the above functions.

4. Review and monitoring of corporate performance and budget.
5. Development of the County Council plan and the Medium Term Financial Plan.
6. Appointments to external and internal bodies.
7. With regard to the Norse Group:
 - That the Council's purposes for participation in the Norse Group companies are clearly established and reviewed annually by the Policy & Resources Committee.
 - That Norse reports annually to P&R on both past performance against the council's purposes and KPIs and future business plans for the Norse Group companies, with appropriate assurances from the Executive Director of Finance and the Head of Law and Monitoring Officer. The Council has two distinct interests in Norse, as the sole shareholder in the Norse Group where its interests are ownership interests, and as a customer of some of the Norse companies where its interests are service delivery interests. As part of the business plans, that Norse commits to a range of KPIs against which it is measured, including:
 - (i) a value statement summarising the benefits accruing to NCC through ownership of Norse, including target rebate, dividend and return on any loans, provided the level of dividends, combined with rebates, should not be so large as to impact either short-term working capital or future investment requirements to meet long term spending objectives;
 - (ii) other KPIs such as the percentage of new work derived from private sector contracts, the profitability of such work and the total return to NCC.
 - That, in relation to new Companies (as defined by the Articles of Association) proposed by the Norse Group, the Executive Director of Finance will establish annually business objectives including the financial return expected. Proposals for Companies meeting these business objectives will be fast-tracked for approval by the Executive Director of Finance, through the P&R Committee or via the urgent business procedures for P&R business (where commercially necessary).

2. **SERVICE COMMITTEES**

2.1 **ADULT SOCIAL CARE COMMITTEE**

COMPOSITION:

17 Members of the Council, and subject to proportionality. The Chairman and Vice Chairman shall be appointed by the full Council

TERMS OF REFERENCE:

The Adult Social Care Committee is responsible for the commissioning and quality standards of adult social care services for people in Norfolk. It incorporates all those services, from protection to residential care, that help people live fulfilling lives and stay as independent as possible. It oversees the protection of vulnerable adults.

Its specific functions are:

Adult social care
Support for carers
Protection for vulnerable adults
Supporting people

The full Council delegates the following decision making responsibilities to the Adult Social Care Committee:

1. All decisions in relation to the above functions within the control of the Council, other than decisions reserved to full Council.
2. Development of policy in relation to the above function.
3. Review of performance and budget in relation to the above functions.
4. Appointments to external and internal bodies.

2.2 **CHILDREN'S SERVICES COMMITTEE**

COMPOSITION:

17 Members of the Council and subject to proportionality. In addition, 1 voting representative of the Church of England Diocesan Board and 1 voting representative of the Roman Catholic Diocesan Board. The Chairman and Vice Chairman shall be appointed by the Full Council.

2 Co-opted Parent Governor Representatives (non-voting)

6 Co-opted advisory members (non-voting) representing:-

- The Schools Forum
- Norfolk Governors Network
- Special Education Needs Education
- Primary Education
- Secondary Education
- Post 16 Education

TERMS OF REFERENCE:

The Children's Services Committee is responsible for services which help keep children and young people safe and fulfil their potential. It incorporates schools and attainment, and social care for children and families. It has a particular focus on those children who are in care, and for whom the Council has corporate parenting responsibility.

Its specific functions are:

Early years and child care
School improvement
Additional educational needs
Child protection
Children and young people in care
Fostering and Adoption
Youth offending

The Full Council delegates the following decision making responsibilities to the Committee:

1. All decisions in relation to the above functions within the control of the Council, other than those reserved to Full Council.
2. Development of policy in relation to the above functions.
3. Review of performance and budget in relation to the above functions.
4. Appointments to external and internal bodies.

2.3 **ENVIRONMENT, DEVELOPMENT AND TRANSPORT COMMITTEE**

COMPOSITION:

17 Members of the Council and subject to proportionality. The Chairman and Vice Chairman shall be appointed by the Full Council.

TERMS OF REFERENCE:

This Committee has responsibility for protecting and enhancing the environment. It also incorporates travel and transport services to help keep the county moving, and to maintain and develop the highway network.

Its specific functions are:

- Climate Change, mitigation and adaptation
- Flood and Water Management (including statutory scrutiny of flood risk management)
- Ecology and Arboriculture
- Countryside Access
- Archaeology, Heritage and Landscape
- Waste Management and Recycling
- Transport Strategy/Highways Network/Passenger Transport
- Planning and Development Strategy and Management

The Full Council delegates the following decision making responsibilities to the Committee:

1. All decisions in relation to the above functions within the control of the Council, other than those reserved to Full Council.
2. Development of policy in relation to the above functions.
3. Review of performance and budget in relation to the above functions.
4. Appointments to external and internal bodies.

2.4 COMMUNITIES COMMITTEE

COMPOSITION:

17 Members of the Council and subject to proportionality. The Chairman and Vice Chairman shall be appointed by the Full Council.

TERMS OF REFERENCE:

This Committee has responsibility for those services which are mainly based in communities and serve all of Norfolk's population. It also includes those services which help build resilience in our communities and keep people safe. It incorporates how we engage with the public and how we make our services as customer focused as possible.

Its specific functions are:

Libraries, museums, archives, arts and events
Norfolk Records service
Adult education
Trading standards
Public Health
Fire and rescue
Emergency planning and community resilience
Customer Services
Community relations and engagement

Drug and Alcohol Commissioning

The Full Council delegates the following decision making responsibilities to the Committee:

1. All decisions in relation to the above functions within the control of the Council, other than those reserved to Full Council.
2. Development of policy in relation to the above functions.
3. Review of performance and budget in relation to the above functions.
4. Appointments to external and internal bodies.

SUB COMMITTEES

2.5 **ECONOMIC DEVELOPMENT SUB-COMMITTEE BUSINESS AND PROPERTY COMMITTEE or SUB COMMITTEE**

COMPOSITION:

9 Members of ~~Environment, Development and Transport Committee~~ the council, subject to proportionality. ~~The Leader of the Council shall be an ex-officio non-voting member of the Sub-Committee.~~ The Chairman and Vice-Chairman shall be appointed by the Full Council.

TERMS OF REFERENCE:

~~The Economic Development Sub-Committee~~ **This Committee OR sub-Committee** is responsible for promoting economic development and regeneration and associated activities. It incorporates focus on four broad areas: infrastructure, enterprise, skills and securing/managing external funds. It also has responsibility for the oversight and development of County Farms, a recognition of their importance in the rural economy. **In addition the Committee OR sub-Committee has responsibility for developing and monitoring property and asset management.**

Its specific functions are:

- Promoting economic growth and enterprise
- Removing barriers to growth
- Inward investment
- Supporting the Council's role on the Local Enterprise Partnership (NALEP)
- Unemployment issues
- Oversight of Norfolk Infrastructure Fund and Norfolk Development Company
- Promoting the rural economy
- Oversight and development of County Farms
- **Property and asset management**

The Full Council delegates the following decision making responsibilities to the ~~Economic Development Sub-~~ **Committee OR sub-Committee**:

1. All decisions in relation to the above functions within the control of the Council, other than decisions reserved to Full Council.
2. Development of policy in relation to the above functions.
3. Review of performance and budget in relation to the above functions.
4. Appointments to external **and internal** bodies.

APPENDIX B TO THE POLICY AND RESOURCES REPORT

Norse Member/Officer Shareholder Committee

Terms of Reference of the Committee and Role of the Shareholder Representative

Membership 2016/17:

- County Council Shareholder Representative (Chairman)
- 3 Conservative Members
- 1 Labour Member
- 1 Liberal Democrat Member
- 1 UKIP Member

The Committee may invite the Chairman of the Policy and Resources Committee and Norse Board members, as appropriate, to the meetings.

It is expected that the NORSE Member Director will be in attendance at the meeting.

The Committee will be supported and advised by the Executive Director of Finance and Commercial Services (or his representative) and the Chief Legal Officer Head of Law and Monitoring Officer.

The Committee shall meet at least twice and normally four times each municipal year. All papers and discussions at the Shareholder Committee will be deemed to be commercially sensitive and confidential, unless notified otherwise. As a Member/Officer working group, the meetings will be minuted, but not routinely reported to the Policy and Resources Committee or County Council.

Committee Purpose

- (1) To support the development of the Norse Group.
- (2) To ensure that the legal and commercial interests of the County Council as Shareholder are considered and protected.
- (3) To advise the Policy and Resources Committee on County Council Shareholder issues.

Work Areas

- (1) To receive regular reports on the performance of the Group, against its delivery of the Group's ambition as expressed in the Business Plan.
- (2) To consider any financial and reputational risks arising from the County

Council's Shareholding in the Norse Group.

- (3) To advise the County Council on any changes to the Company Articles requested by the Norse Board.
- (4) To advise the Norse Board on the contribution the Group can make to the achievement of the County Council's strategic objectives.
- (5) To scrutinise the Group and make recommendations as appropriate to Policy and Resources Committee.
- (6) To consider a management pack which will be prepared for each Shareholder Committee meeting to include:
 - year to date group's principal report, quantify end group balance sheet, details of significant team events;
 - key commercial and legal risks to the County Council as shareholder identified by the Executive Director of Finance, highlighting the potential impact and likelihood of occurrence;
 - performance of KPIs against targets set in the business plans, reported to Policy and Resources Committee on an exception basis.

Shareholder Representative

The Shareholder Representative will be appointed annually by the Policy and Resources Committee and will chair the Shareholder Committee. The Representative will:

- represent the views of the Shareholder Committee at the Norse Group AGM and the Policy and Resources Committee;
- feed back to the Shareholder Committee from Policy and Resources Committee and the AGM;
- lead on liaison with the Companies and with the Council on behalf of the shareholder, taking such professional advice from Council officers as is appropriate in each circumstance.

Constitution Advisory Group

Report title:	Review of Governance Arrangements
Date of meeting:	16 March 2017
Responsible Chief Officer:	Wendy Thomson, Managing Director
Strategic impact Keeping under review the Council's decision-making structures and systems is key to ensuring good governance and placing the Council in the best position to deliver its strategic priorities. By improving existing decision-making structures and systems the Council can ensure that its governance arrangements support high quality, evidence-based decisions in the most effective and efficient way.	

Executive summary

The Council moved to a Committee system of Governance with effect from the Annual General Meeting (AGM) in May 2014. A formal review was conducted and recommendations for improvements were made in a report to Council a year later in May 2015. The County Council is now approaching the end of its current four-year term and, in the light of this, the Constitution Advisory Group (CAG) has asked the Managing Director to review the Council's decision-making structures, ahead of the new County Council term in May 2017.

This report outlines the outcome of that review including the key areas where Members have identified that the Council's committee governance model could be refined and enhanced to support more effective decision-making. The report also sets out proposals for CAG to consider with a view to making recommendations to Policy and Resources Committee (P&R Committee).

Recommendations:

Constitution Advisory Group is asked to:

1. Consider and recommend to P&R Committee the proposals to refine and enhance the current committee governance model based on practical experience.

The proposals are:

Proposal 1 – That the Constitution be changed to give the Council flexibility in agreeing the appropriate size of its Committees every 4 years at the AGM of the new Council. The Committees will not lose their political proportionality.

Proposal 2 – That the Constitution be changed so that Service Committee Chairs, who are currently invited to attend meetings of P&R Committee, are permitted to become full members of P&R Committee.

Proposal 3 – That the Constitution be changed to give P&R Committee a clearer role in the development of significant policies as well as delegated responsibility for critical decisions which result in the Council incurring significant expenditure or making significant savings in a particular budget area and/or which have an impact on a significant proportion of Norfolk's residents.

Proposal 4 – That the Role and Terms of Reference of the Service Committees be changed reflecting the changes to P&R and other changes introduced as a result of the review.

Proposal 5 – That the Emergency Committee be disestablished.

Proposal 6 – That the Constitution be changed to incorporate the updated Policy Framework as given in Annex A.

2. Note that, subject to CAG's resolution in favour of the proposals outlined in recommendation 1 above, officers will make changes to the Council's Constitution for approval by Full Council.

1. Introduction

- 1.1 In November 2013, the Council agreed under the provisions of the Localism Act 2011 to change its governance arrangements and to operate a committee system form of governance. The new system was agreed by Council in May 2014, together with arrangements for a formal review. A review was conducted and recommendations for improvements were made in a report to Council the following May 2015.
- 1.2 Practical experience of the committee governance model since then has proven a valuable test of the system and has led to a number of areas being identified where changes could be made for improvements to the current system.
- 1.3 At a meeting of CAG on 1 March 2017, detailed consideration was given to a proposal from the P&R Committee to set up a new Business and Property Committee with a remit to deal with a range of business, economic development and property functions of the Council. On concluding its discussions, the Leader proposed and CAG agreed that since the County Council is approaching the end of its current four-year term, the Managing Director should be asked to complete a high level review the Council's decision-making structures, ahead of the new Council in May 2017.
- 1.4 The Council has the responsibility of ensuring that its decision-making is as effective as it can be. Norfolk County Council has been operating its current committee governance model for almost 4 years and it was last reviewed at the end of 2014. Practical experience of our committee system since then highlights areas where the model could be refined and enhanced to support effective decision-making.

- 1.5 By improving existing decision-making structures and processes the Council can ensure that its governance arrangements continue to support high quality, evidenced based, decisions in the most effective and efficient way that meet current local government challenges.

2. Review of the Council's decision-making structures

- 2.1 A high level review of our decision-making structures has been conducted, building on the learning from our practical experience of working with the current system, which has been in operation for almost four years. Views have been sought from Committee Chairs and Vice Chairs, Group Leaders and Group Spokespersons around four areas:

- Size of Service Committees
- Functions and membership of P&R Committee
- Service Committee Terms of Reference
- Other key learning points for improvement

Where specific comments have been received as part of the consultation they are referenced in the report. One general comment was received expressing concern that any proposal should not increase costs. Other areas were raised in the course of the consultation which will be the subject of further work to be brought forward early in the new municipal year:

1. A full audit and review of Member Groups with the aim to streamline for efficiencies wherever possible;
2. To bring forward proposals to strengthen the capacity for scrutiny in the system.

A. Size of Committees

- 2.2 The current committee size is pre-established under the Constitution at 17 members and there is no flexibility around this. The review identifies that whilst this size of group has enabled a breadth of shared understanding and engagement, it has not supported swift, effective, decision-making and this has implications for the Council's ability to respond and flex, as necessary, to meet the demands of the rapidly shifting landscape and make the best use of opportunities which arise. The size extends the length of meetings and limits the contributions that Committee members can make.
- 2.3 When considering the set-up of the new Business and Property Committee, CAG considered amongst other things the size of the Committee and their proposals include a recommendation that this Committee has 9 members and this was seen as the optimum size going forward.
- 2.4 One Member comment was received acknowledging there was no certainty as to the results of the May elections results but it would be helpful to see a few examples of possible Committee sizes.
- 2.5 **Proposal 1** - It is proposed that the Constitution be changed to give the Council flexibility in agreeing the appropriate size of its Committees every 4 years at the AGM of the new Council. The Committees will not lose their political proportionality.

B. Functions and Membership of Policy and Resources Committee - Committee Chairs

- 2.6 P&R Committee fulfils a co-ordinating role across all other service committees and provides a 'whole-Council' view of performance, budget monitoring and risk. P&R Committee's main areas of responsibility are leading the process for developing the County Council Plan and the Medium Term Financial Plan.
- 2.7 Whilst the Council agrees the policy framework and the budget, there is recognition of the need for a place for strategic development and oversight of policy and the financial framework prior to agreement coupled with a more effective two-way conversation between the P&R Committee and Service Committees.
- 2.8 The review identified that a strengthening of the governance arrangements in this respect is needed and it would best be achieved by Service Committee Chairs being permitted to be full members of P&R Committee. It is seen as essential both in addressing the risks and opportunities currently facing the Council and in ensuring that all Service Committee issues are properly addressed and service priorities integrated into any strategy and policy decisions.
- 2.9 One Member comment was received that Service Committee Chairs should be mandated to attend Policy and Resources Committee and if they were allowed to vote then four councillors would have two votes each. Consideration should not be given to chairs being in addition to the 'Widdicombed' number of a political group.
- 2.10 **Proposal 2** - It is proposed that the Constitution be changed so that Service Committee Chairs, who are currently invited to attend meetings of P&R Committee, are permitted to become full members of P&R Committee.

Functions and Membership of Policy and Resources Committee – Role

- 2.11 The review also identified that the current governance model has not reduced 'silo' working across the Council with Service Committees focusing on their specific areas of responsibility. The review identified that there are clear benefits from developing the existing co-ordinating role of P&R Committee so that it has a more prominent role with a mandate for key matters of strategic, Council-wide, policy and cross-cutting subjects. Given the severe financial pressures faced by all Councils, it is advisable for P&R Committee to have an overarching, strategic overview of the authority as a whole to be able to ensure that a coherent, consistent, and transparent approach is developed.
- 2.12 In order to achieve this P&R Committee would need to have a clearer role in the development of significant policies and delegated responsibility for certain critical decisions which result in the Council incurring significant expenditure or making significant savings in a particular budget area and/or which have an impact on a significant number of Norfolk's residents.
- 2.13 It would be prudent for there to be a provision in the Constitution allowing the Council's Managing Director, in consultation with the Leader, to refer to P&R Committee any other decision considered to be in within the definition above.
- 2.14 This offers advantages in terms of:
- Enabling an overarching, strategic overview

- Providing greater clarity around the ‘whole Council’ approach, and
- Strengthening the overall system of governance

2.15 There would be consequential changes to the Terms of Reference (ToR) of the Service Committees where some of this decision-making currently sits and these ToR would need to be modified.

2.16 One Member comment was received that there was a danger that this would give too much power to Policy and Resources Committee.

2.17 **Proposal 3** – It is proposed that the Constitution be changed to give P&R Committee a clearer role in the development of significant policies as well as delegated responsibility for critical decisions which result in the Council incurring significant expenditure or making significant savings in a particular budget area and/or which have an impact on a significant proportion of Norfolk’s residents.

C. Service Committees – Size, Role and Terms of Reference

2.18 The Terms of Reference of Committees are defined in Part 4.1 of the Council’s Constitution. In the event that Proposal 3 is agreed by CAG then the corresponding changes will need to be made to the Role and Terms of Reference of the Service Committees.

The review of the current Committees terms of Reference has highlighted key areas where it is considered improvements could be made and these are outlined below:

2.19 Children’s Services Committee

Currently the Children’s Services Committee consist of 17 Councillors and the following 10 representatives:

- 2 Church Representatives (Statutory)

8 Non-Statutory Members:

- 2 Non-voting Parent Governor Representatives
- 1 Non-voting Schools Forum Rep

Non-voting Co-opted Advisors as follows:

- Norfolk Governors Network
- Special Needs Education
- Primary Education
- Post-16 Education
- Secondary Education

2.20 The above representation does not reflect the balance between the Committee’s responsibilities for education and social care and in particular our changed relationship to schools. The current size of the Committee (27) is not conducive to effective governance. The Chairman of the Children’s Services Committee has suggested that consideration be given to limit non Councillor membership to the statutory representatives (the two Church representatives) and that the Children’s

Services Committee could in the future consider how/if other stakeholders should be involved. **The Group is asked to provide steer on this.**

- 2.21 The Chairman of Children's Services Committee also raised the membership and terms of reference of some Panels and Internal Groups of the Children's Services Committee which the Committee itself will review (specifically Teacher's Joint Consultative Committee and Corporate Parenting Executive Group).

Environment, Development and Transport Committee

The Chair of the Joint Road Casualty Reduction Partnership Board (Director of Public Health) suggests a review of this body which was established in 2007 and draws Membership from 3 Service Committees and the Health and Wellbeing Board. This review would be carried out by the Environment, Development and Transport Committee.

2.22 Emergency Committee

The Constitution provides for an Emergency Committee which is to be convened, as required, as part of the County Council's major incident and Emergency Planning process, during the recovery phase of an emergency. This Committee has not met during the entire term 2013 – 2017 although there have been emergencies and major incidents. The need for an Emergency Committee has been overridden by the organisation's business continuity planning.

- 2.23 **Proposal 4** – It is proposed that the Role and Terms of Reference of the Service Committees be changed reflecting the changes to P&R and other changes introduced as a result of the review.

- 2.24 **Proposal 5** – It is proposed that the Emergency Committee be disestablished.

D. Policy Framework

- 2.25 The Policy Framework is a list of the Council's most strategically significant policies and strategies, either dictated by law or by local decision and as such forms part of our Constitution. Each policy/strategy listed in the Policy Framework must go to Full Council for its sign off. As referred to in Proposal 3, it is also proposed that the P&R Committee will have a more significant role in the development of policy.
- 2.26 Significant changes to the services we deliver and the way we make decisions means that it is likely that elements of the Policy Framework are out of date and the Council will wish to ensure that it represents the things that are most important to Norfolk. As the Council comes to the end of its current four year term of office it would also be timely to review the Council's Policy Framework to ensure that it is fit for purpose going forward for the new Council. For example, with the proposals to integrate health and social care, the development of a health strategy becomes a critical part of the Council's business.
- 2.27 As part of the review of the Council's decision-making structures and systems a review of the Policy Framework has been conducted to identify any policies/strategies which, for example, no longer exist or have been merged with others or superseded. The review also looked at the development pathway through the Council's governance system to ensure that each policy/strategy is considered by the most appropriate service committee prior to going to Full Council and that

there is consistency in the approach. On this basis a suggested update to the existing Policy Framework is attached as Appendix A.

- 2.28 **Proposal 6** – It is proposed that the Constitution be changed to incorporate the updated Policy Framework as given in Annex A.

3. Conclusions of the Review

- 3.1 In conclusion, CAG is asked to recommend the following to the P&R Committee:

Proposal 1 - It is proposed that the Constitution be changed to give the Council flexibility in agreeing the appropriate size of its Committees every 4 years at the AGM of the new Council. The Committees will not lose their political proportionality.

Proposal 2 - It is proposed that the Constitution be changed so that Service Committee Chairs, who are currently invited to attend meetings of P&R Committee, are permitted to become full members of P&R Committee.

Proposal 3 – It is proposed that the Constitution be changed to give P&R Committee a clearer role in the development of significant policies as well as delegated responsibility for critical decisions which result in the Council incurring significant expenditure or making significant savings in a particular budget area and/or which have an impact on a significant proportion of Norfolk's residents.

Proposal 4 – It is proposed that the Role and Terms of Reference of the Service Committees be changed reflecting the changes to P&R and other changes introduced as a result of the review.

Proposal 5 – It is proposed that the Emergency Committee be disestablished.

Proposal 6 – It is proposed that the Constitution be changed to incorporate the updated Policy Framework as given in Annex A.

4. Financial Implications

- 4.1 No significant financial implications are anticipated. These proposals have been developed on the basis of the delivering an effective Committee system and securing good governance of the Authority, mindful of the need to contain costs.

5. Background

- 5.1 The background documentation considered in conducting this review are as follows:

- [Report to P&R](#) Committee April 2015 'Review of Governance Arrangements'

Officer Contact

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

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

ANNEX A TO APPENDIX C

	Policy	Rationale for inclusion	Relevant Committee
1	County Council Plan	Provides overall strategy and direction for prioritisation and investment.	P&R
2	New Anglia Strategic Economic Plan	<p>Not required by law, however:</p> <p>Economic strategy is critical to the Council's priorities and to Norfolk's future.</p> <p>May be tensions in putting the New Anglia plan in the policy framework, given its governance and sign-off is through the LEP.</p> <p>The plan is to adopt a Norfolk strategy which approved by Full Council, and is the basis of our contribution to the New Anglia LEP.</p>	P&R
3	Annual investment and treasury management strategy	Considerable Member interest (not just in Norfolk), following the Icelandic bank crash.	P&R
4	Joint Health and wellbeing strategy	<p>One of three legal responsibilities of the health and wellbeing board</p> <p>Important for Council to shape and influence health and wellbeing agenda and board.</p>	P&R
5	Children and young people's strategy	<p>Improvement of children's services is a critical issue for the Council and benefits from whole-council understanding and buy-in.</p> <p>Also consistent with our duty as corporate parents.</p>	Children's
6	Adoption statement of purpose	Critical improvement area, and consistent with our responsibilities as corporate parents	Children's
7	Fostering statement of purpose	As above	Children's
8	Adult social care strategy (currently promoting independence)	Biggest spending area for council; major transformation challenge which requires support and buy-in of whole council.	Adults

9	Local Transport Plan	By law, full council must agree.	ETD
10	Norfolk County Council Waste strategy and policies	Not a legal requirement but given history of the issue, considered to be critical for Full Council sign-off	ETD
11	Minerals and Waste development framework	By law, full council must agree	ETD
12	Fire and Rescue Integrated Risk Management Plan	Whilst not required to be signed off by Full council by law, the fire service is a significant issue for all councillors. The plan is routinely agreed as part of the budget.	Communities
13.	Youth Justice Plan	By law, full council must agree	Children's
14.	Public Health Annual Report	This is a statutory responsibility of the DPH and is a vehicle for setting out the health of the local community and providing information for discussion makers for future planning.	Communities
15.	Asset Management Plan	This plan provides the overarching strategy for the council's property-based assets.	P&R

Recommendations of the Adult Social Care Committee Meeting held on 23 January 2017

1. Notice of Motions

1.1 Mr J Mooney, *seconded by Mr B Borrett* **proposed:**

"That this Committee supports the Motor Neurone Disease (MND) Charter, which sets out the care and support that people living with MND and their carers deserve and should expect. I also recommend that full council be asked to consider supporting the above proposal."

1.2 The motion was duly **CARRIED**.

Bill Borrett
Chair, Adult Social Care Committee

Recommendations from the Communities Committee Meeting held on 8 March 2017

- 1 **Trading Standards Service Plan including Food and Feed Law Enforcement Plan (FFLEP) and Enforcement of Age Restricted Sales and Illicit Tobacco products Plan (EARSITPP).**
- 1.1 The Committee considered the report by the Executive Director of Community and Environmental Services presenting recommendations to Committee on the proposed priorities for 2017/18 for consideration and comment prior to making recommendations on adoption of the plan (Appendix A) to full Council. The report introduced the Trading Standards Plan 2017-18 including –
 - The Enforcement of Age Restricted Sales and Illicit Tobacco Products Plan (EARSITPP), and
 - The Food and Feed Law Enforcement Plan.
- 1.2 The Committee **RESOLVED** to recommend adoption of the plan to full Council.

Margaret Dewsbury
Chairman, Communities Committee

Report title:	Trading Standards Service Plan including Food & Feed Law Enforcement Plan (FFLEP) and Enforcement of Age Restricted Sales and Illicit Tobacco Products Plan (EARSITPP)
Date of meeting:	8 March 2017
Responsible Chief Officer:	Tom McCabe, Executive Director, Community and Environmental Services
<p>Strategic impact Building a safe, fair and legal marketplace for Norfolk; helping businesses succeed and safeguarding communities. The Trading Standards Service Plan is included within the Council's Policy Framework, under the Council's Constitution, and requires adoption by Full Council. The Service Plan and associated plans set out the service priorities for 2017-18, taking account of the service budget set in February 2017.</p> <p>The purpose of this report is to present recommendations to Committee on the proposed priorities for 2017/18 for consideration and comment prior to making recommendations on adoption of the plan to Full Council.</p>	

Executive summary

<p>This report introduces the Trading Standards Service Plan 2017-18 (Appendix 1) including:</p> <ul style="list-style-type: none"> • Annex I: The Enforcement of Age Restricted Sales and Illicit Tobacco Products Plan (EARSITPP) (Appendix 2) and • Annex II: The Food and Feed Law Enforcement Plan (Appendix 3). <p>All three need to be adopted by Full Council.</p> <p>Recommendations: Members are asked to:</p> <p>Review the Trading Standards Service Plan including Annexes I and II and recommend adoption of the plan to Full Council.</p>
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1. Proposal

- 1.1. Trading Standards' core function is to build a safe, fair and legal marketplace for Norfolk, helping businesses succeed and safeguarding communities by:
- protecting them from detrimental trading practices and rogue traders,
 - enforcing the laws which provide the basis for fair competition, business success and access to world markets and consumer protection, and
 - providing businesses with compliance advice and metrological services.

The impact on consumers and business is significant and our approach is critical to ensure confidence in the trading environment.

Trading Standards has an important role in protecting the integrity of the food chain from farmed animal welfare and disease control to food safety and standards. The Service also ensures goods are safe and trading is fair and tackles underage and illicit sales of alcohol and tobacco. Activities in these

areas can also contribute to Public Health priorities.

The Service investigates criminal offences and civil breaches and takes legal action where necessary to protect individuals, in particular the vulnerable, as well as wider public legitimate interests. Trading Standards therefore has an important social and economic role in the community, contributing to the health, safety and economic growth of Norfolk.

Our three priorities for 2017/18 are:

- **Enabling** economic growth by providing support for businesses and ensuring a level playing field by tackling the most serious illegal trading
- **Safeguarding** communities and vulnerable people by engaging with communities and businesses to build resilience to scams and rogue traders
- **Protecting** public safety, health and well-being and ensuring trading is legal, honest and fair

- 1.2. The Trading Standards Service plan has been developed using analysis of information (intelligence) that reflects the issues and problems Norfolk people and businesses face, ensuring that our service is unique and focused on the needs of the County. This includes providing part of the 'national shield' addressing both national issues that affect Norfolk and the impact of local businesses nationally and globally.

The service plan includes our 'golden thread' (page 6) which summarises our strategic control strategy and focus for protecting the public and legitimate business. The plan is supplemented with some functional specific plans which describe how we will address statutory responsibilities relating to underage sales (Annex I), food and animal feed safety and standards (Annex II), and farmed animal health, welfare and disease control (Annex III). These specific plans include information required by Government on the monitoring of our discharge of these functions.

- 1.3. **Members are asked to review the Trading Standards Service Plan including Annexes I and II and recommend adoption of the plan to Full Council.**

2. Evidence

- 2.1. The Trading Standards Service Plan (Appendix 1) includes, and attention is drawn to:

- Annex I: The Enforcement of Age Restricted Sales and Illicit Tobacco Products Plan (EARSITPP) (Appendix 2)
- Annex II: The Food and Feed Law Enforcement Plan (Appendix 3)

- 2.1.1. The Enforcement of Age Restricted Sales and Illicit Tobacco Products Plan (EARSITPP) enables the County Council to discharge its statutory duty to annually consider and review its enforcement of the Children and Young Persons (Protection from Tobacco) Act 1991.

- 2.1.2. The Food and Feed Law Enforcement Plan is a statutory plan required by the Food Standards Agency; which incorporates work that is intended to protect the food supply chain, covering both food production and control of animal feed used for animals intended for human consumption.

3. Financial Implications

- 3.1. The financial implications of service delivery aligned to the Trading Standards Service Plan 2017-18 and associated policies and plans accord with the budget agreed by Full Council.

4. Issues, risks and innovation

The key issues that need to be taken into account are:

4.1. Staff

Sufficient suitably qualified and competent officers are required to undertake enforcement activities, including the use of statutory powers. The Trading Standards Service operates a workforce and career development plan to maintain a complement of qualified and competent officers. Skills and competency are assessed during annual staff appraisals and a programme of Diploma in Consumer Affairs and Trading Standards (DCATS) qualification and continuous professional development is implemented to ensure the maintenance of essential knowledge and skills.

During 2016/17 a performance measure was introduced to ensure that the Trading Standards Management Team is able to assess, on a four-monthly basis, the levels of qualifications and competencies across 14 enforcement areas and, where shortfalls are identified, take the necessary actions to ensure the Service has the required number of qualified and competent officers in place.

4.2. Legal implications including the Crime and Disorder Act 1998, human rights implications and health & safety

Statutory duties are addressed in the Trading Standards Service Plan 2017-18 and associated plans.

The Trading Standards Service is principally concerned with preventing or reducing crime and disorder. Enforcement activities are determined via our intelligence-led approach and enforcement action is undertaken in accordance with the CES Enforcement Policy.

Enforcement activities occasionally necessitate the use of covert surveillance or access to communications data, as regulated by the Regulation of Investigatory Powers Act 2000 (RIPA). The Service complies with the Act and the County Council's RIPA policy when considering the necessity and proportionality of such activities.

The Service follows the County Council's Health & Safety – Our Commitments policy and associated corporate policies. Service-specific activities such as metrological inspections or potentially confrontational situations are managed through a comprehensive set of risk assessments, which are reviewed on an annual basis as part of our Health & Safety Action Plan.

4.3. Risks

Two key risks in relation to staffing within the Service have been identified:

- Limited service capacity could lead to enforcement areas where there are single points of knowledge. Loss of key individuals would then result in an inability to deliver the appropriate service and increased pressure on remaining staff. Current staff have limited ability to respond to a major incident (such as a food safety alert or animal disease outbreak such as

avian influenza).

- The Food Standards Agency, through its “Regulating our Future” Review and Strategic redesign, has determined that the current model for ensuring food is safe and as described is not meeting their expectations. The role for local authorities in any proposed new delivery model is not yet clear but could result in a major change in responsibilities for the Service.

Actions to mitigate both risks are currently being monitored and managed via the Communities Committee Risk Register.

Other risks associated with service delivery aligned to the Trading Standards Service Plan 2017-18 and associated plans are considered during service planning and the more detailed control strategy planning that underpins it. Identified risks are managed as part of the Service risk management process.

4.4. **Innovations**

During 2017/18 the Trading Standards Service intends to:

- Further develop Primary Authority Partnerships and implement our chargeable business advice model to better support businesses and realise £20,580 income
- Explore with Members the potential transfer of our Calibration, Verification and Testing Services’ governance to a business wholly owned by NCC, to future proof services to businesses and other agencies whilst continuing to provide income for NCC.
- Further develop our Consumer and Community champions schemes and the national ‘Friends Against Scams’ scheme to improve community resilience to scams and rogue trading. We will be seeking to recruit NCC Members and staff to one or more of the schemes.
- Further develop our collaborative working with Suffolk Trading Standards through implementation of our Collaborative Working Action Plan to reap the benefits of greater efficiency, effectiveness and resilience.

5. **Background**

- 5.1. Background Paper - Annex III: Animal Health & Welfare Service Delivery Plan (Appendix 4).

Officer Contact

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

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Trading Standards Service Plan 2017-18

Responsible Senior Officer Name: **Sophie Leney**

Period covered: **2017-2018**

Latest update: **14 February 2017**

What our service aims to achieve

The Trading Standards Service's core function is to build a safe, fair and legal marketplace for Norfolk, helping businesses succeed and safeguarding communities. Our three priorities are:

- **Enabling** economic growth by providing support for businesses and ensuring a level playing field by tackling the most serious illegal trading
- **Safeguarding** communities and vulnerable people by engaging with communities and businesses to build resilience to scams and rogue traders
- **Protecting** public safety, health and well-being and ensuring trading is legal, honest and fair

The things we do

1. Providing businesses with access to information and compliance advice to help them succeed; targeting support to start-up, small, high-risk and non-compliant businesses
2. Providing calibration, verification and testing services to businesses and other agencies
3. Protecting consumers and supporting legitimate businesses by tackling the most serious fraudulent, illegal and unfair trading, including e-crime
4. Safeguarding vulnerable people by tackling rogue traders and scams
5. Building community resilience through our Consumer and Community Champions, No Cold Calling Zones, HomeShield and Trusted Trader schemes
6. Safeguarding communities and public health by tackling the supply of alcohol, tobacco and other age restricted products to young people and the supply of illicit alcohol and tobacco

For further information see Annex I: Enforcement of Age Restricted Sales and Illicit Tobacco Products Plan 2017-18.

7. Ensuring the standards, quality and safety of the food chain, including food, animal feeds and agricultural fertilisers

For further information see Annex II: Food & Feed Law Enforcement Plan 2017-18.

8. Safeguarding the standards of animal health and welfare and reducing the risk of animal disease outbreaks and associated risks to the Norfolk economy and public health

For further information see Annex III: Animal Health & Welfare Service Delivery Plan 2017-18.

9. Ensuring the safety of consumer products, fair trading and legal measurement of goods through a programme of intelligence-led market surveillance and enforcement activities

Our service structure

The Trading Standards Service consists of five teams:

- Business, Food & Farming
- Calibration, Verification & Testing Services
- Community Safety and Fair Trading
- Intelligence and Legal Enforcement
- Investigations.

The Service has a full time equivalent staffing complement of 45.62 FTE with a headcount of 48. The Service is delivered from three offices, County Hall in Norwich, Priory House in King's Lynn and Hethel Engineering Centre (Calibration, Verification & Testing Services only).

Norfolk's population is 885,000* and there are 31,365* active enterprises in Norfolk. With a net budget of £1,853,340, the annual cost of the Trading Standards Service is £2.09 per head or £59.09 per enterprise. *2015 Office of National Statistics figures.

Monitoring our outcomes/performance

Measure	How we did in 2015/16	How we did last year	Our target for this year
Percentage of businesses brought to broad compliance with trading standards	Target = 94% Actual = 96.44%	Target = 95% YTD = 95.85%	95%
Percentage of rogue traders and most detrimental businesses brought to compliance	74.47%	Target = 80% YTD = 83.18%	85%
Number of Norfolk people recruited to the 'Friends Against Scams' scheme, supporting the national initiative to 'Take a Stand Against Scams' to protect people from financial abuse	New measure		600 'Friends Against Scams' in Norfolk
Percentage of consumer goods, including foods, sampled or test purchased which are found to be non-compliant and are subsequently brought to compliance	Base-lining Measure	Target = 90% YTD = 96%	93%
Income generated through our commercial activities of calibration, verification and testing services	Target = £327,500 Actual = £361,848	Target = £339,500 Forecast = £387,000	£355,000
Income generated through our commercial activities of Primary Authority Partnerships and bespoke advice	New measure	Target = £20,240 Forecast = £3,750	£20,580
Proportion of Trading Standards Officers/Managers who hold necessary qualifications/current competencies to be authorised in each enforcement area	New measure	Target = 100% YTD = 94%	100%

Feedback from our customers

Measure	How we did in 2014/15	How we did last year	Our target for this year
Business satisfaction with Trading Standards services	Target = 90 Actual = 91.60	Target = 94 YTD = 91.20	93

Service changes/improvements planned for this year

What	Why	By When	Owner	How we are doing so far	What actions we are taking
Further development of Primary Authority Partnerships and full implementation of our chargeable business advice model	To better support businesses whilst providing additional income of £20,580 per annum from 1 April 2017	31 March 2018	Jon Peddle		
Exploration with Members of the potential transfer of Calibration, Verification and Testing Services' governance to a business wholly owned by NCC	To future proof services to businesses and other agencies whilst continuing to provide income for NCC	31 March 2018	Adrian Chapman		
Further development of our Consumer and Community champions schemes and the national 'Friends Against Scams' scheme	To improve community resilience to scams and rogue trading	31 March 2018	Brian Chatten		
Further development of our collaborative working with Suffolk Trading Standards through implementation of the Collaborative Working Action Plan	To reap the benefits of greater efficiency, effectiveness and resilience	31 March 2018	Alice Barnes		

Our key risks

Risk (Managed and monitored via the Communities Risk Register)
Limited service capacity could lead to enforcement areas where there are single points of knowledge. Loss of key individuals would then result in an inability to deliver the appropriate service and increased pressure on remaining staff. Current staff have limited ability to respond to a major incident (such as a food safety alert or animal disease outbreak such as avian influenza).
The Food Standards Agency, through its “Regulating our Future” Review and Strategic redesign, has determined that the current model for ensuring food is safe and as described is not meeting their expectations. The role for local authorities in any proposed new delivery model is not yet clear but could result in a major change in responsibilities for the Service.

Our budgets

Budget	Pressures and risks	Savings to be delivered	Actual spend	Forecast spend by end of year	Actions we are taking
£489,860 Business, Food & Farming	Inability to attract Primary Authority Partners and other chargeable business advice Inability to market our Trusted Trader scheme as successfully as previously Reductions in grant funding from the Food Standards Agency (FSA)	£19,000 (already accommodated in our 17/18 budget)			
(£69,640) Calibration, Verification & Testing	The proposed governance model may not provide the ability to transfer revenue to Trading Standards and could lead to additional costs incurred by Trading Standards for services currently provided by CVTS It could lead to a risk to the maintenance of TS equipment and provision of verification services (but contracting out options could be explored).				
£533,460 Community Safety & Fair Trading					
£296,360 Intelligence and Legal Enforcement	Increasing costs of legal enforcement, as experienced in 2014/15, 2015/16 and 2016/17 Inability to recover prosecution costs or proceeds of crime assets				

Budget	Pressures and risks	Savings to be delivered	Actual spend	Forecast spend by end of year	Actions we are taking
£422,010 Investigations					
£181,290 Trading Standards Service		£11,940 (already accommodated in our 17/18 budget; having brought forward the 15% transport savings and 20% supplies and services savings previously agreed for 18/19)			
Net total = £1,853,340					

Supplementary information

Please see the diagram below, our 'golden thread' which summarises our strategic control strategy. This 'Plan on a Page' seeks to illustrate in one place the relationship between the Norfolk County Council Strategic Priorities, our Trading Standards' Priorities and the detailed Trading Standards Action areas. Also shown are the Trading Standards Performance measures and National Regulatory Outcomes.

This Service plan is supplemented with our 17/18 control strategy and with the following functional specific plans which describe how we will address statutory responsibilities relating to underage sales, food and animal feed safety and standards, and farmed animal welfare and disease control:

- Annex I: Enforcement of Age Restricted Sales and Illicit Tobacco Products Plan 2017-18
- Annex II: Food & Feed Law Enforcement Plan 2017-18
- Annex III: Animal Health & Welfare Service Delivery Plan 2017-18.

Norfolk County Council Strategic Priorities	Trading Standards Priorities	Trading Standards Actions	Performance measures
<p>1. Excellence in Education</p> <p>2. Real Jobs Our vision:</p> <ul style="list-style-type: none"> Secure more high value jobs Make Norfolk the first choice for business More people who are able to work have the opportunity to do so <p>Success will be:</p> <ul style="list-style-type: none"> More people have jobs that pay more and have better prospects People on benefits can find work more quickly More people are supported to start and successfully grow their own businesses More people with learning disabilities secure employment <p>3. Good Infrastructure</p> <p>4. Supporting Vulnerable People Our Vision:</p> <ul style="list-style-type: none"> All vulnerable people who live, work, learn and are cared for in Norfolk will be safe Vulnerable people are more self-reliant and independent <p>Success will be:</p> <ul style="list-style-type: none"> More children able to live permanently in a family setting More people able to live in their own homes for longer Wherever possible people with long term conditions manage their own care 	<p>Enabling economic growth by providing support for businesses and ensuring a level playing field by tackling the most serious illegal trading</p> <p>Safeguarding communities and vulnerable people by engaging with communities and businesses to build resilience to scams and rogue traders</p> <p>Protecting public safety, health and well-being and ensuring trading is legal, honest and fair</p>	<p>Providing businesses with access to information and compliance advice to help them succeed; targeting support to start-up, small, high-risk and non-compliant businesses</p> <p>Providing calibration, verification and testing services to businesses and other agencies</p> <p>Protecting consumers and supporting legitimate businesses by tackling the most serious fraudulent, illegal and unfair trading, including e-crime</p> <p>Safeguarding vulnerable people by tackling rogue traders and scams</p> <p>Building community resilience through our Consumer and Community Champions, No Cold Calling Zones, HomeShield and Trusted Trader schemes</p> <p>Safeguarding communities and public health by tackling the supply of alcohol, tobacco and other age restricted products to young people and the supply of illicit alcohol and tobacco</p> <p>Ensuring the standards, quality and safety of the food chain, including food, animal feeds and agricultural fertilisers</p> <p>Safeguarding the standards of animal health and welfare and reducing the risk of animal disease outbreaks and associated risks to the Norfolk economy and public health</p> <p>Ensuring the safety of consumer products, fair trading and legal measurement of goods through a programme of intelligence-led market surveillance and enforcement activities</p>	<p>Business satisfaction with Trading Standards services</p> <p>Percentage of businesses brought to broad compliance with trading standards</p> <p>Percentage of rogue traders and most detrimental businesses brought to compliance</p> <p>Number of Norfolk people recruited to the 'Friends Against Scams' scheme, supporting the national initiative to 'Take a Stand Against Scams' to protect people from financial abuse</p> <p>Percentage of consumer goods, including foods, sampled or test purchased which are found to be non-compliant and are subsequently brought to compliance</p> <p>Income generated through our commercial activities including calibration, verification & testing services, Primary Authority Partnerships and bespoke advice</p> <p>Proportion of Trading Standards Officers/Managers who hold necessary qualifications/current competencies to be authorised in each enforcement area</p>
<p>National Regulatory Outcomes</p> <ul style="list-style-type: none"> Economy: Support economic growth, especially in small businesses, by ensuring a fair, responsible & competitive trading environment Environment: Protect the environment for future generations Public and product safety: Ensure safe neighbourhoods and safe products Health & Wellbeing: Help people to live healthier lives by preventing ill health and harm and promoting public health Food Chain Infrastructure: Ensure a safe, healthy and sustainable food chain for the benefits of consumers & the rural economy 			<p>National Control Strategy Areas</p> <ul style="list-style-type: none"> Doorstep Crime Mass Marketing Scams Fair Trading Issues Product Safety Illegal Money Lending Intellectual Property



Norfolk County Council

Community & Environmental Services

Trading Standards Service

Enforcement of Age Restricted Sales
and Illicit Tobacco Products Plan 2017-18



Minor Sales – Major Consequences

A strategy to deter the sale of age restricted products to young people and the sale of illicit tobacco in Norfolk, with the intention of improving community safety and public health.



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Context

The Children and Young Persons' (Protection from Tobacco) Act 1991 requires a Local Authority to review its enforcement activity relating to the supply of cigarettes and tobacco to persons under the age of 18 on an annual basis. There are similar duties arising from Section 54A of the Anti-Social Behaviour Act 2003. There are responsibilities on Trading Standards to enforce the compulsory health warning requirements on tobacco products and to enforce the age restrictions and composition legal requirements applicable to e-cigarette liquids which contain nicotine. This Plan fulfils these obligations, as part of the overall work by Trading Standards to improve community safety and public health.

Illicit tobacco products, often smuggled from Eastern Europe, are increasingly becoming a problem in the county, particularly in any urban area where Eastern European citizens have settled. These products fail to carry the health warnings of legitimate tobacco products and are often counterfeits of established brands. Their unknown composition presents an additional health hazard to smoking, already the major cause of death in the UK. The Service receives intelligence that sales of illicit cigarettes are being made to young people. The relative cheapness of these products makes them attractive to underage buyers. This plan integrates the Trading Standards Service actions to tackle these products along with the obligations outlined above.

Background

Trading Standards community safety activities are intelligence led and focus on both National and local priorities. Improving community safety and public health by tackling illicit/age restricted products is a key priority for the Service. Trading Standards recognises that effective enforcement of legislation to prevent the sale of age restricted goods requires a multi-agency approach and seeks to work in partnership with a range of agencies and stakeholders to ensure accurate identification of priority and high-risk areas, share best practice and engage in collaborative work (e.g. joint operations and licence reviews).

Trading Standards aligns its service delivery wherever possible to support the priorities of other council services. In order to align its community safety activities with Public Health priorities, the Service will focus activities on:

- Preventing the sale of alcohol to young people
- Taking action through Alcohol Licensing requirements
- Preventing the sale of cigarettes and tobacco to young people
- Disrupting the supply of Illicit tobacco products
- Working with The Norfolk Tobacco Alliance
- Working with Community Alcohol Partnerships (CAPs)
- Preventing the sale of regulated e-cigarette liquids to young people

Public Health has allocated £47,000 to the Trading Standards Service to support delivery of these actions in the 2017-2018 service year. Service delivery will take place across the whole of the county based on the intelligence derived from information about the sale of age restricted products. A scaled approach is adopted with due regard to the Community and Environmental Services Enforcement Policy.

This includes:

- The provision and publicity of advice and support materials
- The delivery of advice and help to new retailers of age restricted products
- The investigation of complaints together with the delivery of advice and assistance to prevent the recurrence of underage sales
- Targeted test purchasing utilising young people and where appropriate, underage volunteers
- Recommendation to adopt a “Challenge 25” type policy
- Working with and supporting national or regional initiatives
- Multiagency/community group/industry partnership working

Where targeted advice and assistance is given following the receipt of information that a retailer has sold to underage purchasers, test purchasing by a person aged between approximately 18 and 20 may be used to ascertain the robustness of the business’ procedures in place to prevent underage sales, including effective implementation of a Challenge 25 type policy.

Test purchases utilising underage volunteers are carried out, usually with assistance from Norfolk Constabulary, at targeted premises where information shows that sales to underage purchasers are taking place. Teams work within agreed procedures and protocols that cover the sharing of information and the recruitment of young persons for test purchase programmes.

Advice to Trading Standards Services by the Office of the Surveillance Commissioner (OSC) is that any test purchase by an underage volunteer requires covert surveillance authorisation in accordance with the Regulation of Investigatory Powers Act 2000 (RIPA) by a service manager which must then be endorsed by a Magistrate. The Office of the Surveillance Commissioner issued guidance in early 2015 that a Magistrate should not issue RIPA authorisation unless the targeted test purchase operation relates to a premises where overt measures have been attempted and failed or are not considered appropriate. Generally this will be premises where:

- Intelligence indicates that underage sales are taking place
- The trader has been advised of their legal responsibilities and warned
- Further intelligence indicates that underage sales continue to take place.

In exceptional circumstances a premises may be targeted for underage test purchasing immediately, usually this is where a premises has a history of underage sales taking place. The Trading Standards RIPA policy and application procedure requires a scaled approach where intelligence continues to show that sales to underage volunteers is taking place

During the 2015-16 service year the number of complaints received from the public or traders regarding the underage sale of regulated products fell considerably when compared to that of previous years. This trend has continued into the 2016-2017 service year. This includes complaints made to the police and licensing departments of the district councils in the county. As a result and in light of the OSC advice described above the number of underage test purchases utilising young volunteers currently stands at one in the 2016-2017 service year. One other premises received a test purchase utilising an 18 year old volunteer.

In October 2016 Trading Standards further modified its policy of action to include a test of the advice it has given to retailers where information regarding sales to underage purchasers is received; to test the effectiveness of the implementation of that advice. A young adult of approximately 18 - 20 years of age is utilised to test the effectiveness of the implementation of the business' challenge policies. Where such a test purchase goes unchallenged, the Service will then apply for authorisation under RIPA to undertake an underage volunteer operation.

A range of legislation supports this work, setting out controls for the following products:

- Alcohol
- Cigarettes and tobacco products, including electronic cigarette liquids
- Fireworks
- Video, DVD, Blu-ray & gaming products
- Aerosols, petroleum spirit and other intoxicating substances (butane/solvents)
- Lottery and scratch cards
- Knives, blades and crossbows
- Psychoactive substances

Alcohol and tobacco continue to be the main focus of our enforcement activity.

Alcohol

A number of reports have put the cost of alcohol related crime in the UK at between £8 billion and £11 billion per annum. Alcohol-related crime and disorder by young people is currently estimated to cost society £1 billion per year. Despite the success of the Community Alcohol Partnership (CAP) in Great Yarmouth the highest proportion of under-18-year-old admissions to hospital for alcohol related harm in East Anglia is still at the James Paget Hospital in the town.

However, a 2014 Drink Aware survey has found that the proportion of 11-15 year olds who have never had alcohol has increased to 62%. This is the highest proportion since records have been kept and is in line with past surveys which have shown this figure is rising gradually over recent years. This appears to show that safe drinking messages are getting through to young people.

However, young people who are drinking are consuming large amounts. In 2014, the average (mean) alcohol consumption by pupils who had had alcohol in the last week was 9.8 units – albeit a reduction of 3.1 units over the level in 2012. 12% of those young people who drink said that in the last 12 months they had experienced a serious harm (trouble with the police, being a victim of crime, taken to hospital or getting into a fight).

Based on Public Health figures of persons under 18 admitted to hospital for alcohol related conditions the top three areas for underage alcohol consumption in Norfolk are:

- Great Yarmouth
- Norwich, and
- Kings Lynn

Norwich & Great Yarmouth are in the top 10 areas of admissions within the Eastern Region.

In the first three quarters of the 2016-2017 service year, intelligence was received about 6 premises selling alcohol to underage persons. All premises have been visited and advised on their responsibilities in relation to underage sales. One premises was tested by an 18 year old volunteer and identification was requested and no sale was made. Two complaints regarding alcohol sales to minors from off licences have been received in January 2017. Both have been visited and provided with advice and will shortly be tested with an 18-20 year old volunteer.

A premises which sells alcohol to underage purchasers twice in three months is deemed to be 'persistently selling alcohol to under 18s'. All premises found to be selling alcohol to underage persons are retested before the end of 3 months following the date of the first sale.

The Trading Standards Service is a Responsible Authority in licensing matters. Trading Standards continues to work closely with the other Responsible Authorities, in particular Norfolk Constabulary Licensing and Regulation Unit, in order to ensure the licensing objectives are upheld in Norfolk. Where a premises is found to be selling alcohol to underage persons, Trading Standards, in conjunction with Norfolk Constabulary, will apply for a review of the premises licence.

The Community Alcohol Partnership (CAP) launched in Great Yarmouth continues to take a multi-agency/organisation approach to reducing underage access to alcohol. The partnership includes the Police, Youth Services, the Matthew Project, schools, and retailers. The partnership has proved to be successful in reducing the prevalence of underage and street drinking which has continued to decrease in 2016. Alcohol users get support from local agencies. The service will continue to support this initiative during 2017/2018 to ensure its continued success. Part of the CAP initiative is that retailers will implement a Challenge 25 policy and this is tested utilising volunteers aged approximately 18-20. The next round of testing will be carried out in early March 2017. Retailers who fail the testing will be offered free of charge training on age restricted sales by CAP.

We continue to support the development of joint strategies for Alcohol Harm Reduction with partners. This includes additional support for the night time economy via local initiatives led by the Police in Norwich, Great Yarmouth and Kings Lynn.

Tobacco Control

The Government's Tobacco Control Strategy is key to the Trading Standards Service's response in enforcing legislation in relation to both the supply of illicit tobacco and underage sales. During 2017/2018 it will remain a priority to gather and then act upon any intelligence received, including that received from our partners. Norfolk Trading Standards is an active member of the Norfolk Tobacco Alliance and will be striving to help achieve CLearR (Challenge, Leadership and Results) status in tobacco control for Local Government specifically for Norfolk County Council.

Smoking remains the single greatest cause of premature death and disease in Norfolk and the UK. Smoking is an addiction which is still taken up by a large number of young people. Two thirds of smokers start before the age of 18. It is of concern that the illicit trade in tobacco makes cheap, poor quality tobacco available to many young people. It is known that the illicit tobacco trade funds the activities of organised criminal gangs.

About 1 in 10 young people aged 15 years smoke. The 2015 England average for children and young people smoking is 10.1% and in Norfolk this is 8.7%. Public Health Tobacco Control Strategy aims at reducing this to 5% by 2020 and Trading Standards has an important role to play in this reduction.

In England, the average percentage of 11-15 year olds who regularly smoke is 3.1%. Unfortunately within the East of England, Norfolk holds the two highest percentages. The top three areas for 11-15 year old smokers are:

- Norwich (4.8%)
- Great Yarmouth (4%), and
- Kings Lynn (3.6%)

In the first three quarters of the 2016-2017 service year, we received 8 complaints about premises selling cigarettes or hand rolling tobacco to persons aged under 18. All premises were visited and offered advice. Due to its sales history, one premises was tested utilising two 16 year old girls but no sale was made. In January 2017 three complaints have been received about the sale of cigarettes to young people under the age of 18. Due to the changes to our procedures in October 2016, all three premises will shortly be tested using an 18-20 year old volunteer.

The Chartered Trading Standards Institute Tobacco Control Survey England for 2015 to 2016 states that the sale rate to volunteers under 18 was 10% during this period.

Trading Standards Officers have the power to advise business and enforce legislation in respect of age-restricted goods and illicit tobacco and therefore have a vitally important role to play in supporting health improvement by reducing access to these products. We recognise that the most effective way of doing this is by working in partnership with a range of agencies and stakeholders, including the tobacco industry. Our approach in doing so relies on intelligence, such that we take appropriate action against suppliers of a range of illicit/counterfeit products, and ensures that we always limit our engagement with industry for the purposes of enforcement of the relevant legislation.

Illicit tobacco continues to be an area of great concern; not only in terms of the associated (additional) health risks but also in the potential for extending illegal sales of tobacco products to under 18's. Illicit tobacco is being sold by unscrupulous businesses from under the counter in most cases. It follows that this makes it more accessible to young people as it is more affordable (for example, £4-5 for a pouch of hand rolling tobacco as opposed to £17).

In addition to counterfeit tobacco, there is an increasing amount of illegally imported tobacco which bears only foreign labelling. Not only is this tobacco being sold without UK duty being paid, but the mandatory health risks labelling on the packaging is missing. Illicit tobacco is mainly sold in our market towns which have a high ethnic minority population, particularly Eastern Europeans. Young people having ready access to illicit tobacco poses a significant problem in Norfolk, particularly in Great Yarmouth.

Trading Standards has instigated a number of unannounced inspections of retailers where intelligence has shown that illicit tobacco is being sold. The amount of illegal tobacco products seized in the first three quarters of the 2016-2017 Service year has been much higher than in the past with nearly 130,000 illegal cigarettes and over 31kg of hand rolling

tobacco seized. Two more enforcement days using tobacco detection dogs are planned before the end of the service year.

Increasingly it appears that sophisticated concealment is being used to store the bulk of these products both on and away from the retailing premises. The Service is heavily reliant on specialist tobacco detection dogs to discover stashes of illicit tobacco.

The service has continued to adopt a multi-agency approach during 2016 to tackle this problem. Partners include Norfolk Constabulary and HMRC. Action by the Service alone is not stemming the supply even when the perpetrators are prosecuted. Other deterrents are being used, including seeking a review of premises licences where the store also sells alcohol. Four premises licences have been through the review process as a result of illegal tobacco being found in September 2016 and January 2017. One premises had its licence voluntarily surrendered, one had its licence suspended for 3 months and two premises had their licences revoked. One further hearing was suspended to be heard at a later date.

A Public Health funded project jointly carried out in Norfolk, Suffolk, Cambridgeshire and Peterborough began in September 2016. This involves a number of areas of work including raising awareness of illegal tobacco by carrying out a roadshow (in Norfolk for 5 days in September and October 2016), focusing on intelligence received (particularly cross border premises/individuals) and enforcement visits (including subsequent legal action where required). This project is due to complete at the end of the 2016-2017 service year.

A similar Public Health funded project is planned for the 2017-2018 Service year with another week long roadshow booked in for the school Summer holidays.

Other areas of focus

Alcohol and tobacco sales to under 18's remain a priority area because of the problems identified at both local and national level. However compliance visits target all age restricted products.

Fireworks

The levels of antisocial incidents reported to Norfolk Police and Trading Standards during the Guy Fawkes period had shown a steady reduction over the past 5 years. In view of the reduced level of incidents, targeted activities were only conducted in the Breckland area (Watton & Thetford) in relation to firework sales in the run up to November the 5th 2016.

It is regrettable that reports of anti-social behaviour have risen significantly in 2016, particularly in Kings Lynn, Great Yarmouth and Norwich. These reports show that instances involving juvenile misuse of fireworks were highest in Great Yarmouth, Kings Lynn, Thetford and Norwich.

Therefore consideration will be given to multi-agency proactive visits in these areas in 2017, particularly where there is intelligence of underage sales from a premises. These will include provision of advice and test purchasing where necessary. Consideration will also be given to targeted advice through schools.

Aerosols, solvents & DVDs

Intelligence regarding the sale of aerosols, solvents or age rated DVDs is rare. Where this is received the premises will be visited and offered advice. An underage test purchase will be carried out where necessary.

In 2015 and the first three quarters of the 2016-2017 service year no complaints have been received about underage sales of aerosols or DVDs. Two complaints have been received about the underage sale of solvents. Both of the premises involved received an advice visit and no further intelligence has been received.

Knives

Norfolk Trading Standards will continue to work with the Police and other agencies in support of local and National initiatives to reduce knife crime. Analysis of crime data does not highlight Norfolk as having a particularly high level of knife related crime, and Trading Standards has received no complaints relating to illegal sales of knives to under 18's in the past 12 months.

However national intelligence continues to identify knife crime as a serious concern and one which the government is keen to see effectively tackled. Major retailers, including Amazon UK and eBay, have been encouraged to sign up to a voluntary agreement with the Government to reduce underage sales. Trading Standards has a role to play in preventing the sale of knives to young people under the age of 18 and so will, on an intelligence-led basis, conduct test purchase operations and provide advice and education to businesses. Where necessary, formal action including prosecutions will be taken, in accordance with the CES enforcement policy.

In 2016, 13 police forces undertook coordinated action against knife crime, with further weeks of action planned. The coordinated response by police resulted in 401 arrests, 2,111 weapons taken off the street, and involved targeting habitual knife carriers, weapon sweeps, test purchases of knives from identified retailers and use of surrender bins. Trading Standards has offered support to Norfolk Constabulary with this project. Sales have been made to young people in Cambridgeshire and Peterborough during the project.

In addition, in August 2016, new laws banned the sale, manufacture, rental or importation of knives often referred to as 'zombie knives', 'zombie killer knives' and 'zombie slayer knives'. The knives can have cutting blades of up to 25 inches, have a serrated edge and include images or words that glamorise violence.

New Psychoactive Substances (NPS)

Synthetic drugs designed to mimic illegal drugs like cocaine, cannabis and ecstasy were increasingly and extensively available through the internet. Throughout the UK the sales of these substances through retailers known as 'Head Shops', particularly to young adults, was a major cause of anti-social behaviour and admission to A&E services. These substances were sometimes referred to incorrectly as 'Legal Highs'. In previous years Trading Standards had to deal with these 'Head Shops' using safety legislation and this involved very costly analysis of the ingredients.

The Psychoactive Substances Act 2016 came into force in May 2016. This Act introduced both criminal and civil sanctions relating to the manufacture and commercial supply of any

substance that can have a psychoactive effect. The Act gives a wide range of powers to the Police and HRMC. Powers are also given to the police and local authorities (including district and county councils) to tackle individuals and premises used in the manufacture or commercial supply of psychoactive substances.

Norfolk Constabulary, like all other police forces in the UK, now take the lead on these substances being sold and Trading Standards will support them where necessary. Early indications are that, since the legislation came into force, 'legal highs' are no longer readily available in the County. Unfortunately it appears that users have returned/switched to other illegal drugs instead.

Nicotine inhalation products (Electronic Cigarettes)

The use of electronic cigarettes has considerably increased during the past few years. The fluids used in these products are now subject to the same age restrictions as cigarettes and tobacco.

A National project was carried out in the early part of 2016 using young volunteers to test retailer compliance with the age restriction on nicotine inhalation products. During the project 246 visits were carried out and sales were made to the volunteers at 39% of the premises. A second round of testing was carried out to 260 premises (the same premises and a few new ones) and this time there was a 25% sale rate which is a large improvement.

Trading Standards has received two reports alleging their sale to young people in 2016-17 which were dealt with by way of advice visits to the business. No further intelligence has been received about the premises.

There is some debate amongst health professionals in that some believe e-cigarettes are a safer alternative to tobacco, whilst others do not. Public Health England appears to endorse their use as a tool to wean tobacco users away from nicotine. Trading Standards does not have a particular view on this but feels that the long term health impacts of inhaling the substances used to create the vaporising fluids is unknown at present. Recent reports suggest that some flavoured e-cigarettes may use the chemical diacetyl, which has been linked to the incurable disease, popcorn lung, when inhaled over prolonged periods.

In addition fire safety concerns have been raised where e-cigarettes left charging, often with cheap chargers, have exploded resulting in house fires. Some authorities have also found nicotine inhalation products being sold which have the appearance of food products such as sweets and ice cream cones. This makes them attractive to young people and increases the danger of children consuming them because they believe they are edible.

A project is currently underway to ensure retailers selling nicotine inhalation products are aware of the legislation surrounding the products, focusing on areas such as imitation foods and electrical safety as well as the age limits for sales.

Looking ahead to 2017/2018

Enforcement Activity (including test purchasing programmes)

Trading Standards will continue to focus its limited resources on alcohol and tobacco (including nicotine inhalation products). We will also respond to intelligence related to other products as detailed earlier in this plan, where there is an identified need. The Service, working with our police partners, will take a robust stand regarding anyone found to be purchasing alcohol or tobacco products on behalf of a young person.

The Service will continue to take a graduated approach to information which indicates that underage sales are taking place at particular off licence premises or in an identified area. This approach will usually begin with the delivery of targeted advice and support, including the provision of refusal books. Following the provision of advice and support the Service will test the business' underage sale policies. Where information continues to indicate that underage sales are taking place, test purchasing by underage volunteers will be undertaken with support from Norfolk Police.

We will also continue to provide Officers and utilise Trading Standards young volunteers to support Norfolk Police in relation to their lead role for 'on licence' premises.

The recruitment, selection and utilisation of young persons for test purchasing will only be in accordance with the protocols, systematic procedures and risk assessments adopted and developed in line with the Home Office and other guidelines. These protocols and procedures are maintained in the Service's Policies and Guidance System and are thus subject to rigorous internal audit. All Officers involved in the test purchase programme have been subject to police vetting procedures.

The Service is recruiting young adults from the Police Cadets force and from Further Education establishments. These 18-20 year old volunteers are utilised to test the effectiveness of the underage sales policies of retailers who have received advice and assistance.

Enforcement activity will also be carried out at premises where intelligence is received regarding the sale of illegal tobacco. Much of the intelligence Norfolk Trading Standards receives around illegal tobacco also alleges sales to young persons. This activity will include visits with specialist tobacco detection dogs to find concealed illegal tobacco. Formal action will be taken against businesses where it is found, as appropriate.

Tackling Anti-social Behaviour

The link between anti-social behaviour and the consumption of alcohol and substance abuse is established. The strategy of preventing the upstream supply of a number of restricted products to underage persons and thus reducing the level of anti-social behaviour associated with the use of these products will continue to be supported.

This plan will contribute to community objectives and those arising from Government strategy for community safety and public health. Alcohol and associated anti-social behaviour will continue to be a particular focus.

Proof of Age Schemes

The Trading Standards Service does not promote any specific proof of age scheme but supports those schemes that conform to the PASS Scheme criteria. Many retailers have adopted the “Challenge 25” policies in relation to all age restricted products. Trading Standards will continue in 2017/2018 to encourage all premises involved in the sale of any age restricted products to adopt a policy which achieves the aims of “Challenge 25”. Our ‘Minor Sales Major Consequences’ pack includes a section on adopting a Challenge 25 type policy.

The Trading Standards Service will also encourage and promote the use of a ‘Refusals Log’ by traders to provide evidence that proof of age is being sought and sales refused in appropriate circumstances.

Education Programmes

Businesses

The Minor Sales: Major Consequences Information Pack was reviewed in 2016. It will continue to be distributed to new sellers of age restricted goods in the county, on request and, where appropriate, when an inspection visit to a business is undertaken. The pack is to be further reviewed to allow for an electronic refusals log so businesses can download the complete pack online.

Publicity will also be used to raise trader awareness about specific issues and this will include the reporting of enforcement action outcomes.

One topic requiring publicity is The Standardised Packaging of Tobacco Products Regulations 2015. These regulations introduced requirements for plain packaging of cigarettes and hand rolling tobacco as well as minimum pack sizes in the UK (20 cigarettes and 30g of hand rolling tobacco). The transitional periods in this legislation come to an end in May 2017 and from then on only compliant products can be sold. The Trading Standards Service is awaiting guidance on a consistent National approach to non-compliant products still on sale (for example, voluntary surrender). The Service will ensure that retailers are aware of these requirements and that they are followed.

Using data from Public Health, the top three ‘hotspots’ for underage persons using alcohol and tobacco have been identified as Great Yarmouth, Norwich and King’s Lynn and business advice visits will be carried out in these areas to ensure retailers are aware of their obligations. These will be followed up with test purchases (either with underage or 18-20 year old volunteers where required).

Young Persons

The Trading Standards Service Underage Sales Education Pack has previously been distributed to schools. The Alcohol Education Trust has a large amount of materials that are being used within the schools in the CAP area in Great Yarmouth. The Service will continue to support this work.

All volunteers who participate in test purchasing programmes receive training primarily designed to equip them with the knowledge and skill to undertake the task.

Publicity and media campaigns

The Trading Standards Service will produce a number of articles to raise awareness through the press, social media and radio. This will include the results of test purchase operations, both positive and negative. Our approach will be to advise businesses and the public of the legal requirements and health risks associated with underage sales and to encourage intelligence reports in relation to them.

As stated previously, reports of underage sales of alcohol in the Great Yarmouth CAP area have continued to decrease significantly. However, young people are still accessing alcohol. The likely supply chain is from adults purchasing on behalf of young people. Where appropriate, enforcement action will be reported through local media outlets.

Multi-agency work will be actively promoted and reported, including regional or national coverage where relevant.

Trading Standards will also be carrying out a second 5 day illegal tobacco roadshow around the County. The roadshow will highlight to communities the dangers of illegal tobacco, particularly focusing on the ease of supply to children. This is planned for the school summer holidays in 2017.

Community Involvement

Support and publicity will be sought for new initiatives launched during 2017/2018. Where possible local members and/or community representatives will be invited to support or attend relevant activities.

Where possible, the Trading Standards Service will participate in or support community based projects that develop resources to assist in reducing underage drinking, including where there are links with the supply coming from an adult. As part of a wider review of its work the Service has strengthened its response to locality issues, working with key partners to ensure that local needs are addressed. We will work with local communities to understand if this might be one solution to issues of anti-social behaviour associated with underage drinking.

The Trading Standards Service will continue to promote underage sales work through presentations at community group meetings and diversify its activity according to requirements emerging from the localism agenda.

Where resources allow, the Service will undertake to tackle specific problems identified by a community group regarding underage sales. A community group will need to provide sufficient evidence of a credible nature in support of the request before the Service will undertake any activity.



Norfolk County Council

Community & Environmental Services

Trading Standards Service

Food & Feed Law Enforcement Plan
2017-18



**Produced in accordance with the requirements of the
Food Standards Agency Framework Agreement**



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Food and Feed Sampling Policy

The Food Standards Agency (FSA) Framework Agreement requires Food & Feed Law Enforcement Plans to be laid out in a common format but recognises that, as local authorities may have corporate service plan templates, they may use the corporate format as long as the information requirements laid out in the Agreement guidance are included and are separately identifiable. Therefore wherever possible this Annex makes reference to the applicable sections of the Trading Standards Service Plan 2017-18 rather than replicating the information it contains.

Section One: Trading Standards Service Aims and Objectives

1.1 Aims and Objectives

The Trading Standards Service priorities of:

- **Enabling** economic growth by providing support for businesses and ensuring a level playing field by tackling the most serious illegal trading
- **Safeguarding** communities and vulnerable people by engaging with communities and businesses to build resilience to scams and rogue traders
- **Protecting** public safety, health and well-being and ensuring trading is legal, honest and fair

are set out in our golden thread diagram on page 6 of the Trading Standards Service Plan 2017-18.

1.2 Links to Corporate Strategic Ambitions

The County Council's priorities are:

- **Excellence in education** – We will champion our children and young people's right to an excellent education, training and preparation for employment because we believe they have the talent and ability to compete with the best. We firmly believe that every single child matters.
- **Real jobs** – We will promote employment that offers security, opportunities and a good level of pay. We want real, sustainable jobs available throughout Norfolk.
- **Good infrastructure** – We will make Norfolk a place where businesses can succeed and grow. We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business.
- **Supporting Vulnerable People** – We will work to improve and support quality of life, particularly for Norfolk's most vulnerable people.

How Trading Standards helps to deliver the County Council's strategy, particularly in relation to real jobs and supporting vulnerable people is captured in our golden thread diagram on page 6 of the Trading Standards Service Plan 2017–18.

Section Two: Background

2.1 Profile of the Local Authority

The population of Norfolk in 2015 was estimated to be 885,000. The age profile of Norfolk's population is much older than England as a whole with 23.4% of people being aged 65 and over compared to 17.6% for England.

Norfolk is the fifth largest of the 27 two tier (or shire) counties in England with a geographical area of 549,751 hectares. The population density is one of the lowest for any of these counties, giving Norfolk a predominantly rural character.

Nearly two thirds of VAT registered businesses in Norfolk are located in rural locations with 90% of these being small enterprises employing 10 people or less.

Agriculture remains a large employment sector with 11% of all VAT and PAYE registered enterprises being in this sector. In particular the County has an above average livestock population of commercial poultry and pigs (first and second largest respectively for any local authority area in the country).

The health and life sciences sector is also an important part of the economy in Norfolk. The Greater Norwich area in particular is home to a cluster of internationally renowned research organisations, such as the Institute for Food Research. These organisations employ some 2,700 scientists which is the largest concentration of health, food, plant and bio scientists in Europe. The Greater Norwich area has also been awarded Food Enterprise Zone Status.

2.2 Organisational Structure

The structure of the Trading Standards Service is set out on page 2 of the Trading Standards Service Plan 2017-18.

The Trading Standards Service currently reports, via the Assistant Director of Environment & Planning, David Collinson, to the Executive Director of Community and Environmental Services.

The Executive Director of Community and Environmental Services, Tom McCabe, reports to the Communities Committee. The Chairman of the Committee is Councillor Mrs Margaret Dewsbury, Margaret.dewsbury@norfolk.gov.uk.

The Council has 84 elected Members. The current political makeup of the Council is: Conservative 42 council seats, Labour 14, UKIP 12, Liberal Democrat 10, Green Party 3, 2 non-aligned and 1 vacant.

Feed and food law enforcement is the responsibility of the Business, Food and Farming Section. The section's functions are:

Providing support for Norfolk based businesses to further economic growth;

- delivering targeted proactive business information to achieve compliance, promoting self-help

- providing business advice and support on request to food and farming businesses, including chargeable advice
- acting as 'home/primary authority' for Norfolk based food and farming businesses
- development of effective business engagement and partnerships to improve access to business advice and information.

Ensuring the standards of animal health and welfare; the quality, safety and hygiene of the food chain, and the maintenance of metrological trading standards through delivery of intelligence-led compliance programmes, including sampling, inspections, verifications and market surveillance enforcement activities in the following areas:

- Animal health and welfare, including disease control and licensing
- Primary food production including fertilizers, animal feeding stuffs and food hygiene
- Food standards
- Legal metrology

Intelligence-led interventions and investigations to tackle identified issues emerging from the tasking and coordination process.

2.2.1 The manager responsible for the delivery of official feed and food controls is:

Jon Peddle
Business, Food and Farming Manager
Email: jon.peddle@norfolk.gov.uk
Tel: (01603) 224380

The Lead Feed Officer is Colin Maxwell and the Lead Food Officer is Julie Smith, both based in the Business, Food and Farming team. The Food Law Code of Practice lays down the responsibilities and competencies of the Lead Food and Feed role (which may be more than one person) which are shared in the Service between Jon Peddle, Colin Maxwell (feed) and Julie Smith (food).

2.2.2 The Authority has contracted with Public Analyst Scientific Services Ltd (PASS) to provide the public analyst and agriculture analyst functions for the County.

2.3 Scope of the Animal Feed and Food Service

The Trading Standards Service delivers a range of animal feed and food enforcement services. Specific functions are:

- Programmed inspections at animal feed and high-risk food premises
- Targeted enforcement activities
- Inspections and other enforcement activities arising from complaints and referrals
- Sampling of food and animal feed for analysis and/or examination as part of EU, national, regional and local programmes
- 'Home/Primary Authority' responsibilities
- Responding to food and feed safety incidents

- Provision of information, advice and support for businesses
- Publicity including public awareness campaigns
- Working in partnership with other agencies involved in the protection of the food chain including the Food Standards Agency (FSA); the Department of the Environment, Food and Rural Affairs (Defra); the Department of Health (DH); Public Health (PH); the other ten local Trading Standards authorities who together make up the East of England Trading Standards Authorities (EETSA); the seven District Council Environmental Health Departments in Norfolk and the Meat Hygiene Service.

The animal feed and food law enforcement service is delivered exclusively by officers employed by the County Council, alongside other similar services, for example, the inspection of weighing and measuring equipment.

2.4 Demands on the Animal Feed and Food Service

Using the appropriate risk scoring profile food businesses are scored on a high, medium or low risk basis. There are 59 high-risk, 4,318 medium-risk and 3,721 low-risk food businesses recorded on the Trading Standards Service's database, totalling 8,098 food businesses.

The appropriate risk scoring profile for feed businesses scores them on a frequency of inspection basis from 1 to 5 years with a score of 1 being the highest risk and 5 being the lowest. There are 5,658 agriculture businesses recorded, 3 of which are high-risk, 2,654 medium-risk and 3,001 low-risk.

A number of businesses are designated both food and feed businesses. The Trading Standards Service conducts food standards, feed standards, feed hygiene and food hygiene at primary production inspections or a combination of these interventions at these businesses.

There are 372 food manufacturers in Norfolk, 5% of the sector, ranging from major multinational companies to cottage industries. The majority of food businesses are caterers (4,856 = 60%) such as public houses, restaurants and hotels or retailers (2,092 = 26%) including general stores and bakers.

The County has 30 animal feed, including pet food, manufacturers as well as a very large number of on-farm mixers.

A significant percentage of the companies with which the Trading Standards Service has a 'home/primary authority' relationship are within the food and agriculture sectors.

2.5 Enforcement Policy

The Community and Environmental Services (CES) Directorate is responsible for a range of regulatory functions, including Trading Standards, Planning Enforcement (mineral and waste sites) and Highways (Networks and Maintenance) and the CES Enforcement Policy has been implemented, having regard to the established legal framework for decision-making, the Code for Crown Prosecutors (CPS) and the "Regulators' Code" published by Regulatory Delivery (RD).

Section Three: Service Delivery

3.1 Animal Feed and Food Premises Inspections (Interventions)

The Trading Standards Service reviews its policy in relation to inspections (interventions) at business premises on an annual basis in accordance with the principles of better regulation, the Food Law Code of Practice (England) and the Feed Law Code of Practice (England).

3.1.1 In relation to feed businesses this service takes part in the regional approach to feed enforcement with its EETSA partners and liaises with National Trading Standards (NTS) and the FSA. At the time of compiling this plan the number of Norfolk feed visits required by the NTS/FSA programme for the forthcoming year, based on a full risk based inspection programme, is 583. This proposed programme predominantly includes lower risk livestock and arable farms.

This Service will inspect all feed businesses in Norfolk that are deemed to be higher risk by virtue of the previous trading history or the appropriate risk scheme, on at least an annual basis. In addition, intelligence-led inspections or other interventions will be conducted at those feed business sectors presenting the highest risk. It will also be appropriate, on occasion, to respond with inspections or other interventions where intelligence is received via consumer/trader complaints or referrals from other enforcement agencies about the non-compliance with trading standards of individual feed businesses. In line with Hampton principles and the resources available the Service will not therefore, as a matter of routine, carry out inspections at medium or lower risk feed businesses unless they are visited as a result of the aforementioned factors.

The above measures are intended to focus our available resources on the areas of greatest risk, using available intelligence, and as such the Service will not be able to fulfil a feed inspection programme in accordance with the requirements of the Feed Law Code of Practice (England). This discrepancy is covered in greater detail under section 4: Resources.

3.1.2 In relation to food businesses, the Service will inspect all food businesses in Norfolk that are deemed to be high-risk by virtue of the previous trading history or the appropriate risk scheme, on at least an annual basis. In addition, intelligence-led inspections or other interventions will be conducted at those business sectors presenting the highest risk to the food chain and consumers/other legitimate businesses. It will also be appropriate, on occasion, to respond with inspections or other interventions where intelligence is received via consumer/trader complaints or referrals from other enforcement agencies about the non-compliance with trading standards of individual businesses. In line with Hampton principles and the resources available the Service will not therefore, as a matter of routine, carry out inspections at medium or low risk food businesses unless they are visited as a result of the aforementioned factors.

The above measures are intended to focus our available resources on the areas of greatest risk, using available intelligence, and as such the Service will not be able to fulfil a food inspection programme in accordance with the requirements of the Food

Law Code of Practice (England). This discrepancy is covered in greater detail under section 4: Resources.

- 3.1.3 The Service is aware of a number of high risk food and feed manufacturing businesses within its local authority area that are partnered with other Trading Standards Services through Primary Authority Partnerships. It is the case with these businesses that they are subject to the audit and control of their respective Primary Authority Trading Standards Service and that Service takes on the responsibility for ensuring the business is compliant. It is also the case that interventions carried out by this Service at such businesses, and any post intervention work we would otherwise undertake with that business, can be limited by the scope of controls imposed by any Primary Authority agreement. In such circumstances this Service will not include such businesses in its risk based intervention programme. We will, however, ensure any intelligence received locally is passed on to the relevant Primary Authority Service to enable them to take the necessary steps to ensure the business they have responsibility for is legally compliant.
- 3.1.4 The Service has assessed the value of carrying out unannounced inspections as opposed to announced inspections. It applies the following policy on animal feed and food inspections and audits:
- (a) Where official controls take the form of an audit or there is a need to have the feed or food business operator present e.g. so that records can be examined then such visits will be announced. In these cases prior notification will be kept to a minimum.
 - (b) In all other cases and in particular where previous visits or intelligence suggests that serious non-compliances have occurred, visits will be unannounced. All establishments will be subject to ad hoc visits which will be unannounced.

The Service will keep this policy under review and, if the policy leads to a disproportionate negative impact on the use of resources of both the Service and Feed and Food Business Operators, it will be revised.

- 3.1.5 The inspection programmes for food and animal feed are shown below:

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2016/17	2017/18
m a Feed Hygiene & l Standards f Inspection e Programme	To inspect 149 agriculture businesses, e.g. selected feed mills, importers, retailers and farms. To ensure compliance in relation to feed labelling/packaging, stock rotation/storage, feed hygiene, record keeping/traceability and sale or use of prohibited materials.	0.25 FTE	0.25 FTE
e e Inspection of d High-Risk Food a Businesses	To carry out inspections at 59 businesses identified as high risk for food.	0.9 FTE	0.8 FTE
a Excluding managerial, administrative and legal support but including revisits and follow up action n			

Animal feed and food inspections are carried out by suitably qualified, competent and experienced trading standards officers. Some targeted enforcement activities are carried out by trainee trading standards officers, studying for the Diploma in Consumer Affairs and Trading Standards (DCATS), adequately supervised by qualified staff.

Feed/Food Standards Inspections are carried out in accordance with the Feed Law Code of Practice (England) and the Food Law Code of Practice (England).

3.2 Animal Feed and Food Complaints

Anticipated resource requirements for handling animal feed and food complaints are based on the complaint/contact numbers received in previous service years, the nature of those complaints/contacts and the level of enforcement response required. The number of food complaints/contacts is anticipated to be 137 and the number of agriculture complaints/contacts is anticipated to be 15.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2016/17	2017/18
Complaints and Referrals	To undertake reactive enforcement in response to complaints from other enforcement agencies, businesses and the general public in relation to animal health, agriculture and food matters to ensure legal compliance. Analysis will be undertaken to identify further proactive work, identify trends and report on significant outcomes and impacts.	0.05 FTE (feed)	0.05 FTE (feed)
		0.30 FTE (food)	0.30 FTE (food)
*Excluding managerial, administrative and legal support			

In addition to reactive complaints/referrals work, information and advice is made available to consumers. This is achieved through signposting to the Citizens Advice 'Adviceguide' website via our website www.norfolk.gov.uk/tradingstandards.

3.3 Home Authority Principle and Primary Authority Scheme

Norfolk Trading Standards supports the Home Authority Principle administered by the Chartered Trading Standards Institute (CTSI). The Service also supports Primary Authority Partnerships administered by Regulatory Delivery (RD), although this is an area the Service is still developing.

The Service will provide the following levels of service to Home Authority/Primary businesses:

- Place special emphasis on the control of goods and services originating within Norfolk
- Actively promote the benefits of the Home/Primary Authority system to businesses within Norfolk
- Designate a Home/Primary Authority Officer or team to each business, with the relevant competencies or access to the necessary expertise to be able to offer advice
- Respond to requests for advice and guidance from Home/Primary Authority businesses
- In the case of Primary Authority businesses issue assured advice where it is appropriate to do so
- Facilitate a response to enquiries raised by other authorities
- Maintain Home/Primary Authority records of relevant incidents, business policies and diligence procedures, where known
- Maintain confidentiality in relevant circumstances
- Ensure Home/Primary Authority businesses are aware of our procedure for dealing with complaints or disagreements
- Have in place arrangements to notify other authorities of indulgences relevant to “subsequently corrected” errors
- Participate in relevant sector groupings of Home/Primary authorities
- Support national advice and conciliation procedures, where appropriate.

Home/Primary Authority businesses will be inspected/visited or otherwise contacted:

- As part of the inspection programme for high-risk businesses, or
- As part of the planned series of targeted enforcement activities, or
- As a result of a complaint/referral received, or
- To maintain the Home/Primary Authority relationship.

Currently, the Service has a Home or Originating Authority relationship with 144 food businesses and 13 animal feed manufacturers. Although under development at the time of writing this plan the Service has Primary Authority Partnerships with two businesses, both of which relate to the agricultural sector. The resources required to handle complaints and service requests relating to these Home/Primary Authority businesses are included in Sections 3.2 and 3.4.

3.4 Advice to Business

The Trading Standards Service works with businesses to help them to comply with trading standards and to encourage the use of good practice. On receipt of business requests for advice we will respond in a number of ways including:

- directing the business to our website or that of a partner organisation, such as the Chartered Institute of Trading Standards’ Business Companion
- referring the business to another agency
- providing leaflets produced by partner organisations, our business briefings or standard letters

- providing comprehensive bespoke information or advice via the telephone, email or a letter, and/or
- visiting the business to provide comprehensive advice.

In each case, our response will be proportionate to:

- the potential risk to consumers caused by a failure on behalf of the business to understand the information/advice provided,
- the experience of the business in question, and
- the impact upon the economic prosperity of the business or its competitors in not achieving compliance in the respective area(s) of the law.

We will prioritise requests for advice from new businesses and Home/Primary Authority businesses.

The Service reviews all information and advice it provides to consumers and businesses on an annual basis. This is with a view to signposting customers to the most appropriate source of online information available to enable self-service and assisted service. This work will continue in 2017-18.

Animal feed and food service requests will be handled by virtue of the projects detailed below. Anticipated resource requirements are based on the service request numbers received in previous service years, the nature of those service requests and the level of enforcement response required.

The number of food service requests is anticipated to be 216 and the number of agriculture service requests is anticipated to be 600.

At the time of writing this plan this Service has agreed to deliver a number of hours of advice under two Primary Authority Partnerships. One business is a pet food manufacturer whilst the other is an association of Farm Shops and Markets. These hours have been included in the resources below. As the Service's Primary Authority offer to businesses is developed it is most likely, given the local business demography, that further food and feed resources will need to be committed.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2016/17	2017/18
Business Advice	To provide enforcement and compliance information and advice in relation to agriculture (animal feed, feed hygiene, pet food, fertilisers) and food in response to requests from businesses. Analysis will be undertaken to identify further proactive work, identify trends and report on significant outcomes and impacts.	0.35 FTE (feed)	0.40 FTE (feed)**
		2.00 FTE (food)	2.05 FTE (food)**
*Excluding managerial, administrative and legal support			
**Includes agreed hours of advice to be delivered under two Primary Authority Partnerships			

3.5 Animal Feed and Food Sampling

The Trading Standards Service's Food and Feed Sampling Policy is annexed to this Plan.

The Trading Standards Service targets its proactive sampling at locally produced animal feed and foods, those products/ingredients from companies that manufacture in, are based in, or import into Norfolk. In line with a letter from the FSA (ENF/E/08/061) the Service is committed to ensuring that at least 10% of all food samples are of foods imported into the European Union.

In addition, animal feed/foods are targeted which are causing current concerns. These are identified through communication with the Food Standards Agency (FSA) and the Department of the Environment, Food and Rural Affairs (Defra); through local, regional and national intelligence held by local authorities; and through consultation with the Public Analyst. The Service's sampling programmes therefore include projects run in conjunction with the Food Standards Agency (FSA), the Chartered Trading Standards Institute (CTSI) and the East of England Trading Standards Association group of local authorities (EETSA).

Listed overleaf are sampling surveys that will be carried out in 2017-18. This list will be added to as, for example, intelligence identifies other animal feed/food that should be targeted. At the time of writing this plan the service planning cycle for food and feed sampling has not been concluded and further surveys will be added as a result of this process.

All sampling by officers is, wherever possible, taken in accordance with relevant legislation and all formal animal feed and food samples are taken in accordance with the Feed Law Code of Practice (England) or the Food Law Code of Practice (England) as applicable.

Samples are analysed and/or examined by the Service's nominated Public/Agriculture Analyst in accordance with the procedures laid down in the Food Safety (Sampling and Qualifications) Regulations 2013, the Food Law Code of Practice (England) and the Feed Law Code of Practice (England). Alternatively some samples are examined/tested in house, if it is appropriate to do so.

The Public/Agriculture Analysts appointed by the Authority are employed by Public Analyst Scientific Services Ltd (PASS).

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2016/17	2017/18
Agricultural Sampling	To undertake animal feed and fertiliser sampling to ensure compliance in relation to composition, safety, hygiene and labelling.	0.80 FTE £15,000 Purchase and analysis costs	0.80 FTE £15,000 Purchase and analysis costs
Surveys under the sampling project will include: <ul style="list-style-type: none"> • Feed materials which are the subject of a complaint to the Service • Imported feeds/ingredients that have been the subject of feed hazard notifications • Finished feed for the presence of carryover veterinary medicines 			
Food Sampling Programme including Food Safety and Public Health	Targeting food sampling at areas identified as causing the most harm to consumers in terms of food safety, quality or nutritional standards	1.30 FTE £33,000 Purchase and analysis costs	1.30 FTE £33,000 Purchase and analysis costs
Surveys under the sampling project will include: <ul style="list-style-type: none"> • Sampling during the investigation of complaints • Sampling during the investigation of food fraud • Foods produced in Norfolk or imported by Norfolk based businesses • Foods imported from outside the EU as identified by Food Standards Agency priorities • Foods sold online • Meat speciation in meat products or preparations • Undeclared allergens in non-prepacked foods • Nutrition and Health Claims 			
* Excluding managerial, administrative and legal support			

3.6 Control and Investigation of Outbreaks and Food Related Infectious Disease
Food poisoning notifications do not usually fall within the remit of the Trading Standards Service. If, however, the Service becomes aware of any incident of food poisoning or infectious disease, the facts will be reported to the appropriate authority.

3.7 Animal Feed/Food Safety Incidents
On receipt of any animal feed or food alert, the Trading Standards Service will respond as directed and as appropriate and in accordance with the Feed Law Code of Practice (England) or the Food Law Code of Practice (England).

The Food Standards Agency issues a “Product Withdrawal Information Notice” or a “Product Recall Information Notice” to let local authorities and consumers know about problems associated with food. In some cases a “Food Alert for Action” is issued which requires intervention action by enforcement authorities. 88 food alerts were issued by the FSA in 2016 (January to December), two of which were for action by Local Authorities. The FSA also issued 93 allergy alerts. The FSA also requires action through the issue of letters to enforcement authorities (ENF letters). These alerts and letters from the FSA resulted in the Service

undertaking activity relating to food brokers and sampling of meat for undeclared meat species.

During 2016, as a result of sampling activity, the Service raised two food incidents with the FSA. These included a product that stated it was free from allergens (wheat and celery) when it was not, a product containing undeclared additives and high levels of acrylamide in crisps.

Feed alerts are far less frequent than food alerts and we have not been involved in any feed alerts issued by the FSA during 2016. We continue to liaise with the FSA with regard to raising feed incidents relating to businesses in our area. In these instances we have directed the businesses to raise the incident directly with the FSA. This improves the speed and effectiveness of response given the nature of feed incidents. During 2016 (January to December) the Service was involved in 6 feed incidents with the FSA in such a manner. These included matters relating to salmonella in feed materials and one incident of feed containing meat and mammalian bone meal.

It is estimated that, for the coming service year, 0.10 FTE will be required for feed/food safety incident work.

In cases where the Service receives reports of chemical contamination of food and there is a subsequent threat to human health, it will liaise with the appropriate district council environmental health department, with a view to taking over responsibility for the case, or for undertaking a joint investigation, as the situation demands.

3.8 Liaison with Other Organisations

The Trading Standards Service works with a wide range of organisations, to varying degrees of formality, in carrying out its animal feed and food law enforcement function. These include the Food Standards Agency (FSA), the Department of Health (DH), the Department of Environment, Farming and Rural Affairs (Defra), the Animal Medicines Inspectorate (AMI), National Trading Standards (NTS), the other ten local authority Trading Standards Services in the East of England (EETSA) and District Council Environmental Health Departments.

The Service maintains a strong commitment to the regional work of EETSA and officers from Norfolk contribute to the EETSA Food Group and the EETSA Agriculture Group with both groups being chaired by a Norfolk officer. Via quarterly meetings and regional Knowledge Hub groups, the Service aims to ensure that local food and feed enforcement activity is consistent with neighbouring authorities. The Service participates in the national Food Focus Group facilitated by ACTSO.

The Service also ensures co-ordination with Environmental Health Departments, the Meat Hygiene Service and the Health Protection Agency through the Norfolk Food Liaison Group (NFLG) set up to co-ordinate activities as per the Food Law Code of Practice (England).

The Service liaises with Norfolk County Council Public Health to coordinate its food activities in line with Public Health priorities and initiatives.

The Service is fully committed to working with the Food Standards Agency on its Regulating Our Future programme, to determine a future delivery model for official food controls. The Head of Trading Standards is a member of the Expert Advisory Panel of Regulators, which has been and will continue to be consulted throughout the programme.

The estimated staffing resource to be allocated to liaison work during the year is 0.30 FTE.

3.9 Animal Feed and Food Safety and Standards Promotional Work, other non-official Controls and Interventions

Animal feed and food safety and standards promotional work for the year is linked to the results of our sampling and other enforcement projects, to any relevant prosecutions, and to information provided by our enforcement partners, primarily the Food Standards Agency (FSA). Promotional work consists of postings on our website www.norfolk.gov.uk/tradingstandards; including scam alerts, postings via our twitter feeds and Facebook pages and regular press releases, locally, regionally and nationally.

Information and intelligence gathering work is carried out by feed and food officers as part of their ongoing duties. Information and Intelligence is also gathered and analysed by our intelligence analyst and technical support staff in the Intelligence and Legal Enforcement Team. Such work informs our control strategy, tasking and coordination function and our service planning cycle.

Resourcing details are provided in the table overleaf.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2016/17	2017/18
Promotional Work, Intelligence Gathering	Promotional work including results of market surveillance, enforcement projects, prosecutions and information dissemination. Promotion will include use of our website, social media pages and feeds, local, regional and national press releases and liaison with media organisations.	0.05 FTE (feed)	0.05 FTE (feed)**
	Intelligence gathering work will include complaints and information monitoring, review of local, regional, national and international data to inform market surveillance and enforcement activity.	0.05 FTE (food)	0.05 FTE (food)**
*Excluding managerial, administrative and legal support			
**Intelligence gathering work also undertaken by Intelligence and Legal Enforcement Team.			

Section Four: Resources

4.1 Financial Allocation

The net budget for the Trading Standards Service for 2017/18 is £1,853,340. A breakdown of the Trading Standards budget for feed and food enforcement is shown below:

	2016/17 Projected Outturn (tbc)	2017/18 Estimate
Staffing	Total BFF: £485,410 Food & Feed: £272,015 (based on 6.45 FTE)	Total BFF: £489,860 Food & Feed: £274,509 (based on 6.45 FTE)
Sampling budget (Food & agriculture purchase and analysis)	£48,000	£48,000*
Subsistence/car allowances and travelling	Total TS: £41,958 Food & Feed: £5,932 (based on 6.45 FTE)	Total TS: £44,320 (profiled budget) Food & Feed: £6,266 (based on 6.45 FTE)
<p>*At the time of writing this plan the Service is proposing to apply for grant funding for feed/hygiene audits and feed sampling to supplement the 2017/18 sampling budget. The results of any grant bid will affect surveys proposed in 3.5 above. The grant funding for 2017/18 is not yet approved but should be comparable to the funding for the current 2016/17 year which is projected to total £46,092 for:</p> <ul style="list-style-type: none"> • Feed/hygiene audits = £33,372 • Feed sampling = £12,720 <p>As a result of a national review the FSA has yet to confirm if any food sampling grants will be available for 2017/18.</p>		

The relative amounts allocated to food and feed law enforcement are based on the staff allocation breakdown given in Section 4.2.

4.1.1 The Food Law Code of Practice requires the Service to inspect its food businesses over a prescribed cycle. In addition to the inspection of all high risk businesses and other interventions detailed in this plan, the expectation is that all medium risk businesses will be inspected every 2 years and that an inspection or alternative enforcement strategy be undertaken at low risk premises once every 5 years.

The situation with regard to feed businesses is slightly different. In addition to the inspection of all higher risk feed businesses and other interventions detailed in this plan the expectation of the Feed Law Code of Practice is that all businesses will be inspected on a risk based inspection programme. Those not of the highest risk (i.e. scored from 2-5) will have an inspection schedule ranging from 2 to 5 years in frequency (i.e. matching their score).

The Service has determined that, if it were to conduct the routine feed and food inspection programme detailed above, the following resource would have to be

redeployed from other enforcement activities, such as fair trading, animal health & welfare or product safety work:

Food Business Inspections:	• Medium risk	4.90 FTE
Food Business Alternative Enforcement Strategies	• Low risk	0.17 FTE
Feed Business Inspections:	• Grouped Medium risk	3.02 FTE
	• Grouped Low risk	0.68 FTE

However, mindful of the recommendations of the Hampton and Macdonald Reviews which state the Service should only carry out inspections of businesses where there is a clearly identified risk presented by that business, the Service will, as in previous years, conduct intelligence-led inspections or other interventions within those business sectors or at those food/feed business operators presenting the highest risk to the food chain and consumers/other legitimate businesses. A flexible approach to resourcing enables us to respond appropriately to incidents and our local approach to risk assessment and effective targeting of resources, rather than the conduct of a routine inspection programme, will provide the necessary protection to the County's food chain.

- 4.1.2 The County Council has invested in an ICT modernisation programme, Digital Norfolk Ambition, which has resulted in all operational staff (including all feed and food officers) in the Service receiving a new laptop with enhanced functionality. The Service continues to invest in modern ICT systems and provides its annual Local Authority Enforcement Monitoring System (LAEMS) return via a direct download to the FSA. Access to the Internet, to the APP Civica database and to other information systems is seen as a vital resource for operational staff. The Service uses the UK FSS iNet database for recording, managing and submitting food and feed sampling data.

All food and feed law enforcement officers have been issued with mobile telephones and digital cameras. All officers have been issued with laptop computers. The Service does not have an individual budget for ICT as such matters have now been transferred to corporate funding.

- 4.1.3 No fixed amount is set aside for legal costs with specific regard to food and feed law. However a general legal cost header is allocated to the budget, the budgeted amount for 2017/2018 being £58,000.

4.2 Staffing Allocation

The current staffing allocation to food and feed enforcement has been calculated on the basis of the projects/activities described in Section 3 above as summarised and unless otherwise stated FTE figures quoted relate to competent staff:

Plan Section	Project/Activity	FTE			
		2016/ 17 Feed	2016/ 17 Food	2017/ 18 Feed	2017/ 18 Food
3.1	Feed Hygiene & Standards Inspection Programme	0.25		0.25	
3.1	Inspection of high-risk food businesses		0.90		0.80
3.2	Complaints and Referrals	0.05	0.30	0.05	0.30
3.4	Business advice	0.35	2.00	0.40	2.05
3.5	Agricultural sampling	0.80		0.80	
3.5	Food Sampling Including Public Health Initiatives		1.30		1.30
3.7	Food/feed alerts		0.10		0.10
3.8	Liaison including Public Health Initiatives	0.15	0.15	0.15	0.15
3.9	Promotional Work, Intelligence Gathering (including non-qualified staff)	0.05	0.05	0.05	0.05
	Subtotal:	1.65	4.80	1.70	4.75
	Total:	6.45		6.45	

4.3 Staff Development Plan

The Service focuses on the needs of both specialist feed and food law enforcement officers and other staff in terms of their training and continuous professional development (CPD).

The current training arrangements are reflected in the Staff Development Framework and the Learning and Development Plan. The Service has invested in supporting a number of members of staff to study for the Diploma in Consumer Affairs and Trading Standards (DCATS).

Skills and competency are assessed on a four-monthly basis at annual staff appraisals and 1-2-1 meetings and a programme of continuous professional development is implemented to ensure the maintenance of essential knowledge and skills.

The Food Law Code of Practice England (2015) lays down new competency demonstration requirements for food officers which took effect from 1 April 2016. The Service has taken steps, including the provision of additional time and resources, to ensure the new requirements are met.

Section Five: Quality Assessment

5.1 Quality Assessment and Internal Monitoring

The following arrangements will be used to assess the quality of the Authority's service:

- All procedures and work instructions relating to feed and food law enforcement are subject to established in-house quality improvements and auditing procedures which apply to the whole of the Trading Standards Service
- Evaluation surveys sent out to a sample of businesses following an inspection or request for advice
- Review of a random number of inspections, service requests and complaints by section manager/line managers
- Programme of peer review at inspection for feed/food officers. Areas of good practice and improvement are anonymised, collated and fed back to officers as a group
- Feedback at 1-2-1 meetings, midyear review and appraisal on individual performance
- Feedback at monthly team meetings

Section Six: Review

6.1 Review Against the Service Plan

The Service uses a performance measurement toolkit and database (PRISM) to collate, report and review performance on a monthly basis.

At monthly intervals the Trading Standards Management Team undertakes a performance review. The meeting includes recognition of any variance from target, the reasons for variance and any appropriate measures to be put in place to address such variance.

At the same meeting the Trading Standards Management Team also reviews progress against our Control Strategy Priority Action of "Ensuring the standards, quality and safety of the food chain, including food, animal feeds and agricultural fertilisers". This action includes the provision of business advice, liaison with regulatory and business partners, intelligence led market surveillance and enforcement activities, including risk based inspection and sampling.

The allocation of suitable resources to tackle any emerging food or feed issues or trends can be raised for consideration by the Trading Standards Management Team at the monthly Tasking and Coordination meeting.

Information on performance measures and targets is set out on pages 2, 3 and 6 of the Trading Standards Service Plan 2017-18.

6.2 Identification of any Variation from the Service Plan

As outlined in 6.1 above the Service, on an ongoing basis, monitors its performance using the above means and takes action to address variance from target throughout the year.

6.3 Areas of Improvement

The Service is committed to addressing areas of improvement highlighted by the ongoing quality assessment and internal monitoring as outlined in 5.1 above and the monthly reporting as outlined in 6.1 above.

Food and Feed Sampling Policy

Background

The Trading Standards Service priorities are:

- **Enabling** economic growth by providing support for businesses and ensuring a level playing field by tackling the most serious illegal trading
- **Safeguarding** communities and vulnerable people by engaging with communities and businesses to build resilience to scams and rogue traders
- **Protecting** public safety, health and well-being and ensuring trading is legal, honest and fair

Introduction

This policy outlines our general approach to the sampling of food and animal feed. This policy is produced in accordance with the Service's obligations under the Framework Agreement on Official Food and Feed Controls and the respective Food and Feed Codes of Practice.

Policy

This Service recognises that sampling and analysis is an essential part of food and feed standards enforcement, which enables authorised officers to assess compliance with food and feed standards, composition, safety and labelling requirements. This includes using sampling and analysis as part of proactive market surveillance and reactive responses to complaints.

The Service is committed to maintaining a contract with a suitably qualified Public/Agriculture Analyst for the analysis of formal food and feed samples.

On an annual basis we will formulate and commit resources to a sampling programme for food and animal feed products. This programme will be developed taking into account factors including the nature of the food and feed businesses in the County, our intervention plan, Home/Primary Authority functions, the Food Standards Agency (FSA) food and feed priorities and other available local, regional and national intelligence pointing to areas of most concern. We will also develop our sampling programme in consultation with the Service's appointed Public/Agriculture Analyst.

This Service is committed to participation in national and regional sampling surveys where proposed sampling/analysis fits in with the above mentioned factors.

Although developed as an annual programme, this Service will continue to monitor intelligence for emerging issues and will change or amend the sampling programme as necessary.

This Service will target its proactive sampling at locally produced animal feed and foods, those products/ingredients from companies that manufacture in, are based in

or import into Norfolk. In line with guidance issued by the FSA this Service is also committed to ensuring at least 10% of all food samples are foods imported into the European Union.

All formal food and feed sampling will be taken in accordance with the Food Law Code of Practice (England) or the Feed Law Code of Practice (England), as applicable. All formal samples are analysed and/or examined by the Service's nominated Public/Agriculture Analyst in accordance with the applicable legislation. Officers who take formal samples will be suitably qualified and competent to do so in accordance with the respective Food and Feed Codes of Practice.

Where it is the case that informal samples are taken by officers, wherever it is possible, these samples shall be taken in accordance with relevant legislation.

All food/feed samples and the result of examination/analysis will be recorded. Food and Feed Business Operators will be notified of both the samples taken and the results of analysis. Where sample results are considered to be unsatisfactory, the Service will take appropriate action to ensure compliance is achieved. Any action will be carried out in accordance with the CES Enforcement Policy.

Recommendations of the Environment, Development and Transport Committee Meeting held on 27 January 2017

1. **Highway capital programme and Transport Asset Management Plan (TAMP)**
 - 1.1.1 The Committee received the report summarising government and other funding settlements, and proposed allocations for 2017/18 for Highways and Transport.
 - 1.1.2 The Government had announced a new “National Productivity Investment Fund” in the Autumn Statement; local authorities were made aware of their allocations on 13th January 2017. Norfolk County Council’s share for 2017/18 was £5.1 million, in addition to the £38.833m funding detailed in the report.
- 1.2 The Committee **RECOMMENDED** that Full Council approves:
 1. Extending the “Parish Partnership” approach to support delivery of larger schemes, based on a 50% funding contribution
 2. The proposed allocations and programme for 2017/18 and 2018/19 (as set out in Appendices A, B and C of the agenda report)
 3. Delegated authority to the Executive Director of Community and Environmental Services, to manage the two year programme, in line with the financial delegation scheme,
 - In line with this, detailed proposals related to utilisation of the “National Productivity Investment Fund” to be presented to and agreed with the Director, Chair, Vice-Chair and Local Member for delivery.
 4. The Transport Asset Management Plan (TAMP) for 2017/18 - 20/21 and that the resilience network be reviewed every two years in line with national practice.

Martin Wilby
Chair, Environment, Development and Transport Committee

The report which the Committee considered can be viewed here:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/653/Committee/18/Default.aspx>

Recommendations from the Personnel Committee Meeting held on 27 February 2017

1. Pay Policy Statement

- 1.1 Under the Localism Act 2011, every Local Authority is required to approve a Pay Policy Statement at the beginning of each financial year. The present Statement was approved by Full Council in December 2015.
- 1.2 The Committee noted that no substantive changes had been made to the Pay Policy Statement other than Sections 6.1 and 6.2 which had been amended to reflect changes to the wording in the Constitution. The change reflects the list of 'senior officer' posts which are approved by Member panels, which was approved by full Council in December 2016.
- 1.3 The Committee received an addendum to the report which outlined, by way of context, some proposed changes to the way intermediaries legislation (IR35) is applied to off-payroll working in the public sector from 6 April 2017. It was noted that 'IR35' is existing legislation designed to combat tax avoidance by workers supplying their services to clients via an intermediary, such as a limited company, but who would be employees if the intermediary was not used. If caught by IR35, workers would have to pay income tax and National Insurance Contributions as if they were employed. The proposed changes were noted and the likely impact on the Council was discussed.
- 1.4 The Committee has reviewed the draft Statement and:
 - **RECOMMENDS** to full Council that the final version of the Statement (attached at Appendix A) be approved and made ready for publication.

Cliff Jordan
Chairman

DRAFT

NORFOLK COUNTY COUNCIL

Pay Policy Statement **2017-2018**Approved by County Council on **[date to be inserted]**

[Text is the same as for the 2016/17 Statement except where shown in **Bold Italics Underlined**]

1. Introduction and Scope

- 1.1. Norfolk County Council is committed to accountability, transparency, equity and fairness in pay, reward and remuneration. This Pay Policy Statement outlines the Council's pay and reward policies for **2017-2018**. These ensure that pay and rewards policies are appropriate for the Council's aims, are competitive and affordable, and are consistently and equitably applied.
- 1.2. The policies referred to in this Statement are relevant to Council employees generally. However the scope of this Statement does not include all pay policies relating to certain categories of employees, including:
 - a) Fire-fighters (covered by the National Conditions for Local Authorities' Fire Brigades)
 - b) Teachers (covered by statutory School Teachers' Pay and Conditions)
 - c) Employees in schools
 - d) Employees paid on national pay rates determined by the Soulbury Committee covering Education Improvement Professionals and Educational Psychologists
 - e) Employees in Public Health on NHS conditions of employment.
- 1.3. The Pay Policy Statement fulfils the Council's statutory requirements under Chapter 8 of the Localism Act 2011.

2. Definitions

- 2.1. The Council defines the total employment package as consisting of both tangible and intangible elements. The pay policy statement focuses on the tangible pay and reward elements, including salary, allowances, benefits in kind, pension enhancement and payments relating to the ceasing of employment.
- 2.2. The Council defines "lowest paid employees" as staff paid on the first spinal column point of the County Council's pay grades for National Joint Council (NJC) for Local Government Services staff, as this is the lowest pay rate generally applied to NCC roles.
- 2.3. The Council employs some apprentices under the national Apprenticeship framework, who are paid at less than the Council's minimum salary point, in line with the National Minimum Wage for apprentices set by the Department for Business, Innovation and Skills. The rates **s** from October **2016 are from £3.40 to £6.95** per hour **depending on age** (equivalent to **£6,559 to 13,408** per annum for a 37 hour week).

3. The Council's Pay and Rewards Strategy

- 3.1. The Council's overall approach to pay and reward is set out in its [Pay and Rewards Strategy](#). The objectives set out in that document are to:

- Attract and retain people with the skills and talent the County Council needs to deliver excellent services in Norfolk.
- Encourage and reward high levels of contribution, new ways of working, and relevant skills acquisition through experience and development, by employees at all levels.
- Provide a fair system of reward for employees.

3.2. The Council's pay policies are designed to achieve those objectives within the Principles and Core Standards set out in the strategy. Pay policies, and strategy, are kept under review and updated from time to time as necessary.

4. Governance Arrangements

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

5. Publication of and access to information relating to pay

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

6. Basic Pay Determination

Pay levels for all employees are determined by the following:

- 6.1. The Council uses the Hay Job Evaluation Scheme to establish the relative "sizes" of jobs within the organisation. An evaluation results in an overall job evaluation score, which is used to rank jobs within the organisation. The overall job evaluation score for a job is used to allocate that job to the appropriate pay grade of the Council's [grade structure](#). ~~For jobs at Scale P and above (£78,777+ as at 31st March 2016),~~ **For senior officers as defined in Part 6.4 of the [Council's Constitution](#)** external evaluation specialists will be commissioned to independently review and validate the job evaluation rationale, **and** the outcome is subject to approval by the Personnel Committee.
- 6.2. Appointment - The incremental point at which an individual will be appointed to within the grade will normally be the minimum of the scale. However appointment may be at a higher point within the scale where necessary to appoint the best candidate. In the case of the appointment of ~~Chief Officers and Deputy Chief Officers~~ **senior officers**, views of Members of the Appointments Panel will inform the decision.
- 6.3. As the existing arrangements for determining senior salaries are robust and transparent, the County Council has decided that a vote on salary packages above a defined threshold prior to appointment would not add to democratic accountability, would cause delay in recruitment, and would not be an efficient process.
- 6.4. Progression – all employees are eligible to receive annual incremental increases within the grade structure until they reach the top increment of the grade. There is no further base pay progression once the employee reaches the maximum spinal

column point, or maximum of the grade range, for the role. Incremental progression is subject to satisfactory performance as defined by the Council's [performance appraisal policy](#). An increment may be withheld from an individual where a satisfactory rating is not achieved. New starters must complete a 6-month period before becoming eligible for incremental increases.

- 6.5. The Council's pay scale values are subject to annual review. For Norfolk grades from Scale A to Scale O, the Council applies the annual pay award agreed by the National Joint Council for local government services. For grades Scale P and above, the County Council locally reviews pay levels annually having regard to national settlements covering local government and local affordability.
- 6.6. General Review - Pay levels are set with reference to a number of internal and external factors and market forces. Where a need is identified to review the levels of basic pay at all or some pay grades (for example in the light of sustained recruitment and retention difficulties), the Council will commission research into market levels. Any decision on changes as a result of this research would be considered by the Personnel Committee, taking account of affordability.

7. Additional Pay Determination

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

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

8. Termination of Employment

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

9. Remuneration of staff on a Contract for Services

- 9.1. In common with any large organisation in the public or private sector, from time to time and on a temporary basis the Council needs to use interim staff who are not directly employed. In such cases the Council would not incur the costs of national insurance, pension contributions, annual leave or sick pay.
- 9.2. This happens where we have a short term need for particular skills or where we are experiencing recruitment and retention difficulties. When we use interim staff they are usually sourced through specialist agencies.
- 9.3. In line with the Agency Workers Directive, the Council will aim to pay staff on a Contract for Services at a rate consistent with the pay and reward of the Council's directly employed staff performing a role of comparable responsibility. However, as with the employed workforce the Council retains the discretion to take into account market factors in determining the appropriate pay level, whilst demonstrating value for money for the remuneration offered.
- 9.4. The Council's guide to [Recruiting to Temporary Appointments-Types of Temporary Resources](#) outlines the actions required when there is a requirement for interims or consultants. This confirms the financial threshold at which a business case will need to be submitted for Chief Officer approval and Member endorsement, prior to any contractual commitment.

10. Fairness in pay

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

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

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

11. Review

11.1. The pay policy statement is reviewed by the Personnel Committee and is recommended to Full Council for annual approval. The statement for **2018-19** will be submitted to Full Council for approval by 31 March **2018**.

For queries contact hrreward@norfolk.gov.uk

Report of the Policy and Resources Committee meetings held on 6 February 2017 and 27 March 2017

Items from the meeting of 6 February 2017

- 1 Finance Monitoring Report Period 8 November 2016**
 - 1.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided details of the forecast position for the 2016-17 Revenue and Capital Budgets, General Balances, and the forecast Council's Reserves at 31 March 2017, together with related financial information. The report also provided a brief commentary on Resources and Finance budgets which were the responsibility of this Committee.
 - 1.2 The Committee **RESOLVED** to:
 1. **note the period 8 forecast Revenue overspend of £5.512m (P7 21.426m, P6 £20.746m), subject to approval of use of reserves;**
 2. **endorse and recommend to County Council for approval of the use of grants and contributions from reserves in 2016-17 as follows:**
 - **Adult Social Services unspent grants and contributions £0.948m**
 - **School Sickness Insurance Scheme £1.019m**
 - **Other Children's Services reserves use £3.958m****as set out in Appendix 1 section 3 of the report;**
 3. **endorse and recommend to County Council for approval the use of £1.476m ICT reserves to fund the additional (one-off) costs of implementing the Voice and Data contract as explained in Appendix 1 section 3 of the report;**
 4. **note the forecast General Balances at 31 March 2017 of £19.252m, before taking into account any over/under spends;**
 5. **note the forecast financial information in respect of Policy and Resources and Finance budgets which are the responsibility of this Committee, as set out in Appendix 2 of the report;**
 6. **approve three debt write-offs totalling £34,113.95 as set out in paragraph 5.3 of the report;**
 7. **note the revised expenditure and funding of the current 2016-20 capital programme as set out in Appendix 3 of the report.**
- 2 Delivering Financial Savings 2016-17**
 - 2.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided an overview of the progress in delivering the savings agreed by the County Council at its meeting on 22 February

2016.

2.2 The Committee **RESOLVED** to note:

- a. the forecast total shortfall of £7.903m in 2016-17, which amounts to 19% of total savings, and for which alternative savings need to be identified;
- b. the budgeted value of 2016-17 savings projects rated as RED of £10.233m, of which £1.985m are now forecast to be delivered;
- c. the forecast over delivery of £0.345m on GREEN and BLUE rated projects; and
- d. the forecast total shortfall of £13.325m of 2017-18 savings and £18.472m of 2018-19 savings reflecting planned delay and removal of savings as detailed more fully in the Budget report elsewhere on the agenda for this meeting.

3 **Disposal and Acquisition of Properties**

3.1 The Committee received a report by the Executive Director of Finance and Commercial Services that included proposals aimed at supporting County Council priorities by exploiting properties surplus to operational requirements, pro-actively releasing assets with latent value where the operational needs could be met from elsewhere and strategically acquiring property.

3.2 The Committee **RESOLVED** to:

1. **Confirm that all leases out, or licences (including extension/renewal of a lease/license), are at full market value. Where service providers /organisations are supporting NCC policies and strategies the property costs may be supported by a grant provided by service committees.**
2. **Agree to the surrender of the lease to 26 Depwade Court, to approve the lease acquisition of the room adjacent to 1 Depwade Court and its subsequent sub-letting to Independence Matters.**
3. **Declare the former “Officer’s Mess” and the former “Sergeant’s Mess” areas at Scottow Enterprise Park surplus to NCC service use. The Council’s Corporate Property Team are authorised to dispose of the property in accordance with policy or exploit the sites to maximise the receipt or revenue income.**
4. **Agree to the extension of the leases for part of Scottow Enterprise Park for an additional 5 years for the existing phase 1 lease and additional 4 years for the phase 2 leases all to expire in 2045 for a premium of £100,000 plus costs.**

4 **Norse Consents – NPS Infinity Ltd**

4.1 The Committee received a report by the Executive Director of Finance and Commercial Services that sought approval for the creation of NPS Infinity as a Ltd company.

- 4.2 The Committee **RESOLVED to approve:**

The creation of NPS Infinity as a Ltd company.

5 Notifications of Exemptions Under Contract Standing Orders

- 5.1 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 12 January 2017 under paragraph 9.11 of Contract Standing Orders and that were over £250,000 and therefore needed to be notified to the Policy and Resources Committee.

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

The exemptions granted under paragraph 9.12 of Contract Standing Orders by the Head of Procurement and Head of Law in consultation with the Chairman of Policy and Resources Committee that were presented to the Committee.

6 Decisions taken under Delegated Authority

- 6.1 The Committee noted a report by the Managing Director that set out decisions taken in relation to property matters by officers under the scheme of delegation and “hierarchy of decision making” since the last report to the Committee.

Items from the meeting of 27 March 2017

7 Vital Signs and Performance Management Reports

- 7.1 The Committee received reports by the Executive Director of Finance and Commercial Services and Head of Business Intelligence & Performance Service and Corporate Planning and Partnerships Service that provided up to date performance management information for Resources and Finance and for corporately significant vital signs. The reports were based on the ‘vital signs’ performance indicators agreed by the Committee as part of the Council’s revised performance management framework introduced in April 2016.
- 7.2 The Committee asked that the performance dashboards included with future such reports include actual numbers as well as percentages to help provide an idea of the scale of change that is taking place.
- 7.3 The Committee **RESOLVED to note the performance data and recommended action.**

8 Risk Management Report

- 8.1 The Committee received a report by the Executive Director of Finance and

Commercial Services that provided the Committee with the corporate risk register as it stands in March 2017, along with an update on the Risk management Strategy 2016-19, and other related matters, following the latest review conducted during February 2017.

8.2 The Committee **RESOLVED to note:**

1. **The changes to the corporate risk register, the progress with mitigating the risks; and**
2. **The scrutiny options for mitigating corporate risks**
3. **The movement of corporate risks since the last meeting**
4. **The Finance and Commercial Services departmental risk summary.**

9 **Finance Monitoring Report –Period 10 (January 2017)**

9.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided details of the forecast position for the 2016-17 Revenue and Capital Budgets, General Balances, and the forecast Council's Reserves at 31 March 2017, together with related financial information. The report also provided a brief commentary on Resources and Finance budgets which were the responsibility of this Committee.

9.2 The Committee **RESOLVED to:**

- 1 **Note the period 10 forecast Revenue overspend of £4.522m (P8 £5.512m);**
- 2 **Endorse and recommend to County council for approval the use of reserves in 2017 as follows:**
Human Resources and organisational Development reserves £0.300m for reasons set out in Appendix 1 section 3 of the report
- 3 **Note the forecast General Balances at 31 March 2017 of £19.252m, before taking into account any over/under spends;**
- 4 **Note the forecast financial information in respect of Policy and Resources and Finance budgets which are the responsibility of this Committee, as set out in Appendix 2 of the report;**
- 5 **Note the revised expenditure and funding of the current 2016-20 capital programme as set out in Appendix 3 of the report.**

10 **Delivering Financial Savings 2016-17**

10.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided details of the forecast outturn position in respect of the delivery of the 2016-17 savings agreed by the County Council at its meeting on 22 February 2016.

10.2 The Committee **RESOLVED to note:**

- a. **the forecast total shortfall of £8.248m in 2016-17, which amounts to 20% of total savings, and for which alternative savings need**

- to be identified;
- b. the budgeted value of 2016-17 savings projects rated as RED of £10.233m, of which £1.985m are now forecast to be delivered;
- c. the budgeted value of 2016-17 savings projects rated as AMBER of £0.750m, of which £0.405m are now forecast to be delivered;
- d. the forecast over delivery of £0.345m on GREEN and BLUE rated projects; and
- e. the forecast total shortfall of £13.325m of 2017-18 savings and £18.472m of 2018-19 savings reflecting delay and removal of savings as approved in 2017-18 Budget setting by County Council.

11 **Equality and Accessibility Objectives 2017-2020**

11.1 The Committee received a report by the Executive Director, Community and Environmental Services that proposed five equality and accessibility objectives for 2017-2020, for Policy and Resources Committee approval.

11.2 The Committee **RESOLVED:**

1. To note the emerging local and national issues summarised in paragraphs 10 to 19 of the report.
2. To agree the draft equality and accessibility objectives set out in Appendix 1 to the report
3. To note that the Council's Member-led Strategic Equality Group will report annually to Policy and Resources Committee on progress on the objectives, as part of the Equality Duty Information Report which the Council has a statutory duty to publish by 31st January each year.

12 **Industrial Strategy Green Paper –Norfolk County Council Response**

12.1 The Committee received a report by the Executive Director, Community and Environmental Services that set out the Government's consultation on its green paper 'Building our Industrial Strategy' which provided the Council with a chance to shape Government's thinking on the sectors, skills and the infrastructure required to help businesses thrive in Norfolk. The Council's approach will be to highlight the three sectors where both the Council, and the New Anglia Local Enterprise Partnership, believe that Norfolk has a genuine competitive advantage: Energy (the East of England Energy Zone brand and our renewable energy strengths, including 'clean tech', which uses renewable materials and energy sources to provide superior performance and efficiency), the Bio Economy (which encompasses our strengths in food production and plant research) and ICT/Digital Creative. In showcasing these sectors, the Council will highlight the skills and infrastructure requirements to deliver nationally-significant growth and the freedoms and flexibilities needed from Government to make it happen. These priorities will inform our vision for the county, Future Norfolk.

12.2 The Committee **RESOLVED:**

To endorse the County Council's response to the green Paper on the Government's Industrial Strategy set out in the report.

13 NORSE Governance Review-Update

13.1 The Committee received a report by the Executive Director of Finance and Commercial Services and the Chief Legal Officer that provided a summary of progress with enhanced governance provisions in respect of the Norse Group.

13.2 The Committee **RESOLVED:**

To note the report.

14 NORSE Consents

14.1 The Committee received a report by the Executive Director of Finance and Commercial Services that sought consent for the appointment of Directors and the creation of new NORSE companies.

14.2 The Committee **RESOLVED:**

- 1. To recommend to Full Council the appointment of Directors to companies in the Norse Group as detailed in Appendix A to the report.**
- 2. To delegate to the Executive Director of Finance & Commercial Services the authority to approve the creation of Peterborough Norse Ltd, after reviewing the financial due diligence that is currently being undertaken.**
- 3. To approve the creation of Daventry Norse Ltd.**

15 Approval to further investigate the financing of the Attleborough Link Road

15.1 The Committee received a report by the Executive Director of Finance and Commercial Services that sought authority for County Council officers to develop a Heads of Terms agreement in relation to the lending of £18m to Ptarmigan Land for the purpose of constructing the Attleborough link road. The proposed Link Road will facilitate the development of 4,000 new homes on the 'strategic urban extension' at Attleborough. The link road will also relieve current and future congestion in Attleborough's town centre.

15.2 The Committee **RESOLVED:**

- 1. To authorise the Director of Finance and Commercial Services to develop a draft Heads of Terms in relation to lending £18m to Ptarmigan land for the construction of the Attleborough Link Road.**

2. That the final agreement is brought back to this Committee for approval and recommendation on to Full Council for addition to the Capital budget.

16 Disposal and Acquisition of Properties

- 16.1 The Committee received a report by the Executive Director of Finance and Commercial Services that was aimed at supporting the County Council's priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs could be met from elsewhere and strategically acquiring property.
- 16.2 The Committee **RESOLVED:**
 1. To agree to the acquisition of a lease for a parcel of land adjacent to Stracey Arms Mill from the Diocese of Norwich at £250 per annum for 25 years, a licence at nil fee from Mr and Mrs White for the positioning of a crane on their land and an easement at nil fee from Mr & Mrs White over their land for the construction of a ramp and path.
 2. To formally declare the three former highway landholdings at Fakenham, Holt and Stoke Ferry surplus to NCC service requirements and instruct the Head of Property to dispose of the sites in accordance with established policy or exploit to maximise the receipt or revenue income.
 3. To formally declare the land to the rear of Harford Park & Ride site, Keswick surplus to NCC service requirements and instruct the Head of Property to dispose of the sites in accordance with established policy or exploit to maximise the receipt or revenue income.

17 Norfolk and Waveney Sustainability and Transformation Plan Update

- 17.1 The Committee received a report from the Managing Director and Norfolk & Waveney STP Lead that informed the Committee about the development of the Sustainability & Transformation (STP) for the Norfolk and Waveney area and outlined the current status. This report provided a summary of the key elements of the STP. It invited the Committee to consider the current status and the governance arrangements and to agree the Council's representation on the STP Oversight Group.
- 17.2 The Committee **RESOLVED:**

To agree the Council's representation on the STP Oversight Board, as set out in the report, as part of the overall governance arrangements.

18 Six Monthly Procurement Update

- 18.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided a regular update on procurement issues,

so that Members have sufficient notice about forthcoming procurements to provide strategic input and be made aware of current issues and of any concerns.

18.2 The Committee **RESOLVED:**

1. **To note the pipeline on contracts contained in the annex to the report.**
2. **To note the interim findings concerning contract management.**
3. **To note the update concerning the Eastern Shires Purchasing Organisation (ESPO).**

19 **Decisions Taken Under Delegated Authority**

- 19.1 The Committee noted a report by the Managing Director that set out decisions taken in relation to property matters by officers under the scheme of delegation and “hierarchy of decision making” since the last report to the Committee.

Cliff Jordan
Chairman, Policy and Resources Committee

Report of the Adult Social Care Committee Meeting held on 23 January 2017 and 06 March 2017.

A – Items from the meeting of 23 January 2017

1. **Update from Members of the Committee regarding any internal and external bodies that they sit on**
 - 1.1 Members updated the Committee on meetings they had attended since the last meeting of the Adult Social Care Committee in November 2016.
2. **Executive Director's Update**
 - 2.1 The Executive Director of Adult Social Care updated members about work to:
 - Take the STP plan forward strategically;
 - Work with colleagues in the GP sector to minimise delayed transfers of care;
 - Protect coastal areas in the recent threat of flooding;
 - Support incoming Syrian refugees through support arrangements and a specialist team.
3. **Appointment of Member Representative to the Governor's Council of James Paget University Hospital NHS Foundation Trust**
 - 3.1 The Committee **AGREED** that Julie Brociek-Coulton remain as Member representative of the Governor's Council of James Paget University Hospital NHS Foundation Trust until May 2017 and **AGREED** to defer appointment of a replacement representative until the next round of appointments after the elections in May 2017.
4. **Strategic and Financial planning 2017-18 to 2019-20 and revenue budget 2017-18.**
 - 4.1 The Committee received the report outlining proposals to inform the Council's decisions on council tax and contribute towards setting a legal budget for 2017-18.
 - 4.2.1 With 9 votes for and 8 against:
 - a) The Committee **AGREED** the Committee's specific budget proposals for 2017-18 to 2019-20, including the findings of public consultation set out in Appendices 2 to 7 in respect of:
 - i. The budget proposals set out in Appendix 1;
 - ii. The new and additional savings proposals to contribute to the supplementary target of £4.000m for the Council as identified to Policy and Resources Committee in November 2016;
 - iii. The scope for a general Council Tax increase of up to 1.99%, within the Council Tax referendum limit of 2% for 2017-18, noting that the Council's budget planning was based on an increase of 1.8% reflecting the fact that there was no Council Tax Freeze Grant being offered, and that central government's assumption was that Councils would increase Council Tax by CPI every year. The Council also proposes to raise the Adult Social Care Precept by 3% of

Council Tax as recommended by the Executive Director of Finance and Commercial Services. Bringing forward increased in the Social Care Precept would mean that the 2% increase planned for 2019-20 would not occur.

iv. The scope for raising the Adult Social Care Council Tax precept by the maximum amount available (3%) in 2017-18 and in the subsequent year of the Medium Term Financial Strategy, 2018-19, but with no increase in 2019-20, as recommended by the Executive Director of Finance and Commercial Services

v. The use of new one-off Adult Social Care Support Grant totalling £4.197m for Norfolk

4.2.2 With 9 votes for, 7 against and 1 abstention:

b) The Committee **CONSIDERED** the findings of equality and rural assessments, attached at Appendix 8 to this report, and in doing so, **NOTED** the Council's duty under the Equality Act 2010 to had due regard to the need to:

- i. Eliminate discrimination, harassment, victimisation and any other conduct that was prohibited by or under the Act
- ii. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who did not share it
- iii. Foster good relations between persons who share a relevant protected characteristic and persons who did not share it

4.2.3 With 8 votes for, 0 against and 9 abstentions:

c) The Committee **AGREED** any mitigating actions proposed in the equality and rural impact assessments.

4.2.4 With 9 votes for, 8 against and 0 abstentions:

d) The Committee **AGREED** and **RECOMMENDED** the draft Adult Social Care Committee Revenue Budget as set out in Appendix 1 for consideration by Policy and Resources Committee on 6 February 2017, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 20 February 2017 including all of the savings for 2017-18 to 2019-20 as set out;

4.2.5 With 8 votes for, 0 against and 9 abstentions:

e) The Committee **AGREED** and **RECOMMENDED** the Capital Programmes and schemes relevant to this Committee as set out in Appendix 9 to Policy and Resources Committee for consideration on 6 February 2017, to enable Policy and Resources Committee.

4.2.6 The Recommendations were duly **AGREED**.

5. **Adult Social Care Finance Monitoring Report Period 8 (November) 2016-17**

5.1 The Committee received the report giving financial monitoring information, based on information to the end of November 2016 and an analysis of variations from the budget and the actions being taken by the service to reduce the overspend.

5.2 The Committee **NOTED**:

- a) The forecast outturn position at Period 8 for the 2016-17 Revenue Budget of an overspend of £11.982m;

- b) The planned actions being taken by the service to reduce the overspend
- c) The planned use of reserves and to propose to Policy and Resources Committee that County Council approve the use of additional reserves of £0.948m in 2016-17 as set out in Section 2.11, which would reduce the overspend to £11.034m;
- d) The forecast outturn position at Period 8 for the 2016-17 Capital Programme;

6. Fee levels for adult social care providers 2017/18.

- 6.1 The Committee received the report providing background on the Care Act and purchase of adult social care services by Norfolk County Council, and setting out a recommended approach for setting and maintaining appropriate fee levels for 2017/18.
- 6.2 The Committee **AGREED** the approach to fee uplifts for the 2017/18 financial year as set out below:
 - a) In respect of contracts where an inflation index or indices were referenced an uplift was implemented to match any changes in the relevant index or indices;
 - b) In respect of contracts where there was a fixed price for the duration of the contract, no additional uplift in contract prices takes place
 - c) In other contracts, where the Council had discretion in relation to inflationary uplifts, that uplifts were considered in line with those set out in this report;
 - d) In the case of residential and nursing care any final uplift including other adjustments was subject to formal consultation with implementation being through the use of Chief Officer delegated powers following that process.

7. Risk Management

- 7.1 The Committee received the report outlining the review to the format of the Adults Risk Register, update to the register since the last update in October 2016, and a new national risk which had been added.
- 7.2 The Committee:
 - a) **NOTED** the new format of the combined risk register;
 - b) **NOTED** the merging of risks RM14079 and RM020a and RM0207 and RM020b;
 - c) **NOTED** the progress updates on the risks as detailed at 2.4.1;
 - d) **AGREED** to the removal of risk RM14259;
 - e) **NOTED** the new risk RM4287.

8. Safeguarding Children and Adults with care and support needs: Summary of roles and responsibilities within the Council.

- 8.1 The Committee received the report outlining the roles and responsibilities for safeguarding children and adults with care and support needs.
- 8.2 The Committee:
 - **ACKNOWLEDGED** and **SUPPORTED** the roles and responsibilities set out in this report;
 - **APPROVED** the Council Corporate Safeguarding Policy and statement for the public around the Council's commitment to safeguarding.

9. Transport Update

9.1 The Committee received the report providing an update regarding the work being carried out to deliver savings from Adult Social Services transport, including the review.

9.2 The Committee:

- **DID NOT AGREE** that the department look at the current policies of other local authorities and brings to Adult Social Care Committee a proposed transport policy that meets the minimum legal requirements regarding transport and could help social care staff work with service users to reduce the funding required for transport;

but instead:

- **AGREED** that a transport update was brought to each Adult Social Services Committee meeting until a conclusion was reached.

B – Items from the meeting of 06 March 2017

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

1.1 Members updated the Committee regarding meetings they had attended.

2. Executive Director's Update

2.1 The Executive Director of Adult Social Care updated the Committee about:

- A meeting held with the 3 acute hospitals in Norfolk to discuss pressures felt by NHS hospitals;
- A website launched to attract more people into care, www.norfolkcarecareers.co.uk
- The Norfolk Care Awards;
- Press coverage related to the number of home-care safeguarding issues nationally, for which Norfolk had complied with the FOI request.

3. Adult Social Care Finance Monitoring Report Period 1- (January) 2016-17

3.1.1 The Committee received the report providing financial monitoring information based on information to the end of January 2017, analysis of variations from the budget and actions being taken to reduce the overspend.

3.1.2 In table 1, page 19 of the report, the Budget “revised net expenditure” should read £247.273m. The forecast outturn for “Management finance and HR” on page 21 should read £1.426m.

3.2 The Committee **NOTED**:

- a) The forecast outturn position at Period 10 for the 2016-17 Revenue Budget of an overspend of £9.629m;
- b) The planned actions being taken by the service to reduce the overspend;
- c) The planned use of reserves;
- d) The forecast outturn position at Period 10 for the 2016-17 Capital Programme.

4. Performance Management Report

- 4.1 The Committee received the report outlining current performance against the Committee's vital sign's indicators.
- 4.2 In section 3 of the report, for each vital sign that had been reported on an exceptions basis, the Committee:
 - a. **REVIEWED** the performance data, information and analysis presented in the vital sign report cards and in the Benchmarking report presented in Appendix 2 of the report;
 - b. **AGREED** that the recommended actions identified in the vital signs report cards were appropriate.

5. Moving Forward Integrated Health and Care

- 5.1 The Committee received the report providing information on the integration of health and care services by 2020, and recommendations on how to progress based on existing integrated commissioning and provider arrangements.
- 5.2 The Committee **ASKED** officers to progress the development of integrated health and care in Norfolk by working with partners to:
 - a) Review and revise integrated arrangements to ensure they meet Care Act and Sustainability and Transformation Plan requirements;
 - b) Review the models of social care and support that are required for good quality sustainable services;
 - c) Review our arrangements for Hospital and Community-Based Learning Disability Social Work;
 - d) Agree a Member workshop on integration;
 - e) Agree the principles proposed at section 1.6 of this report.

6. Transport Update

- 6.1 The Committee received the report outlining work being carried out to deliver savings from Adult Social Services transport.
- 6..2 With 9 votes in favour, 2 votes against and 4 abstentions, the Committee **AGREED** the approach to Transport and the revised Transport Policy and Guidance attached to the report. The guidance will help social care staff work with service users to promote their independence and reduce the funding required for transport.

7. Update on Progress with Recommendations of the SCIE (Social Care Institute for Excellence) Review

- 7.1 The Committee received the report and supplementary report detailing progress towards implementing the recommendations from the Social Care Institute for Excellence (SCIE) review.
- 7.2 The Committee **NOTED** the progress in implementing the recommendations of the SCIE review.

Bill Borrett
Chair, Adult Social Care Committee

Report of the Children's Services Committee Meetings held on 24 January and 14 March 2017

A: Report of the Children's Services Committee meeting held on 24 January 2017

1 Items of Urgent Business

1.1 OSCA Awards

The Chair said he was pleased to announce that two members of staff within Children's Services department had received awards at the recent OSCA ceremony. Dan Reeve had won the Managing Director's Award for his support for newly qualified social workers and Michael Meenan had won the People's Choice Award for being a highly committed social worker whose creativity, caring attitude and perseverance supported a young person with extremely complex needs.

The Committee **agreed** that the Chairman should send a congratulatory letter to both winners in recognition of their outstanding work for Children's Services.

1.2 Interim Executive Director Children's Services

Andrew Bunyan addressed the Committee about the work he had been doing whilst Interim Executive Director of Children's Services. He said it had been a busy two months and that strong evidence of improvement was showing within the department, although there could be no complacency. He reassured the Committee that there were some outstanding front-line managers and practitioners employed by the County Council and it was important to continue to recruit and retain good staff.

The Interim Executive Director thanked Norfolk County Council for appointing him for the short time he had been in post and advised that the new Interim Executive Director of Children's Services, Matt Dunkley, would be joining Norfolk on 6 February 2017. Mr Dunkley had previously been Director of Children's Services at East Sussex County Council.

1.3 Looked After children and Care Leavers Strategy Workshop

The Chair reminded the Committee that the Looked After Children and Care Leavers Strategy Workshop would be held at 2pm on Tuesday 24 January in the Colman Room, County Hall and urged Members to attend.

1.4 Task and Finish Groups

The Committee thanked all officers for all their hard work on all the Task and Finish Groups commissioned by the Children's Services Committee.

1.5 Permanent Executive Director of Children's Services

In response to a question, the Chair advised that no firm update could be given as to when a permanent Executive Director of Children's Services would be appointed. He added that the process usually took about 8-9 months. Mr Dunkley would remain

with Norfolk County Council until the next Ofsted inspection had taken place and, it was hoped, until a permanent appointment was made.

2 Public Question Time

- 2.1 One public question was received.

3 Local Member Issues/Member Questions

- 3.1 One question was received from M Chenery of Horsburgh. As a supplementary question, Mr Chenery asked the Committee if it had listened to the concerns of parishioners and families.

The Chairman replied that all the points raised in the responses to the consultation had been taken into account.

4 Road Crossing Patrols

- 4.1 The Committee considered the report by the Interim Executive Director of Children's Services setting out the action taken since the last Children's Services Committee meeting and the responses received during the consultation process. The Committee was asked to read the report and consultation responses and decide whether they wished to proceed. If the decision was not to proceed, the Committee was asked to agree to continue to operate the service as we did now.
- 4.2 Mrs S Gurney proposed, seconded by Mr A White to adopt Option 2 – Continue the service as it was. This would require an additional investment of up to £140,000 although this figure may reduce in-year as employees leave the sites which were below threshold and were not replaced. Upon being put to a vote, with 16 votes in favour and 1 vote against, the Committee **RESOLVED** to adopt option 2 – to continue to operate the service as it was.

The Committee **agreed** to consider agenda item 18 (Tobacco Control in Norfolk) as its next item of business.

5 Tobacco Control in Norfolk

- 5.1 The Committee considered the report by the Director of Public Health setting out Norfolk's Tobacco Control Strategy and Action Plan (2016) which had been developed by the Tobacco Control Alliance and approved by Communities Committee on 7 September 2016. Communities Committee had recommended that the report should be presented to Children's Services Committee in order to endorse the recommendations of the alliance, particularly in relation to children and young people.
- 5.2 The Committee **RESOLVED** to:
1. Note the harm that smoking does and support the vision of a smoke-free county.
 2. Endorse the Norfolk Tobacco Control Alliance Strategy and Action Plan, focused on its strategic priorities to:
 - Prevent young people from becoming smokers.
 - Assist every smoker to quit smoking.
 - Protect people, especially children, from tobacco related harm.

6 Final Report by members of the Children's Emotional Wellbeing and Mental Health Task and Finish Group.

- 6.1 The Committee considered the report by the Interim Executive Director of Children's Services and the Chair of the Task and Finish Group presenting the findings from the Children's Emotional Wellbeing and Mental Health Task and Finish Group.
- 6.2 The Committee **RESOLVED** to agree the recommendations in the report.

Recommendations for Norfolk County Council Services.

- A. All of the evidence we have found has highlighted the importance of early help/intervention in improving mental health and emotional wellbeing. We recommend that Children's Services ensure that the current emphasis on early help is continued and focus given to ensuring this approach is fully adopted when it comes to all service delivery associated with mental health and emotional wellbeing.
- B. We recognise the impact parental mental health can have on a growing child. Therefore we recommend that our colleagues on the Adult Social Care Committee review the threshold for access to Adult Mental Care provision in relation to parents and individuals with parental responsibilities (especially those with young children under the age of 8yrs). In addition we would ask that priority also be given to individuals with parental responsibilities in order to reduce the impact upon their family of not receiving treatment.
- C. Although schools do not come under the direct management of Norfolk County Council we feel that our overall, collective responsibility for safeguarding and championing children and families means that we need to develop a Norfolk standard together. This should clearly show what is expected of schools in relation to emotional wellbeing and encouraging positive mental health. Norfolk County Council's role is to help provide information and recommendations to assist schools in developing a whole school approach which can be evaluated to ensure approaches reflect best practice. It is on this basis that we recommend a guide be produced for schools as to what services exist along with the recommended route in to them. This guide should be produced in partnership with schools (including Governing bodies) and young people to ensure it is relevant. The senior management team in Children's Services are asked to identify relevant staff to take this forward.
- D. Connected to (C) we recommend that Norfolk County Council develop a core offer of services connected to mental health provision for children and young people. In addition this should include more complex services that could be offered at a cost via Educator Solutions. This should also link in to the re-design of CAMHS services. The core offer should be developed in partnership with schools and young people based upon a clear business case to be developed in partnership with Public Health.
- E. Public Health are looking to deliver a year of positive action towards mental health. We heard from young people how important it is that they feel informed and involved in services to help them understand and take charge of their own

health. We therefore recommend that any activity specific to children and young people involve them its design and commissioning, ensuring that it is relevant to them. This should then be promoted in schools to be used as a resource within lessons, providing them with a fully endorsed 'product' that ties in generally with schemes by Public Health to improve awareness of mental health issues amongst young people.

- F. Given the scope of the issues impacting upon mental health it has been impossible to cover everything within the time limitations of this Task and Finish Group. The following are specific areas that the Group feel warrant attention:

- Looked After Children (LAC)
- Post 16yrs education

To this end Children Services Committee may wish to consider commissioning further work either through officers, to be reported back, or in the form of further Task and Finish work

- G. During the course of our work we were talked through in detail the impact of attachment for children and their families. In order to improve Members knowledge of this we recommend that all Members be invited to a workshop to improve general understanding and assist in informed decision making

Recommendations affecting services outside of Norfolk County Council

- H. We highly recommend that the Mental Health Trust responsible for mental health service provision in Norfolk (currently NSFT) collect (as part of triage), collate and share data associated with parental responsibilities for those accessing their services. This links to recommendation (B) to lower the threshold and give priority to individuals with parental responsibilities and will assist all relevant organisations to ensure that any safeguarding concerns can be quickly addressed through improved communication and understanding.
- I. We recommend that schools be encouraged to work together to share best practice in relation to mental health and emotional wellbeing of pupils in Norfolk
- J. Linked to (I) that the Education and Strategy Group be asked to support the production of an evaluation of best practice in Norfolk in connection to mental health and emotional wellbeing activity in schools. This piece of research should then be used to inform the re-design, where necessary, of existing CAMHS services.
- K. Mental health services need to be accessible, particularly for young people. Part of achieving this involves an understanding and recognition of the entire 'workforce' involved in improving mental health and understanding the skills and needs of our young people when addressing all levels of mental health need. Ensuring a broad range of professionals are available and aware of all available services. We recognise this is not an easy task but we recommend that:
- We develop a common language for social care, medical professionals and schools

- We develop a map which can be used to signpost between services
- Joint ways of working including opportunities for professionals to come together to discuss best practice be encouraged and their importance recognised in order to create better join up across Norfolk
- That the Local Transformation Plan be scrutinised on a regular basis by Children's Services Committee in order to ensure it is delivering for the children and young people of Norfolk

7 Performance Management Report

7.1 The Committee considered the report by the Interim Executive Director of Children's Services containing the report cards and other key performance information.

7.2 The Committee **RESOLVED** to:

- **Note** the report.
- Recommend to Policy and Resources Committee, that County Council approve the use of additional Dedicated Schools Grant reserves of £3.453m, Children's Services reserves of £0.799m and Schools reserves of £1.019m in 2016-17 as set out in section 6.8 of the report.

8 Looked After Children and Edge of Care Update

8.1 The Committee considered and **noted** the report by the Interim Executive Director of Children's Services providing a breakdown of the current position with regard to key Looked After Children (LAC) data and detailed the edge of care actions we were taking which it was believed would lead to a reduction in LAC numbers.

9 Strategic and Financial Planning 2017-18 to 2019-20 and Revenue Budget 2017-18.

9.1 The Committee considered the report by the Interim Executive Director of Children's Services setting out proposals to inform the Council's decisions on council tax and contribute towards the County Council setting a legal budget for 2017-18 which would see its total resources of £1.4bn focused on meeting the needs of residents.

9.2 The Committee **RESOLVED** to:

(1) **Note** the Committee's specific budget proposals for 2017-18 to 2019-20, including the findings of public consultation in respect of:

- The budget proposals set out in Appendix 2 of the report.
- The new and additional savings proposals to contribute to the supplementary target of £4.000m for the Council as identified to Policy and Resources Committee in November 2016; and
- The scope for a general Council Tax increase of up to 1.99%, within the Council Tax referendum limit of 2% for 2017-18, noting that the Council's budget planning is based on **an increase of 1.8%** reflecting the fact that there is no Council Tax Freeze Grant being offered, and that central government's assumption is that Councils will increase Council Tax by CPI every year. The Council also proposes to **raise the Adult Social Care Precept by 3%** of

Council Tax as recommended by the Executive Director of Finance and Commercial Services. Bringing forward increases in the Social Care Precept will mean that the 2% increase planned for 2010-20 would not occur.

(2) **Note** the findings of equality and rural assessments, attached at Appendix 1 to the report and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(3) **Agree** any mitigating actions proposed in the equality and rural impact assessments.

(4) **Agree** and **recommend** to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 2 of the report:

- including all of the savings for 2017-18 to 2019-20 as set out, together with increasing the "Refocus Education Service savings target" by £150k, to fund the Committee's decision to take no action on removing road crossing patrols, (and reversing the 2016-17 £150k budget saving decision)

For consideration by Policy and Resources Committee on 6 February 2017, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 20 February 2017.

(5) **Agree** and recommend the Capital Programmes and schemes relevant to this Committee as set out in Appendix 3 to Policy and Resources Committee for consideration on 6 February 2017, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 20 February 2017.

10 Dedicated Schools Grant (DSG)

10.1 The Committee considered the report by the Interim Executive Director of Children's Services presenting the changes to the distribution for the Dedicated Schools Grant from April 2017 in line with the Department of Education's Fairer School Funding arrangements.

10.2 The Committee **RESOLVED** to:

- **Agree** the Dedicated Schools Grant Funding.

11 Determination of Admission Arrangements 2018-19.

11.1 The Committee considered the report by the Interim Executive Director of Children's Services summarising the statutory consultation outcomes and proposing no changes to Norfolk's admissions co-ordination scheme and timetable for the academic year 2018-19.

11.2 The Committee **RESOLVED** to agree :

Local authority admissions co-ordination:

- The co-ordination schemes and timetables including in-year co-ordination are approved for 2018-19.

Admission arrangements for Community and VC Schools:

- No changes are made to the current (2017-18) policies for 2018-19.

12 The Supply of School and Childcare Places in Norfolk.

12.1 The Committee considered the report by the Interim Executive Director of Children's Services setting out the Schools Local Growth and Investment Plan and the Childcare Sufficiency Assessment.

12.2 The Committee **RESOLVED** to:

- **Adopt** the Schools' Local Growth and Investment Plan and the Childcare Sufficiency Assessment.

13 Exclusion from Schools – Interim Report by Members Task and Finish Group.

13.1 The Committee considered the report by the Chair of the Task and Finish Group and the Interim Executive Director of Children's Services setting out the work to date of the Exclusion from Schools Task and Finish Group.

13.2 The Committee **RESOLVED** to:

Agree that a plan should be developed with the explicit intention of:

- Reducing the number of permanent exclusions in Norfolk through an enhanced offer of alternatives to exclusion.
- Reducing the costs associated with exclusion, both within the High Needs Block and the NCC Transport budget, and for savings to be used, in part, to support schools' endeavours to be inclusive.
- Improving outcomes for pupils at risk of exclusions and for pupils following exclusion, ensuring that swift access to expert support, advice, guidance and provision is available across the county.

Support that these aims should be delivered through the development and implementation of a joint Local Authority and Headteacher/Governor Association Improvement Plan, to include for example:

- Managed move/reintegration protocol (with explicit prioritisation for Looked After Children).

- Publication via the Local Offer of guidance for schools and local authority teams on respective responsibilities for exclusions and sign-posting to information, advice, guidance and specialist support/provision services.
- Ensuring that different funding and support arrangements are aligned to maximise impact, for example:
 - Aligning Special Education Needs and Disability and Social, Emotional and Mental health (SEND/SEMH) support together with early help/Child Adolescent Mental Health Services (CAMHS).
 - Ensuring that funding available within schools block and high needs block is targeted appropriately.

Support the requirement for reporting back to this Committee before the end of the current academic year to illustrate:

- Progress on development of joint LA and Schools improvement plan (end spring term 2017).
- Progress on reducing rates of permanent exclusions and increased sufficiency planning for specialist provision (end summer term 2017).

14 Corporate Safeguarding

14.1 The Committee considered the report by the Interim Executive Director of Children's Services summarising the roles and responsibilities in relation to safeguarding children across the whole Council. The overall aim was to ensure these roles and responsibilities were exercised with respective services, in order to ensure that, as a whole authority, we maintained an organisational culture and ethos that prioritised the importance of safeguarding and promoting the welfare of children and young people.

14.2 The Committee **RESOLVED** to:

- **Approve** the document summarising the roles and responsibilities in respect of safeguarding children (Appendix 1 of the report).
- **Distribute** the document to all elected members and senior officers.
- **Agree** that all elected members should undertake mandatory awareness training on safeguarding and corporate parenting, provided by senior officers from the Children's Services Directorate. Representatives from the Norfolk Safeguarding Children's Board will assist with the Safeguarding awareness training where appropriate.

15 Contract Pipeline for Children's Services

15.1 The Committee received and **noted** the report by the Interim Executive Director of Children's Services setting out an overview of forthcoming contract renewal dates for Children's Services so that Members had sufficient notice about forthcoming procurements to provide strategic input.

B: Report of the Children's Services Committee meeting held on 14 March 2017.

1 Working with SafeLives addressing domestic abuse through partnership working.

- 1.1 The Committee considered the report by the Interim Executive Director of Children's Services setting out details of the SafeLives project which was a 5-year programme of work involving joint working in the development and piloting of improved approaches to domestic abuse and safeguarding children and families in Norfolk.
- 1.2 The Committee **NOTED** the report and **ENDORSED** Children's Services involvement in the partnership and involvement in the Beacon Project.

2 Integrated Performance and Finance Monitoring 2016-17.

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

- 2.2 The Committee **NOTED** the report and **AGREED** that:

This Committee asks for an additional meeting of the Corporate Parenting Executive Group to be held before the election to tackle the issue of unregulated accommodation for young care leavers, including looking at the experiences of young care leavers and LAC via the In-Care Council to make sure young people's voices were heard.

Roger Smith
Chair, Children's Services Committee

Report of the Communities Committee Meetings held on 25 January 2017 and 8 March 2017

A. Items from the meeting held on 25 January 2017

1 Strategic and Financial Planning 2017-18 to 2019-20

1.1 The Committee considered the report by the Executive Director of Community and Environmental Services setting out proposals which would inform the Council's decisions on council tax and contribute towards the County Council setting a legal budget for 2017-18 which would see its total resources of £1.4bn focused on meeting the needs of residents.

1.2 Some Members raised concern about the recommendation made by Communities Committee in May 2016 to remove £900k cuts over three years which had subsequently not been agreed by Policy & Resources Committee. Mr P Smyth proposed the following motion which was seconded by Mr M Sands:

"As the Fire Authority, the Committee should write to the Home Office Chief Fire Adviser advising that this Authority had made a recommendation that this Council had chosen to ignore in recommending removal of the cuts it proposed in December 2016".

1.3 Upon being put to the vote, with 9 votes in favour and 8 votes against, the Committee **agreed** to write to the Home Office Chief Fire Adviser accordingly.

1.4 Upon the recommendations being put to the vote, with 13 votes in favour, 0 votes against and 3 abstentions, the Committee **RESOLVED** to:

(1) Consider and comment on the Committee's specific budget proposals for 2017-18 to 2019-20 in respect of:

- The budget proposals set out in Appendix A (summary of new proposals) and Appendix B (list of full proposals);
- The new and additional savings proposals to contribute to the supplementary target of £4.000m for the Council as identified to Policy and Resources Committee in November 2016; and
- The scope for a general Council Tax increase of up to 1.99%, within the Council Tax referendum limit of 2% for 2017-18, noting that the Council's budget planning is based on an increase of 1.8% reflecting the fact that there is no Council Tax Freeze Grant being offered, and that central government's assumption is that Councils will increase Council Tax by CPI every year. The Council also proposes to raise the Adult Social Care Precept by 3% of Council Tax as recommended by the Executive Director of Finance and Commercial Services. Bringing forward increase in the Social Care

Precept will mean that the 2% increase planned for 2019-20 will not occur.

- (2) Consider the findings of the equality and rural assessment (included at Appendix D) and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- (3) Consider and agree any mitigating actions proposed in the equality and rural impact assessment at Appendix D.

- (4) Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix B:

- a. including all of the savings for 2017-18 to 2019-20 as set out.

For consideration by Policy and Resources Committee on 6 February 2017, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 20 February 2017.

- (5) Agree and recommend the Capital Programmes and schemes relevant to this Committee as set out in Appendix C to Policy and Resources Committee for consideration on 6 February 2017, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 20 February 2017.

2 **Norfolk Museums Service - an update**

- 2.1 The Committee received and **noted** a presentation by the Acting Assistant Director Community and Environmental Services (Cultural Services and Lifelong Learning), Head of Norfolk Museums Service and Head of Norfolk Arts Service.

- 2.2 Members commended the work of the Norfolk Museums Service and fully endorsed the applications to be made to the Arts Council England and Heritage Lottery Fund to secure funding from 2018-2022.

3 **Suicide Prevention Strategy and Action Plan.**

- 3.1 The Committee considered the report by the Director of Public Health presenting a county-wide suicide prevention strategy and action plan which outlined key principles and actions which were shared across a range of partners. In line with national guidance, Public Health was leading on the regular audit of suicides, the development of the strategy and the implementation of the action plan.

- 3.3 The Committee **RESOLVED** to **approve** the Norfolk suicide prevention strategy and action plan.

- 4 **Norfolk Library and Information Service – update on music sets service.**
- 4.1 The Committee received the report by the Executive Director of Community and Environmental Services providing it with an update on progress made by Norfolk Library and Information Service (NLIS) in partnership with music groups based in Norfolk, to secure a future for the Performance Sets (Music Sets) service
- 4.2 The Committee was pleased to note that income for music sets had been greater than expected, as had donations from Friends Group, which would enable the service to break even this financial year.
- 4.3 The Committee **RESOLVED** to **note** the activity achieved to date and authorised officers to continue to explore and develop opportunities for developing an efficient and effective way of delivering a performance Sets service.
- 5 **Norfolk Association of Local Councils – Service Level Agreement**
- 5.1 The Committee considered the report by the Executive Director of Community and Environmental Services setting out proposals to replace the existing three-year Service Level Agreement (SLA) with Norfolk Association of Local Councils (NALC) which would expire in March 2017 and replace it with a new three-year agreement, supporting building local community capacity. The new SLA would commence on 1 April 2017 and end on 31 March 2020 and would be reviewed annually.
- 5.2 The Committee **RESOLVED** to
1. Agree the priorities and outline action plan for the three-year Norfolk ALC SLA (2017-20).
 2. Convene a Member workshop to further develop the SLA/action plan with Norfolk ALC for joint working with local Councils and communities. Delegate agreement of the SLA to the Executive Director of Communities and Environmental Services in consultation with the Chairman of the Communities Committee.
- 6 **Voluntary and Community Sector – Engagement Contract.**
- 6.1 The Committee considered the report by the Executive Director, Community and Environmental Services proposing the scope, funding provision approaches and general direction of travel for engaging with Norfolk's voluntary sector in early 2017. The purpose of this was to develop a joint Norfolk County Council (NCC) - Voluntary, Community and Social Enterprise (VCSE) engagement approach that would inform how the Council and the sector could work more effectively together in the future and would help inform procurement of the VCSE engagement contract for 2017-20.
- 6.2 The Committee **RESOLVED** to:
1. Agree the proposed VCSE engagement with the sector of February-May 2017 – developing the funding framework for future joint working.
 2. Agree Funding option 2 (Follow a Grant process).
 3. Deliver a Member workshop from Communities Committee and invite representation from Adults and Children's Services Committees to support

development of framework.

7 **Finance Monitoring**

7.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing it with information on the budget position for the Committee for 2016-17. The report provided information on any forecast over and underspends and the forecast use of reserves.

7.2 The Committee **RESOLVED** to note:

- a) The revenue budget for 2016-17.
- b) The current risks being managed by Services including future risks from undeliverable savings.
- c) The capital budget for 2016-17 capital programme.
- d) The balance and current forecast of reserves as shown in section 4 of the report and that proposals for any further use of reserves in 2016-17 will be highlighted to the committee if the resulting forecast level of reserves falls below the 31 March 2017 balances anticipated at the time the budget was set.
- e) Note the pipeline for significant contracts for Communities Committee for the period to the end of 2018 as shown in Appendix A of the report.

8 **Norfolk Fire and Rescue Service (NFRS) Annual Statement of Assurance 2015-16.**

8.1 The Committee considered the report by the Executive Director of Community and Environmental Services enabling the County Council, as the Fire and Rescue Authority for Norfolk, to meet its statutory obligations to produce an annual Statement of Assurance.

8.2 The Committee **RESOLVED** to

- Note the assurances that financial, governance and operational management of Norfolk Fire and Rescue Service meet statutory requirements.
- Approve the Norfolk Fire and Rescue Authority Statement of Assurance 2015-16.

9 **Update on key service issues and activities (including decisions taken under delegated authority) plus Forward Plan.**

9.1 The Committee considered the report by the Executive Director of Community and Environmental Services which provided regular information about key service issues and activities which support the Council's transparency agenda and enabled Members to keep updated on services within their remit. It was important that there was transparency in decision-making processes to enable Members and the public to hold the Council to account.

9.2 The Committee **RESOLVED** to note the latest service updates and the Forward Plan.

B. Items from the meeting held on 8 March 2017

1 Annual report of the Norfolk Armed Forces Community Covenant.

- 1.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing it with an annual progress report on Norfolk's Armed Forces Community Covenant strategy and action plan. Overall, progress on the action plan over the last year had been strong, and a national independent review had rated Norfolk's Covenant in the top 20% of all UK covenants.
- 1.2 The Committee welcomed Tony Tomkinson, Norfolk's Armed Forces Commissioner, and Major Tim Jones, from 1st The Queen's Dragoon Guards, Robertson Barracks, Swanton Morley to the meeting. Mr Tomkinson introduced the report and thanked Norfolk County Council for its continued support of the Covenant which was greatly appreciated by both the Armed Forces Board and armed forces communities in the county.
- 1.3 The Committee **NOTED**:
- the progress of the Norfolk Armed Forces Community Covenant.
 - that a revised strategy and action plan for 2017-20 would be brought to Communities Committee for information in due course, following endorsement by the Covenant Board.

2 Adult Drug and Alcohol Services

- 2.1 The Committee considered the report by the Director of Public Health setting out three options for consideration by the Committee for adoption.
- 2.2 The Committee **AGREED** option 1 (Proceed now to redesign the service through re-procurement starting in March 2017, with successor service starting in April 2018) for the commissioning of drug and alcohol services and delegate its implementation to the Director of Public Health.

3 Progress made in Norfolk Community Learning Services

- 3.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing it with the latest information on service progress and in particular the two strategic objectives previously determined for 2016-17 for the Service.
- 3.2 The Committee **APPROVED** the further improvement and development of NCLS as Norfolk's provider of 'second chance', employment/skills and leisure learning through:
1. Raising the quality of provision to responding to increased demands and challenges set by Ofsted for the adult skills sector.
 2. Further development of its curriculum offer to meet the needs of stakeholders including: NCC service teams, the voluntary/community sector, employers and residents.

3. As the provider of choice in supporting the implementation of the Apprenticeship Levy for Norfolk County Council.
4. Positioning the service to grow as a provider of Skills Funding Agency (core) delivery in a changing funding climate which presents challenges and opportunities.

4 **Finance Monitoring**

- 4.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing it with information on the budget position for the Committee for 2016-17. It provided information on any forecast over- and underspends and the forecast use of reserves.
- 4.2 In introducing the report, the Finance Business Partner Community and Environmental Services advised that no issues had been identified that would have a detrimental effect on the budget and that a balanced budget was forecast.
- 4.3 The Committee **NOTED**:
 - a) The revenue budget for 2016-17.
 - b) The current risks being managed by Services.
 - c) The capital budget for the 2016-17 capital programme.
 - d) The balance and current forecast of reserves as shown in Section 4 of the report and that proposals for any further use of reserves in 2016-17 will be highlighted to this Committee if the resulting forecast level of reserves falls below the 31 March 2017 balances anticipated at the time the budget was set.

5 **Update on key service issues and activities (including decisions taken under delegated authority) plus Forward Plan.**

- 5.1 The Committee considered and **noted** the report by the Executive Director of Community and Environmental Services providing it with an update on key issues and activities. The report also set out the Forward Plan for Communities Committee and updated it on relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of this Committee.

Margaret Dewsbury
Chairman, Communities Committee

Report of the Environment Development and Transport Committee Meeting held on 27 January 2017 and 17 March 2017.

A – Items from the meeting of 27 January 2017

1. Urgent Business

- 1.1 A £1.48m grant had been received from the Department of Transport from a bid submitted in 2016. The focus of the bid was walking and cycling, giving support to those needing assistance getting into cycling, promoting use of trails, personalised travel planning and smart ticketing. The scheme would start in April 2017 and last for 3 years. The Chairman and Members **endorsed** the work of the cycling and walking scheme.

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

- 2.1 A written update was circulated and a verbal update given from the most recent meeting of the Norwich Western Link Member Working Group.

3. Appointment of Members to Norfolk Windmills Trust

- 3.1 The Committee **APPOINTED** Mr A White as Council Representative on the Norfolk Windmills Trust until 30 April 2019.

4. Update from Economic Development Sub Committee

- 4.1 The Committee **NOTED** the update and actions from the Economic Development Sub-Committee meeting on the 24 November 2016.

5. Finance Monitoring

- 5.1 The Committee received the report providing information on the budget position for the relevant services from the Community and Environmental Services department for 2016-17.

- 5.2 The Committee **NOTED**:

- a) The forecast out-turn position for the Environment Development and Transport Committee and the current risks to the budget as highlighted in the report.
- b) The planned use of reserves as set out in section 4 of the report and that proposals for any further use of reserves in 2016-17 would be highlighted to this Committee if the resulting forecast level of reserves falls below the 31 March 2017 balances anticipated at the time the budget was set.
- c) The updates on risk management within section 6 of the report.
- d) The pipeline for significant contracts for EDT committee for the period to the end

of 2018 as shown in appendix B of the agenda report.

6. Strategic and Financial Planning 2017-18 to 2019-20 and Revenue Budget 2017-18

- 6.1 The Committee received the report setting out proposals to inform the Council's decisions on council tax and contribute towards the County Council setting a legal budget for 2017-18.
- 6.2.1 The Committee **AGREED** the proposal that Officers look into the working up of a Local Members' highways budget of £500,000 to be equally distributed among all 84 Councillors, which would be ~£6000 each, to use for highways projects within their division, and for a report with proposals to be brought to the next Committee meeting on the 17 March 2017.
- 6.2.2 The Committee **AGREED** the proposal that from the £1m flood mitigation measures fund, £100,000 was put towards mitigating flood risks in coastal areas related to surface water flooding from rainwater.
- 6.3 The Committee:
- (1) **CONSIDERED** the Committee's specific budget proposals for 2017-18 to 2019-20 in respect of:
 - The budget proposals set out in Appendix A (summary of new proposals) and Appendix B (list of full proposals);
 - The new and additional savings proposals to contribute to the supplementary target of £4.000m for the Council as identified to Policy and Resources Committee in November 2016; and
 - The scope for a general Council Tax increase of up to 1.99%, within the Council Tax referendum limit of 2% for 2017-18, **NOTING** that the Council's budget planning was based on an increase of 1.8% reflecting the fact that there was no Council Tax Freeze Grant being offered, and that central government's assumption was that Councils would increase Council Tax by CPI every year. The Council also proposes to raise the Adult Social Care Precept by 3% of Council Tax as recommended by the Executive Director of Finance and Commercial Services. Bringing forward increase in the social Care Precept would mean that the 2% increase planned for 2019-20 would not occur.
 - (2) **CONSIDERED** the findings of the equality and rural assessment (included at Appendix D) and in doing so, **NOTED** the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that was prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who did not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who did not share it.
 - (3) **CONSIDERED** any mitigating actions proposed in the equality and rural impact assessment at Appendix D;
 - (4) **AGREED and RECOMMENDED** to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix B including all of the savings for 2017-18 to 2019-20 as set out.

For consideration by Policy and Resources Committee on 6 February 2017, to enable

Policy and Resources Committee to recommend a sound, whole- Council budget to Full Council on 20 February 2017.

(5) **AGREED and RECOMMENDED** the Capital Programmes and schemes relevant to this Committee as set out in Appendix C to Policy and Resources Committee for consideration on 6 February 2017, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 20 February 2017.

7. Flood & Water Management Funding Policy Guidance

7.1 The Committee received the report detailing the flood and water management funding policy guidance developed by Norfolk County Council.

7.2 The Committee:
APPROVED the prioritisation and approach to managing partnership funded projects as set out in Norfolk County Council Flood & Water Management Funding Guidance.

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

8.1 See “Recommendations of the Environment, Development and Transport Committee Meeting held on 27 January 2017”.

9. Colney Bowthorpe Bridge Link

9.1 The Committee received the report setting out the background to the Colney Bowthorpe Bridge Link project.

9.2 The Committee:

- **AUTHORISED** the making of a CPO pursuant to section 226(1)(b) of the Town and Country Planning Act 1990 and section 13 of the Local Government (Miscellaneous Provisions) Act 1976 to enable a footbridge to be constructed over the River Yare at Colney so as to link two existing public rights of way; *and*
- **DELEGATED** to the Executive Director of Community and Environmental Services the power to determine the precise boundaries of the land to be included in the CPO and the extent of the rights in the land sought to be acquired.

9. Recommendations of the Greater Norwich Development Partnership (GNDP) Board

9.1 The Committee received the report giving an update and **NOTED** progress on the production of the Greater Norwich Local plan since the re-establishment of the GNDP Board at the EDT Committee meeting on the 8 July 2016.

B – Items from the meeting of 17 March 2017

1. Urgent Business

- 1.1 The Chairman advised that Highways England had launched a consultation on A47 major improvement schemes on Monday 13 March 2017. As the County Council wished to respond to the consultation and there were no more EDT Committee meetings until after the consultation closing date of 21 April 2017, the Chairman asked the Committee to urgently agree that a response would be coordinated, agreed in correspondence with Members of the Committee, and the Chairman would respond on behalf of the Committee. The Committee **agreed** the proposal.

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

- 2.1 Mr T East provided the Committee with an update on the Western Link and thanked the Chairman of Environment Development and Transport Committee for agreeing to his suggestion to chair the Stakeholder Group.

3. Highway Parish Partnership Schemes 2017-18

- 3.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out the proposed parish partnership programme for 2017-18 following analysis and review of the applications submitted.
- 3.2 The Committee **APPROVED** all bids listed in Appendix B of the report for inclusion in the Parish Partnership Programme for 2017-18.

4. Local Member Highways Budget Proposal

- 4.1.1 The Committee received the report by the Executive Director of Community and Environmental Services outlining the proposal to provide each local Member with an annual budget of £6,000 to be used on highway work within each financial year, offering flexibility to progress small highway projects at their discretion based upon local need.
- 4.1.2 The Committee **agreed** that Traffic Regulation Orders (TRO's) should be added to the list of work that could be covered by this budget.
- 4.1.3 The Committee **agreed** that recommendation 2 (In future years, should the initiative be successful, the "Local Member Highways Budget" would merge with the Parish Partnership scheme to provide a single highways budget of £6000 for each division to minimise administration costs) should be deferred to allow additional work to be carried out and more options to be identified for consideration by the Committee at its June meeting.
- 4.2 The Committee **AGREED** that:
For 2017/18 a Local Member Highways Budget is provided, re-allocating part of the Challenge Fund budget.

5. Great Yarmouth 3rd River Crossing Project – submission of Outline Business Case to DFT.

- 5.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out proposals for a 3rd river crossing project at Great Yarmouth and details of the submission of the Outline Business Case to the Department for Transport (DfT).
- 5.2 Upon being put to the vote, with 16 votes in favour, 0 votes against and 1 abstention, the Committee :
1. **NOTED** the update on progress since 2009 and approve the submission of an Outline Business case to the Department for Transport (DfT) in March 2017.
 2. **NOTED** the requirement to underwrite the local funding contribution of 20% towards the project on the basis of an approximate cost of £120m going forwards from April 2017 (at outturn cost). This funding is likely to come from a range of sources, however these are still to be confirmed. The funding will not be fully required until construction starts in late 2020.
 3. **AGREED** to progress development work on the next stage of the project from April 2017, at risk, pending the DfT decision expected during summer 2017. The cost of this is anticipated to be in the region of £200k.
- 6. Proposal for a market town network improvement strategy.**
- 6.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out details of a proposal for an overarching strategy to support the delivery of a suite of market town transport studies.
- 6.2 The Committee **AGREED** a programme of broad transport studies (3-4 per year) looking at the transport impacts of growth in market towns and large villages in Norfolk.
- 7. Broadband, Mobile Phone and Digital – update from the Member Working Group.**
- 7.1 The Committee received the report by the Executive Director of Community and Environmental Services providing an update on the information gathered by the Broadband, Mobile Phone and Digital Members Working Group in relation to mobile phone coverage in Norfolk, which was introduced by Cllr Marie Strong, Chairman of the Working Group.
- 7.2 The Committee **REVIEWED** the information provided and acknowledged that the Working Group had been concluded ahead of the election on 4 May 2017.
- 8. Revised Minerals and Waste Development Scheme**
- 8.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out a formal revision to the Minerals and Waste Development Scheme (MWDS) after it had been identified that the stages from Submission onwards in the Silica Sand Review of the Minerals Site Specific Allocations DPD will not be in accordance with the adopted timetable.
- 8.2 The Committee **RESOLVED** that the Minerals and Waste Development Scheme, updated in the timetable shown in the minutes of the meeting, shall have effect from 24 March 2017.
- 9. Consultation on the De-maining of the River Thet**

- 9.1 Following an announcement by the Environment Agency on 15 March 2017 that it was terminating the River Thet De-Maining project and was therefore no longer seeking Norfolk County Council's views on the proposal, this item was withdrawn from the agenda.
- 10. Eastern Regional Flood and Coastal Committee (RFCC) Property Level Protection Grant Scheme**
- 10.1 The Committee received the report by the Executive Director of Community and Environmental Services asking it to accept the recommendations of the Inland Flooding group for the distribution of grants and approval of a reserve list, subject to eligibility checks and approval conditions.
- 10.2 The Committee **APPROVED** the allocation of 2017 grants following Inland Flood Group Assessment.
- 11. Norfolk Cycling and Walking Action Plan**
- 11.1 The Committee received the report by the Executive Director of Community and Environmental Services asking members to approve the Norfolk Cycling and Walking Action Plan which would further the Council's ambition to promote health and wellbeing through good infrastructure. The report was introduced by Cllr Hilary Cox, Cycling and Walking Champion.
- 11.2 The Committee **APPROVED** the Norfolk Cycling and Walking action Plan as set out in Appendix A of the report.
- 12. Finance Monitoring**
- 12.1 The Committee **noted**:
- a) The forecast out-turn position for the Environment Development and Transport Committee and the current risks to the budget as highlighted in the report.
 - b) The planned use of reserves as set out in section 4 of the report and that proposals for any further use of reserves in 2016-17 would be highlighted to the Committee if the resulting forecast level of reserves falls below the 31 March 2017 balances anticipated at the time the budget was set.
- 13. Forward Plan and decisions taken under delegated authority**
- The Committee:
- **REVIEWED** the Forward Plan and
 - **NOTED** the delegated decisions set out in section 2 of the report.

Martin Wilby
Chair, Environment, Development and Transport Committee

Report of the Economic Development Sub Committee Meeting held on 19 January 2017.

A – Items from the meeting of 19 January 2017

1. Notice of Motions

- 1.1 Mr J Childs introduced a motion seconded by Mr A White:
“The Economic Development Sub-Committee congratulates the tourist industry of Norfolk for its great fiscal input into our local economy but would like to ask officers to apply pressure to the relevant authorities that have shut public toilets and stopped funding for beach cleaning to reverse these decisions as it seems perverse that we successfully attract visitors to our lovely beach towns but do little to look after them while they are here?”
- 1.2 Following debate and upon being put to a vote, the motion was duly **CARRIED**.

2. Verbal Update/feedback from Members of the Committee regarding Member Working Groups or Bodies that they sit on

- 2.1.1 Mr Spratt updated the Sub-Committee on matters discussed at the recent meeting of the County Farms Advisory Board.
- 2.1.2 The County Farms Advisory Board **REQUESTED** the Economic Development Sub-Committee to look at the potential impact of Brexit on farming.
- 2.2 The Managing Director of Hethel Engineering gave an update on Scottow Enterprise Park.

3. Emerging Sectors – The Bioeconomy

- 3.1 The Sub-Committee received a report and heard a presentation providing information on the existing and development of Biotech and bioeconomy in Norfolk and East of England.
- 3.2 The Sub-Committee:
- **NOTED** the developments of the ‘Bioeconomy’ and the economic opportunities that it provided;
 - **ENDORSED** the work of Hethel Innovation in the delivery of the ‘Innovation New Anglia’ programme and the establishment of ‘Biotech East’ to support and grow the sector.

4. Emerging Sectors - Cleantech

- 4.1 The Sub-Committee received a report and heard a presentation explaining cleantech, and discussing the growth of this sector in Norfolk and Suffolk.

- 4.2 The Sub-Committee:
- **NOTED** the emerging 'Cleantech' sector and the opportunities that it provided;
 - **ENDORSED** the work of Hethel Innovation in the delivery of the 'Innovation New Anglia' programme and the establishment of the 'Cleantech East' network to support and grow the sector.
5. **Enterprise Zones**
- 5.1 A report was received providing an update on the two Enterprise Zones in Norfolk.
- 5.2 The Sub-Committee **ENDORSED** the approach being taken to support Enterprise Zone Development.
6. **Inward Investment Update**
- 6.1 The Sub-Committee received the report providing an overview of the inward investment function, an update on current performance and proposals for future activity.
- 6.2 The Sub-Committee commented on current performance and arrangements and **SUPPORTED** the efforts of the inward investment team
7. **EU Programmes Update following the Referendum**
- 7.1.1 The Sub-Committee received the report providing an update on government announcements made since July which impacted on EU funded programmes managed delivered and delivered by Norfolk County Council
- 7.1.2 The programme Manager for European, national and rural funding programmes updated the Committee that since the report was written, the Prime Minister had indicated the UK may participate in some EU programmes; the level of contribution to the EU budget would likely be much less than at present.
- 7.1.3 The Chairman asked that the proposal at section 1.1 be strengthened by inserting the word 'managed', to read "the UK government should replace EU funding with a national successor scheme delivered and managed locally which maintains the current global value and is index linked".
- 7.2 The Sub-Committee:
- **SUPPORTED** the government guarantee for funding and the EU project activity that had happened since the referendum;
 - **APPROVED** the proposal and principles for any economic based successor schemes to EU funding (post 2020) as the basis for our submission to the Local Government Association Brexit Sounding Board.
8. **Apprenticeships funding update**
- 8.1 The Sub-Committee received the report providing an update on the position of the Apprenticeships Norfolk service in the light of ceasing of existing funding in June 2017, following on from the report presented in November 2016.

- 8.2 The Sub-Committee **NOTED**:
- That was had been possible to identify approximately 50% of the required resource that could be used to support the delivery of Apprenticeship promotion work in schools, the community and to employers from July 2017;
 - That exploring alternative external sources of funding, including European Social Fund Opportunities (ESF) and social mobility funding continued.

9. Finance Monitoring Report

- 9.1.1 The Sub-Committee received the report providing the financial position for the service as at the end of December, Period 8, 2016-17 financial year, covering the revenue budget, capital programme and balance of reserves.
- 9.1.2 The Financial Business Partner for Communities and Environmental Services reported that there were no financial issues for the upcoming year, 2017/18.
- 9.2 The Sub-Committee **NOTED** the budgets for Economic Development and Strategy for 2016-17.

Stuart Clancy
Chair, Economic Development Sub-Committee

Report of the Norfolk Health Overview and Scrutiny Committee meeting held on 8 December 2015

1 NHS Workforce Planning in Norfolk

- 1.1 The Committee agreed that the Chairman and Mrs Margaret Stone (the Chairman of the Scrutiny Task and Finish Group on NHS Workforce Planning in Norfolk) should be co-signatories to a letter to Simon Stevens, Chief Executive of NHS England, about the key issues of NHS workforce planning in Norfolk that were of concern to Members, namely, Service Increment Funding for Teaching (SIFT) and the importance of speeding up the progress towards a fair share of funding for Norwich Medical School.

2. Children's Mental Health Services in Norfolk

- 2.1 The Committee received a suggested approach from the Democratic Support and Scrutiny Team Manager to the issues and concerns raised in the terms of reference for scrutiny of children's mental health services that were agreed by the Committee in September 2015.
- 2.2 Representatives from Child and Adolescent Mental Health Services (CAMHS), Norfolk County Council, the Norfolk Clinical Commissioning Groups, NHS England Specialised Commissioning, Norfolk and Suffolk NHS Foundation Trust, James Paget University Hospitals NHS Foundation Trust and one of the providers of Tier 2 child and adolescent mental health services were in attendance to discuss the issues.
- 2.3 In the course of discussion the following key points were made:
- Child and Adolescent Mental Health Services (CAMHS) were jointly commissioned by the NHS Clinical Commissioning Groups and Norfolk County Council Children's Services using pooled funds. The services were provided by NHS and voluntary sector organisations.
 - One in ten children and young people needed support or treatment for mental health problems.
 - In Norwich and Great Yarmouth, a higher than average percentage of children and young people with mental health issues entered the youth justice system. Norwich and Great Yarmouth also had a higher than average number of recorded cases of self-harm amongst children and young people.
 - The witnesses were asked to provide details about how the level of self-harm amongst children in deprived areas of Norfolk (particularly Great Yarmouth) compared to the levels in similar areas of deprivation nation-wide.
 - Child and Adolescent Mental Health Services (CAMHS) were making a number of fundamental changes in how mental health services were delivered, moving away from a system defined in terms of the services provided by public and voluntary organisations towards a system that was built around a more co-ordinated approach to meeting the needs of children, young people and their families generally.
 - For instance, steps were being taken to embed Tier 3 teams in children's

centres. Three dedicated teams had been set up in children's centres in King's Lynn, Great Yarmouth and Norwich.

- The Committee was informed that children's centres, schools, school health services, youth centres, primary care and District Councils all had their own important roles to play in providing a means of delivering mental health promotion and prevention activities, and worked best on mental health issues when they operated together on a whole-system basis.
- In Norfolk as a whole there was a 25% year on year increase in the number of children with eating disorders. The CAMHS staff visited schools to work alongside teachers and school staff to tackle this issue.
- The witnesses said that for a number of years the rising number of referrals accompanied with the squeeze on budgets had led to increasing delays for treatment. The award of an extra £1.9m per year of Government funding to develop local provision for children and young people with mental health needs in Norfolk and Waveney was seen by the witnesses as a positive step forward. They said that a large amount of this new money would be invested directly into bolstering the care pathway for children and young people, providing additional support to the Police on mental health issues and in meeting the costs of recruiting and employing additional CAMHS staff, and providing for the training of more "home grown" staff.
- The "Point 1 service" was commissioned to provide a "maximum average" of 6 sessions of support per client. This meant that some children and young people received significantly more than 6 sessions. The witnesses said that in services where there were no limits on the number of sessions, clients on average had 8 sessions.
- Members stressed the importance of regular mental health assessments for "Looked After" Children who needed them.
- The witnesses estimated that only 25% of children with mental health issues were issued with a Statement of Special Educational Needs.
- The witnesses added that Norfolk as a whole was ahead of the average for most of the performance benchmarks and targets for children with mental health needs. For instance, the waiting time in Norfolk for first treatment was estimated at 8 weeks which compared with a national target of 18 weeks and waiting times of up to a year in other parts of the country.
- The witnesses said that it was difficult to put in place meaningful long term performance targets for children's mental health services when many of the leading causes of mental health were linked to family breakdowns and social problems in society generally. However, significant further improvements in CAMHS services should be clearly visible in the next two years.

- 2.4 The Committee agreed to carry out a further assessment of the progress of children's mental health services at a future meeting. Members' were asked to raise any outstanding issues of concern on this subject with the Democratic Support and Scrutiny Team Manager so that they could be considered for inclusion in the forward work programme when the Committee next meets in February 2015.

3 Stroke Services in Norfolk

- 3.1 The Norfolk and Waveney Stroke Network (the Network) updated Members on developments in stroke services following the recommendations made by the Committee in July 2014. The Network's progress report drew together updates from all the organisations to which the Committee had originally made recommendations.

3.2 Representatives from NHS East of England, Norfolk and Norwich University Hospitals NHS Foundation Trust (NNUH), and James Paget University Hospitals NHS Foundation Trust (JPH) were in attendance as witnesses to discuss the issues. The Committee also heard from a member of the public about the difficulties stroke carers within the family could experience in getting the right kind of stroke support to be able to provide care at home and the importance of making it easy for people to be referred back into the rehabilitative service if necessary.

3.3 In the course of discussion the following key points were made:

- The witnesses said that the position of clinical lead was shared between consultants in the Network and that the acute hospitals were benefiting from a coordinated approach to best practice.
- The Network was continuing to work with the East of England Ambulance Service on the number and location of ambulance bases in Norfolk. The travelling times to the hyper acute stroke units remained below expectations in some areas of north and south Norfolk.
- The Committee was informed that the JPH continued to experience significant recruitment difficulties. The recruitment process had, however, identified two potential candidates for senior stroke positions at the JPH who were due to complete their training shortly.
- The Committee was pleased to hear that the NNUH had 6 stroke specialist consultants and 5 specialist registrars.
- Overall, the stroke services at the NNUH and at the JPH were in a better position now than they were in 12 months ago.
- Witnesses considered that delays in processing of patients, particularly for entitlement to Continuing Health Care, were a more significant part of the problem than the availability of intermediate care beds. Great Yarmouth and Waveney CCG had commissioned 7 beds where patients could wait for assessment.
- With regard to improving specialist stroke cover, a dedicated stroke consultant was available at the NNUH at weekends. This was considered a significant improvement since the issue was last been reported to the Committee.
- The witnesses said that more in-depth analysis was required of the data that the Sentinel Stroke National Audit Programme (SSNAP) was generating in relation to stroke services in Norfolk.
- The Cardiovascular Strategic Clinical Network Manager (East of England) said that the National Clinical Director for Stroke had been visiting hospitals in Norfolk and would be looking at ways to support links between them.

3.4 The Committee agreed to note the recommendations of the Review of Stroke Rehabilitation report to the Norfolk and Waveney Stroke Network, commissioners and providers and to ask for a further update from Norfolk and Waveney Stroke Network at a future meeting.

4 Forward Work Programme

4.1 A number of detailed changes were made in the forward work programme. (The current programme was agreed at the February 2016 meeting of the Committee).

Michael Carttiss
Chairman

Report of the Norfolk Health Overview and Scrutiny Committee meeting held on 12 January 2017

1. Community Pharmacy

- 1.1 The Committee received a suggested approach by Maureen Orr, Democratic Support and Scrutiny Team Manager, to information obtained from Norfolk County Council Public Health, the Norfolk Local Pharmaceutical Committee (NLPC) and Norfolk and Waveney Local Medical Committee about the local implementation of national reforms to the community pharmacy sector and the potential effect on services. Representatives of NHS England Midlands and East (East), Norfolk County Council, Norfolk and Waveney Local Medical Committee (NLPC) and the Norfolk Local Pharmaceutical Committee Group were in attendance to discuss the issues.
- 1.2 The following key points were noted:
- The Committee was informed that there were several different types and sizes of community pharmacies, ranging from the large chains with shops that could be found on the high street, or in edge of city/ town supermarkets, to the small individually owned pharmacies often found in small rural communities. Some independent community pharmacies were open long hours when other health care professionals were unavailable and located at the heart of the most deprived communities in Norfolk.
 - Pharmacies were traditionally the facilitator of personalised care for people with long-term conditions; the trusted, convenient first port of call for episodic healthcare advice and treatment. However, the traditional role of the community pharmacist as the healthcare professional who dispensed prescriptions written by doctors had now changed.
 - In recent years community pharmacy had focused on the transition from a business model that relied predominantly on dispensing services, to one that was more reliant on providing an expanded range of clinical and public health services.
 - Many pharmacy contractors in Norfolk had invested significantly to meet the challenges of increasing clinical and public health service provision.
 - As a result of this investment, pharmacies were able to take on a much more visible and active role in improving the public's health through, for example, the provision of stop smoking services, sexual health services such as chlamydia screening, and involvement in immunisation services, including administration of vaccines, and were also taking on a crucial role in the treatment available to substance misuse patients.
 - This allowed for better integration and team working with the rest of the NHS.
 - Close working by GP and community pharmacy teams (particularly through the use of common IT systems) meant that the quality and standard of health service provided to the public was continually being improved. Services provided by a dispensing pharmacy did not, however, compare with the services that were available from a community pharmacy.
 - It was pointed out that there was a pilot scheme whereby GPs could apply for three years of financial support to integrate pharmacy into a GP practice after which time they would have to fund the full cost for themselves.
 - The speakers from the NLPC welcomed the idea of a role for pharmacists within General Practice in principle but said that reducing community pharmacy to pay for it was not welcome. The two roles were not the same.

- The speakers from NHS England Midlands and East (East) said that given the current pressures on other parts of the urgent and emergency care system, and particularly on GPs, community pharmacists were being encouraged to provide an alternative triage point for many of the common ailments currently dealt with by out-of- hour services and Accident and Emergency departments.
- Members said that the direction of travel for community pharmacy should be to encourage an expansion of the services that they provided and embed those services into NHS care pathways.
- The Committee was informed that the Norfolk Pharmaceutical Needs Assessment (PNA), published on behalf of the Norfolk Health and Wellbeing Board in 2015, had concluded that the number and distribution of pharmaceutical service provision in Norfolk was “adequate”.
- The Committee highlighted the importance of keeping the PNA (which was due to be reviewed every three years) up to date of changes required in the number and distribution of pharmaceutical service provision that arose because of planned new housing development.
- The funding settlement for community pharmacy in England from 1 December 2016 was explained in detail in the report. It was confirmed that there were 168 community pharmacies in Norfolk, 32 of which qualify for the new Pharmacy Access Scheme (PhAS).
- Following the announcement by the Department of Health of the changes to the Community Pharmacy Contractual Framework for 2016-2018, the responsibility for implementation belonged to NHS England. There was no indication that funding for community pharmacy and funding for PhAS (to support patient access where pharmacies were sparsely spread and patients depended on them most) would continue beyond 2018. To be eligible for PhAS a pharmacy would have to meet set criteria, one of which was that it must be at least a mile away from its nearest pharmacy by road.
- It was pointed out that in addition to the PhAS scheme, pharmacists would be able to apply to participate in a Quality Payments Scheme that would reward community pharmacies for delivering quality criteria in all three of the quality dimensions: Clinical Effectiveness, Patient Safety and Patient Experience.
- One of the other proposed changes was the piloting of a national urgent medicines supply service, where people could be referred directly to community pharmacies after calling NHS 111.
- It was noted that the Norfolk and Waveney Sustainability & Transformation Plan (N&W STP) included a priority project for ‘Pharmacy support: employing pharmacists to work as part of the primary care team assisting with prescriptions, day-to-day medicine issues & consultations where appropriate’. Members suggested that the STP Executive Board should give careful consideration to how the changes in community pharmacy could impact on the N&W STP.
- The speakers from the NLPC said that the Secretary of State’s proposals could lead to free health services being withdrawn from community pharmacies. The biggest cuts to arise from the removal of Establishment Payments by the end of 2019/20 were likely to fall on low dispensing volume pharmacies in areas of Norfolk with the highest health needs. Pharmacists in Norfolk needed to have the business confidence in order to continue to invest.
- While large numbers of pharmacies were unlikely to close immediately, the NLPC expected that pharmacy owners would be forced to take steps to reduce their operating costs. These were likely to include reduced opening hours and staffing, and no longer providing the services which they were not obliged to provide, such as home delivery of medicines and the supply of medicines in compliance aids. They were concerned about

the impact that this would have on patients with the result being that patients could find that they had to wait longer to receive the advice and support that was previously readily available.

- It was noted that there had been no public consultation about the changes and yet an estimated 3,000 pharmacies (a quarter of the total) in England might have to close as a result of the changes in funding.
- The High Court had granted the Pharmaceutical Services Negotiating Committee (PSNC) permission for two separate Judicial Reviews of the Secretary of State's October 2016 decision to implement cuts to community pharmacy funding and other changes. The PSNC believed the Secretary of State had failed to carry out a lawful consultation on the proposals for community pharmacy. The first hearing was expected to be heard in the week commencing 6 February 2017.
- The Committee noted that the changes to the community pharmacy contract were made nationally, and local commissioners (i.e. NHS England Midlands & East (East)) did not have the flexibility to respond to identified local issues. Around 90% of most community pharmacies' turnover was related to funding provided by NHS England in line with the contract. NHS England Midlands & East (East) had few resources for the commissioning of the 1,000 community pharmacies in this region, and no discretion in the operation of the national contract, including the application of PhAS. There was some local flexibility in relation to services commissioned from community pharmacy by others, such as Public Health and the CCGs.
- In the opinion of the Committee, the Department of Health had taken on a "London-centric" approach to community pharmacy that took little account of the geography of Norfolk and the impact significant savings reductions would have on the high quality of the community pharmacy services that were available in a rural county such as Norfolk.

- 1.3 The Committee **noted** the information contained in the report and that provided by the speakers during the meeting. It was **agreed** that Maureen Orr, Democratic Support and Scrutiny Team Manager, should write to NHS England, NHS England Midlands and East, the Department of Health and the STP Executive Board regarding the concerns that Members of the Committee had about the future of community pharmacy. It was also **agreed** that the draft letters should be circulated to Members for comment and final versions approved by the Vice Chairman before they were posted.

2 **Norfolk and Waveney Sustainability & Transformation Plan – NHOSC's comments**

- 2.1 The Committee agreed a report of comments made by Committee Members on 8 December 2016, subject to a number of further comments/ amendments, which have been submitted to Norfolk and Waveney Sustainability & Transformation (N&W STP) Executive Board Members.

3 **Forward Work Programme**

The Committee agreed its forward work programme for the remainder of 2016/17.

Michael Carttiss
Chairman

Report of the Norfolk Health Overview and Scrutiny Committee meeting held on 23 February 2017

1. Continuing Healthcare

1.1 The Committee received a suggested approach by Maureen Orr, Democratic Support and Scrutiny Team Manager, to a report that provided an update on the effects of the new policy and guidance introduced by Norwich, North Norfolk, South Norfolk and West Norfolk Clinical Commissioning Groups in 2016 regarding the provision of NHS Continuing Healthcare. The Committee received evidence from Healthwatch Norfolk, Norwich CCG, West Norfolk CCG and Norfolk County Council, Adult Social Care. The Committee also heard from a service user and Equal Lives.

1.2 The following key points were noted:

- In planning for the implementation of the new NHS CHC policy, the four CCGs had decided not to implement the following reference to a 5% difference rule in the options for care: "A CCRP (Complex Case Review Panel) will ensure all domains are considered at the point where there is a more than 5% difference in the options for care being considered." In response to questions the CCG representative confirmed that the reference to this rule was obsolete and would be removed from the policy.
- The speakers outlined the practical difficulties with instigating a single joint CCRP for the four CCG areas which they said it was not possible to introduce at this time. They added that it might be possible to move in stages towards a single panel as the CCGs developed plans for joint working through a single business unit.
- The speakers acknowledged that there was a large disparity in average waiting times between NHS CHC referral and assessment between the three central CCGs and West Norfolk CCG where referral to assessment waiting times remained much longer.
- Healthwatch Norfolk (HWN) had undertaken an evaluation of complaints and feedback from patients since the adoption of the new arrangements. This internet based survey had identified no specific areas of complaint about the CHC policy. The survey had, however, identified an underlying concern about the format and tone of written communication with patients about the NHS continuing healthcare referral and assessment process i.e. what to expect, eligibility and what each decision meant. There was a need for more clear and accurate verbal and written communication of information about the different stages of the NHS CHC process, the outcome of each stage and particularly about the notification of decisions, including funding decisions with reasons why and in written requests for payment for NHS continuing healthcare.
- Healthwatch Norfolk was willing to follow up on some of the key issues that were identified in their report and to do this through a more sophisticated method than the earlier on-line internet based survey.
- The speakers said that the four CCGs continued to have efficient arrangements in place with social care as well as with hospitals and nursing homes for patient discharge. NHS CCG provision might take the form of a care home placement, or a package of care in the individual's own home, or elsewhere.

- Services were purchased from private providers in Nursing and Residential Care settings, by Domiciliary Care agencies and more recently via carers directly employed by an individual under a Personal Health Budget arrangement.
- The speakers said that the quality standards within the service contracts helped to ensure that the CCGs were able to hold providers to account for the quality of care they provided.
- In order to receive positive feedback from patients, the training plans that the CCGs prepared for NHS and County Council staff and for CCRP members took account of equality, disability and human rights legislation and the Harwood Care and Support Charter.

- 1.3 The Committee agreed to ask Norwich CCG (on behalf of the four CCGs) to provide a full written response to several questions that were asked by a service user. The Committee also agreed to ask Norwich CCG to comment on several points made by Equal Lives and for both responses to be circulated to Members.
- 1.4 The Committee noted that Healthwatch Norfolk had agreed to liaise with the four CCGs about how they could help to obtain more patient feedback on the CHC service in the future.
- 1.5 The Committee agreed that recommendations to the NHS CHC Commissioners would be drafted, based on Members' discussions. It was further agreed that the draft recommendations would be circulated to Members for comment and that the final recommendations would be approved by the Chairman and Vice Chairman for despatch to the Commissioners. The approved recommendations, which were despatched to the commissioners on 20 March 2017, are attached at Appendix A.

2 NHOSC Appointments

- 2.1 The Committee appointed Margaret Stone to Great Yarmouth and Waveney Joint Health Scrutiny Committee and Lana Hemsall (Broadland District Council) as NHOSC link with the James Paget University Hospitals NHS Foundation Trust.

3 Forward Work Programme

- 3.1 The Committee agreed that the Chairman and Vice Chairman should draw up an order of priority for subjects for NHOSC to consider at its next meeting in April 2017.

Michael Carttiss
Chairman

Appendix A Continuing Healthcare in central and west Norfolk - recommendations to commissioners

On 23 February 2017 NHOSC received a report on Continuing Healthcare and discussed the service with commissioners:-

Rachael Peacock - Head of Continuing Care, Norwich CCG

Nikki Cocks – Director of Operations and Delivery, Norwich CCG
Rob Jakeman – Integrated Commissioning Manager, West Norfolk CCG and Adult Social Care, Norfolk County Council
Jeanette Patterson – Continuing Healthcare Lead, Norfolk County Council

NHOSC agreed that recommendations based on the discussions at the meeting would be drafted after the meeting, circulated to NHOSC Members for comment and agreed by Chairman and Vice Chairman before despatch to the commissioners.

The following are the agreed recommendations:-

1. Communication

- (a) That the CCGs address the findings highlighted in the Healthwatch Norfolk survey:-
- There is a need for clear and accurate information about the NHS continuing healthcare referral and assessment process i.e. what to expect, eligibility and what each decision means.
 - Improvement is needed in both verbal and written communication of the different stages of the process, the outcome of each stage, and particularly for the notification of decisions including funding decisions with reasons why and in written requests for payment for NHS continuing healthcare.
- (b) That CCGs ensure people are well-informed about what they might be eligible for and what services are available, without raising expectations.
- (c) That the CCGs consider whether to commission more advocacy services for people involved in the CHC assessment process and those in receipt of CHC so that their views are fully expressed and understood.

2. Proactive quality monitoring

That CCGs undertake more proactive quality monitoring to check that CHC patients are receiving a service that meets their needs, e.g. not being left in bed until late in the morning or put to bed too early in the evening.

3. Patient surveying

That the CCGs arrange for a more widely accessible survey of the experiences of CHC patients and families / carers, i.e. using a wider variety of methods than the previous survey, which was on-line, internet based.

4. Planning and safety-netting

That CCGs work in close partnership with social care and other relevant agencies including service user groups to ensure planning for an effective safety-net service for CHC patients on occasions when their usual provider is unable to deliver.

5. Time from referral to assessment

That the CCGs work to speed up the process between referral and

assessment for CHC eligibility so that the average waiting time in each of the 4 CCG areas reduces to meet the 28 day standard.

NHOSC requests the commissioners to:-

- i. Provide a written response to the recommendations above by 12 May 2017.
- ii. Report to committee in February 2018 with an update on the effects of the policy and guidance introduced in April 2016 and any further developments in relation to CHC (e.g. progress towards establishment of a single business unit for delivery of the CHC process and a single Complex Case Review Panel across the 4 CCG areas). NHOSC would welcome an update report from Healthwatch Norfolk at this point, including a more in-depth patient experience survey.

Report of the Planning (Regulatory) Committee Meetings held on 6 January and 17 February 2017

A: Meeting held on Friday 6 January 2017.

Applications referred to the Committee for Determination:

- 1 Y/7/2016/7008: St Augustines Primary School, West End, Costessey, Norwich, NR8 5AG.**
 - 1.1 The Committee considered the report by the Executive Director of Community and Environmental Services seeking retrospective planning permission for provision of a new classroom block on part of the school playing field, within the settlement boundary. Conditional permission for the development under consideration was originally approved in 2014. Development had been undertaken without discharge of the pre-commencement conditions and the actual design of the classroom block was not fully in accordance with the approved drawings.
 - 1.2 The Executive Director of Community and Environmental Services was authorised to:
 - Grant planning permission subject to the conditions outlined in section 13 of the report.
 - Discharge conditions (in discussion with the Chair and Vice-Chair of the Committee) where those detailed in the report require the submission and implementation of a scheme, or further details, either before development commenced or within a specified date of planning permission being granted.
 - Delegate powers to officers (in discussion with the Chair and Vice-Chair of the Committee) to deal with any non-material amendments to the application that may be submitted.
- 2 C/7/2016/7015: Land at Hempnall Road, Morningthorpe, NR15 2RE.**
 - 2.1 The Committee considered the report by the Executive Director of Community and Environmental Services seeking planning permission for the upgrade of surface water drainage on the site, with the installation of a HydroFilterra tree unit, pipework and all associated works.
 - 2.2 The Executive Director of Community and Environmental Services was authorised to:
 - i) Grant planning permission subject to the conditions outlined in section 13 of the report.
 - ii) Discharge conditions (after discussion with the Chair and Vice-Chair of the Committee) where those detailed in the report required the submission and

implementation of a scheme, or further details, either before development commenced, or within a specified date of planning permission being granted.

- iii) Delegate powers to officers (after discussion with the Chair and Vice-Chair of the Committee) to deal with any non-material amendments to the application that may be submitted.

B: Meeting held on Friday 17 February 2017.

1 C/7/2016/7011: Unit 1, Bridge Industrial Estate, Silfield Road, Wymondham, NR18 9AU.

- 1.1 The Committee received the report by the Executive Director of Community and Environmental Services seeking part retrospective planning permission for use of a site as an aggregates and waste storage and distribution depot. The proposed development site was located within an existing industrial area and within the settlement boundary for Wymondham. The retrospective nature of the development related to waste aggregate currently being stored on the site.
- 1.2 The Executive Director of Community and Environmental Services was authorised to:
 - i) Grant planning permission subject to the conditions outlined in section 13 of the report.
 - ii) Discharge conditions (in discussion with the Chair and Vice-Chair of the Committee) where those detailed in the report require the submission and implementation of a scheme, or further details, either before development commenced or within a specified date of planning permission being granted.
 - iii) Delegate powers to officers (in discussion with the Chair and Vice-Chair of the Committee) to deal with any non-material amendments to the application that may be submitted.

Mike Sands

Chair, Planning (Regulatory) Committee

Report of the Audit Committee Meeting held on 26 January 2017

1 Items of Urgent Business

- 1.1 Sailpoint system.
The Chief Internal Auditor would circulate an update on the roll-out of the Sailpoint System. Sailpoint was the Identity Access Management System which would be used to monitor new employees and leavers, as well as ensure equipment was retrieved from staff who had left Norfolk County Council employment.
- 1.2 Information Commissioner's Office (ICO) Audit.
A summary of the recent ICO Audit could be found on the ICO website - <https://ico.org.uk/action-weve-taken/audits-advisory-visits-and-overview-reports/norfolk-county-council/> Members were pleased to note that reasonable assurance that processes and procedures were in place and delivering data protection compliance had been given by the ICO. An action plan had been developed to cover the 25 audit findings and these would be monitored by the ICO and Audit Team. The Committee would receive an update at its meeting in April as to how the action plan was progressing.

2 Norfolk Audit Services Quarterly Report for the quarter ended 31 March 2016.

- 2.1 The Committee considered the report by the Executive Director, Finance and Commercial Services setting out how Internal Audit's work had contributed to the Council's priorities.
- 2.2 The Committee **RESOLVED** to note:
- The overall opinion on the effectiveness of risk management and internal control being 'acceptable' and therefore considered 'sound'.
 - Satisfactory progress with the traded schools audits and the preparations for an Audit Authority for the France Channel England Interreg Programme.
 - That plans are being established in the audit team to strengthen corporate development themes of: Strategy into Action / Accountability, Commerciality/Business Like, Data Analytics/ Evidence Based and Collaboration/Influencing for the internal audit function.

3 Risk Management Report

- 3.1 The Committee considered the report by the Executive Director, Finance and Commercial Services providing it with the corporate risk register at the end of December 2016, along with an update on the Risk Management Strategy 2016-19 and other related matters following the latest review conducted during December 2016.

- 3.2 The Committee welcomed Tracy Jessop (Assistant Director Highways and Transport) and David Allfrey, Major Projects Manager who attended the meeting to provide the Committee with an update on risk RM017 (Failure to construct and deliver the Norwich Northern Distributor Route (NDR) within agreed budget (£179.5m).
- 3.3 The Committee **RESOLVED** to **note**:
- a) The changes to the Corporate Risk Register and the progress with mitigating the corporate risks;
 - b) The scrutiny options for managing corporate risks.
 - c) The summary of results from the Risk Management Benchmarking Club report.
 - d) The actions being taken to improve flood risk management for Norfolk County Council owned properties.

4 Norfolk County Council's Insurance Cover

- 4.1 The Committee considered the report by the Executive Director, Finance and Commercial Services providing it with information relating to the current position of the insurance provision for Norfolk County Council. The report provided Members with assurance as to how the insurance provision was delivered for the County Council and how claims against the Council were managed by the Insurance Team.
- 4.2 The Committee **RESOLVED** to **note** that proper insurance existed where appropriate, as confirmed by external and internal reviews and accept the report.

5 Internal Audit Strategy, Approach, Strategic Plan 2017-20 and Internal Audit Plan for first half of year 2017-18.

- 5.1 The Committee considered the report by the Executive Director, Finance and Commercial Services setting out the Strategy and Internal Audit Plan for the first half of the year 2017-18.
- 5.2 The Committee **RESOLVED** to **note**:
- That internal audit's strategy and plan, contribute to an effective system of internal audit and risk management and that those arrangements are compliant with all applicable statutes and regulations, including the Public Sector Internal Audit Standards (2016) and the Local Authority Guidance Note of 2013 and any other relevant statements of best practice.
 - The strategy and plan being the Internal Audit Strategy 2017-20 (Appendix A), the Approach 2017-18 (Appendix B), the Three-year Strategic Audit Planned Days to support the Audit Opinion (Appendix C), the Summary Internal Audit Plan for the first half of the year 2017-18 for work supporting the Internal Audit Strategy (Appendix D) and the Detailed Internal Audit Plan for the first half of the year 2017-18 (Appendix E).

6 External Auditor's Annual audit Letter 2015-16 and Audit Committee Briefings.

6.1 The Committee considered the report by the Executive Director, Finance and Commercial Services introducing the External Auditor's Annual Audit Letter 2015-16.

6.2 The Committee **RESOLVED** to note:

- The External Auditor's Audit Letter 2015-16.
- The key messages in the briefings.

7 Anti-Fraud and Corruption Update

7.1 The Committee considered the report by the Chief Legal Officer providing an update on the Council's Anti-Fraud and Corruption activity for the period from January 2016 to December 2016.

7.2 Mr I Mackie proposed, seconded by Mr N Shaw, that the Audit Committee request anti-fraud training be mandated for all Norfolk County Council staff. The Committee unanimously **agreed** the proposal.

7.3 The Committee **RESOLVED** to note the report and requested anti-fraud e-learning training be mandated for all Norfolk County Council staff.

8 Audit Committee Work Programme

8.1 The Committee received and **noted** the report by the Executive Director, Finance and Commercial Services setting out the programme of work for the Committee and agreed the following items to be included on the agenda for the April 2017 meeting:

Children's Services and Department for Education activity.
Update on progress with the ICO Action Plan.

Mr I Mackie left the meeting and Vice-Chairman, Mr R Smith, took the Chair.

9 County Farms Update

9.1 The Committee considered the report by the Executive Director, Finance and Commercial Services, providing an update to the report received by the Committee at its meeting on 22 September 2016.

9.2 The Committee **RESOLVED** to:

- Note the follow-up Audit Report and Action Plan.
- Note that an update would be reported to the Economic Development Sub-Committee and Audit Committee when appropriate.

Ian Mackie
Chairman, Audit Committee

Report of the Health and Wellbeing Board Meeting held on 8 February 2017

1. Norfolk and Waveney Sustainability and Transformation Plan (STP)

- 1.1 The Board received a report from the Managing Director, (nominated lead on the Norfolk and Waveney STP), updating them on the development of key aspects of the Norfolk and Waveney Sustainability and Transformation Plan (N&W STP), including governance arrangements and engagement. The Board also noted that four bids had been submitted to the Transformation Fund by the deadline and that the N&W STP submission had been published in November. A copy is available on the Healthwatch Norfolk website at www.healthwatchnorfolk.co.uk/ingoodhealth
- 1.2 The Board discussed the revised governance arrangements, outlined in the report, and recognised that they represented the commitment of the system leadership locally, working across organisations and individual accountabilities.

2. Norfolk Better Care Fund Plan 2017-19: Progress and Future Planning

- 2.1 The Board received a report from the Director of Health Integration providing a summary of progress of the Better Care Fund (BCF) for 2016-17. Norfolk's BCF programme is a key mechanism for the delivery of integration in Norfolk providing a vehicle for furthering integration between health and social care, and also supporting the transformation required to address the sustainability of the system.
- 2.2 The report also updated the Board on the development of the Norfolk 2017-19 programme, which built on learning from the 2016/17 programme. The Board noted the progress made already with those schemes already committed to. It also recognised the need to fully understand the impact of the 2016-17 BCF to inform future planning as well as the need to align the developing BCF Plan with the N&W STP.
- 2.3 The Board noted that detailed BCF guidance and policy documents were still awaited and that the latest advice from NHS England was that these would be available later in February.
- 2.4 **The Board resolved to:**
- Note the overall strategic direction of the BCF Plan, in particular noting that it should be aligned with the Norfolk and Waveney STP.
 - Agree that, if timings allow, the final submission would be brought to the full Health and Wellbeing Board meeting in April for approval. If timings do not allow then it would be circulated to all members of the Board for comment with the final decision delegated to the BCF Sub-group (the Chair and Vice Chairs).

3. Norfolk's Response to Domestic Abuse

3.1 The Board received a report from the Norfolk Countywide Community Safety Partnership Manager which summarised the strategic direction of work to improve how Domestic Abuse (DA) is tackled in Norfolk and suggesting how the Health and Wellbeing Board could contribute. The key elements of Norfolk's developing role as a beacon site for the national DA charity SafeLives was also noted.

3.2 The Board resolved to:

- Confirm that partners endorsed the approach being taken to tackle DA in Norfolk through the partnership with SafeLives for MASH development, and the piloting of Penta interventions.
- Assist in building awareness of our approach and influencing the alignment of strategy between partners
- Consider the role that partners could play, both collectively and individually, in ensuring the practical implementation and embedding of our approach.
- Consider how integrated care pathways for DA are commissioned.
- Identify major risks or barriers and how these might be addressed.

4. Developing our future Strategy - a draft Framework

4.1 The Board received a report which provided a draft Framework for developing future Strategy based on the three longer term goals or themes. For each of the longer term goals, the draft framework outlined the overall purpose and principles involved, and a high level statement about how the Board would go about addressing the challenges facing the system.

4.2 It was noted that an engagement event with wider stakeholders would be held on 21st June 2017 to form part of partners' engagement activity around the developing strategy.

4.3 The Board resolved to:

- Consider and comment on the contents of the paper
- Agree the draft Framework as the basis for developing the next Joint Health and Wellbeing Strategy
- Approve the outlined proposals for an engagement event with wider stakeholders on the developing Strategy to be held in the summer.
- Identify any key factors that would inform the next stages of its development.

5. Prevention and Promoting Independence. Creating wellbeing and improving health and social care - a district council perspective.

5.1 The Board received a report and presentation which had been prepared with the aim of developing a shared vision of the role District Councils have in supporting residents across Norfolk to live independently in their own homes, promote independence and prevent ill health. The areas where the District

Councils are providing existing early help and prevention type services as part of statutory service provision was welcomed by the Board.

5.2 The Board resolved to:

- Support the joint working initiatives recognising the importance of locality working and the role played by District Councils, alongside other partners, in building stronger communities, creating wellbeing, early help and prevention and the potential to integrate services.
- Identify any action that Board Member organisations could take to supports its development.

**Brian Watkins,
Chairman, Health and Wellbeing Board**

Report of the Norfolk Joint Museums Committee meeting held on 13 January 2017

1 Area Museums Committees

- 1.1 The Joint Committee received reports from meetings of the Great Yarmouth, King's Lynn and West Norfolk and Norwich Area Museums Committees.
- 1.2 Members' attention was drawn to the forthcoming "Titanic Honour & Glory" national touring exhibition that would be held in Great Yarmouth between 1st April 2017 and 24th September 2017. The Joint Committee noted that there were a number of local Titanic societies in Norfolk that provided an opportunity for those interested in the history of the Titanic, the White Star Line and other ships of the classic era to further their knowledge and enjoyment of this fascinating subject.
- 1.3 Attention was also drawn to a donation of material relating to Samuel Gurney Cresswell, the Arctic explorer. This material included a ceremonial sword, cabinet, scroll and epaulettes presented to Cresswell by the people of Kings Lynn in 1853. It was hoped that these items could be incorporated into the Stories of Lynn displays at the Town Hall where the Cresswell story was highlighted.

2 Norfolk Joint Museums Service – Finance Monitoring Report for 2016/17

- 2.1 Members received a report that covered progress with the NMS revenue budget for 2016/17, reserves and provisions, the capital programme and savings applied to the revenue budget for 2017/18.
- 2.2 The Joint Committee **resolved** to note –
 - (a) Progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2016/17.
 - (b) The proposed savings and changes for 2017/18 and beyond.

3 Norfolk Joint Museums Service – Risk Monitoring Report for 2016-17

- 3.1 The Joint Committee received and noted a report that provided Members with the Norfolk Museums Service Risk Register as at December 2016.
- 3.2 The risk monitoring report was compiled in a similar way to risk monitoring reports presented to service committees of the County Council. All the risks identified in the report were continually reviewed by appropriate managers to ensure that the risk scores reflected the current position against current service objectives.

4 Norfolk Museums Service – Performance & Strategic Update Report

- 4.1 The Joint Committee received a report that provided progress with performance against the NMS agreed service plan for 2016/17, details as to museum education and learning programmes, marketing and PR, partnerships, commercial developments, Norwich Castle Keep and other capital developments, NMS fundraising, the Arts Council England funding programme and the DCMS National Museums Review.

4.2 The following key points were noted:

- It was reported that work continued with the British Museum on the concepts for the British Museum Partnership Gallery within the Castle Keep and on the funding opportunities that this unique partnership provided.
- Following the opening of the new *Voices from the Workhouse* project at Gressenhall, and a strong exhibitions and events programme across the county, the NMS was confident that for 2016/17 as a whole it could match the previous year's excellent overall figure of 400,000 visits across NMS sites plus outreach and special events attendance and meet its challenging performance targets.
- It was noted that NMS commercial income strands including conference and banqueting, conservation and design services and civic weddings continued to develop positively and were a key focus for the current year as they would be for 2017/18.
- Members were informed that civic weddings had led to increased sales at museum retail outlets and to repeat museum visits. The distribution on social media websites of wedding pictures taken at museum sites had led to increased museum attendance figures throughout the service. The NMS operated within data protection constraints when it came to making use of information collected for wedding purposes.
- The Joint Committee supported an application to the national Great Place programme, funded by the Arts Council England and the Heritage Lottery Fund, that proposed a series of health and wellbeing projects across the County, led by Creative Arts East and supported by Norfolk County Council's Cultural Services and Public Health. The Joint Committee were thankful to Mary Muir, Arts Officer at Norfolk County Council, and to Dr Louise Smith, Director of Public Health and her officers for their work in compiling the application.
- The NMS was represented on a Steering Group for a Museums Taskforce set up by the Museums Association to examine the state of the museums sector across the UK and to produce a report by May 2017. This review was being done in parallel with the National Museums Review undertaken by the Department for Culture Media and Sport and to which the Head of Museums had submitted evidence. The Joint Committee heard that these reviews came at a time when funding for local authority and independent museums came under considerable pressure and many museums and art galleries across the UK were likely to have to announce they were to close or cease some of their activities.
- The Joint Committee considered that Norfolk was well served by a joint County-wide museums service supported by County, City, Borough and District Councils and that there were lessons from this form of joint working for museums elsewhere in the UK.

4.3 The Joint Committee **resolved**:

1. To note progress regarding redevelopment of the Keep at Norwich Castle, the key focus for the Service for the coming period.
2. To note progress with plans for the remainder of 2016/17, including the exhibition and events programme and the Service's progress in achieving a balanced budget.
3. To note progress with Arts Council England's new funding programme for 2018-22 and progress with the Service's funding applications.
4. That progress on all other museums matters should continue to be reported back to the Joint Committee as part of the Head of Museums' periodic Performance and Strategic Update Report.

5 The Teaching Museums Programme

- 5.1 The Joint Committee received a short video presentation on the Teaching Museums Programme from the NMS Learning Manager, Sarah Gore. The Joint Committee heard that the Teaching Museums Programme provided a stepping stone for people of all ages to enter into the world of museums. No previous museums experience was required. A range of one year traineeships were available that provided an opportunity to work with museums and their collections: handling, documenting, interpreting and caring for objects/artefacts. The trainees received the skills, knowledge and experience to pursue a career in the museum sector.

The Norfolk Teaching Museum was widely recognised as a national example of best practice and had won a number of major regional and national awards.

John Ward
Chairman

Report of the Norfolk Records Committee Meeting held on 13 January 2017.

A – Items from the meeting of 13 January 2017

1. Organisational Development

- 1.1 The Committee received the report giving background on progress made towards the Norfolk Record Office (NRO) long term strategic priorities detailed in its Service Plan.
- 1.2 The Committee:
 - **APPROVED** this area of work; and
 - **APPROVED** the use of funds as detailed in the report;
 - **APPROVED** the use of reserves as set out in paragraphs 6 and 7 of the report.

2. Finance and Risk

- 2.1 The Committee received the report containing information on the financial forecast for the NRO budget out-turns for 2016/17, progress with the NRO revenue budget for 2016/17 reserves and provisions and an update on the service risk register.
- 2.2 The Committee **NOTED**:
 - Performance with the revenue budget and reserves and provisions for 2016/17;
 - Management of risk for 2016/17.

Christopher Kemp
Chair, Norfolk Records Committee

Report of the Norfolk Records Committee Meeting held on 31 March 2017.

B – Items from the meeting of 31 March 2017

1. Finance and Risk

- 1.1 The Committee received the report covering the forecast financial position and risk management for the Norfolk Records Committee in 2016/17 as at 28 February 2017, and providing an update on the service risk register.
- 1.2 The Committee **ENDORSED**:
 - Performance with the revenue budget and reserves and provisions for 2016/17;
 - Management of risk for 2016/17.

2. Performance report 1 October 2016 – 28 February 2017

- 2.1 The Committee received the report providing information on the activities of the Norfolk Record Office (NRO) and performance against its service plan during the period between 1 October 2016 –28 February 2017, the NRO's education and engagement work; public access; collection development and preservation activities and on specific projects.
- 2.2 The Norfolk Records Committee **NOTED** performance against the 2016/17 service plan and were pleased to see high levels of performance in all areas.

3. 2017-18 Service Plan

- 3.1 The Committee received the report providing information on the Norfolk Record Office service plan for April 2017 to March 2018.
- 3.2 The Norfolk Records Committee **AGREED** to adopt the 2017-18 Service Plan.

Christopher Kemp
Chairman, Norfolk Records Committee

**Norwich Highways Agency Committee
Report of the meetings held on 24 November 2016
and 19 January 2017**

A: Meeting held on 24 November 2016

1 College Road Area Permit Parking Consultation

The Committee received the report advising it of the responses to the recent consultation in the College Road area, and recommended the implementation of permit parking in part of the area.

The Committee unanimously **RESOLVED** to:

- (1) note the responses to the permit parking consultation;
- (2) agree to implement an 8.00 am to 6.30 pm (Monday to Saturday) permit parking scheme in College Road from its junction with Unthank Road to its junction with The Avenues; Glebe Road from its junction with Unthank Road to its junction with Jessopp Road; Recreation Road from its junction with Jessopp Road to its junction with The Avenues; Jessopp Road from its junction with College Road to its junction with Christchurch Road; Unthank Road from its junction with Glebe Road to its junction with College Road, Girtton Road and Bensley Road, as shown on the plans, attached to the report, in Appendices 2 and 3 (subject to noting that there is no proposal for permit parking on The Avenues and to amend the plan Appendix 3 accordingly);
- (3) agree not to implement permit parking on The Avenues between its junction with College Road and Christchurch Road;
- (4) ask the head of city development services to complete the statutory procedures to implement the permit parking scheme as shown on the plans attached in Appendices 2 and 3 (as amended)

2 Salisbury Road Area Permit Parking Consultation

The Committee received the report advising Members of the responses to the recent consultation in the Salisbury Road area, and recommended the implementation of permit parking.

The Committee unanimously **RESOLVED** to:

- (1) note the responses to the permit parking consultation;

- (2) agree to implement a 24 hour permit parking scheme in Cremorne Lane, Salisbury Road, The Sidings, Thorpe Road and Roseville Close as shown on the plan attached to the report in Appendix 4;
- (3) ask the head of city development services to complete the statutory processes to implement the proposals shown on the plan attached to the report in Appendix 4.

3 Transport for Norwich – Eaton and Cringleford area

The Committee received the report asking it to consider the results of the consultation linked to the wider Transport for Norwich proposals for the Eaton Village Centre and Cringleford project and to agree to implement the scheme.

The Committee **RESOLVED** unanimously, to:

- (1) note that the scheme for Eaton and Cringleford crosses the city boundary.
- (2) approve the changes required to implement the scheme within the city boundary, including:
 - (a) Reducing traffic speeds by the introduction of traffic calming and the implementation of a 20mph Zone.
 - (b) Installing traffic signals either side of the Cringleford Bridge that respond to the amount of traffic crossing in each direction. This will manage queuing and reduce anxiety caused by cars driving towards cyclists over the narrow bridge. The footbridge would also be lit so people feel more secure.
 - (c) Enabling cyclists heading towards the city to reach the recently installed signal controlled crossing and off-carriageway track on Newmarket Road (A11) directly along Eaton Street, rather than crossing traffic lanes under the flyover and up the slip lane. This would be achieved by:
 - (i) widening the footway on the south side of Eaton Street and changing its status so it can be used by cyclists and pedestrians.
 - (ii) narrowing the entrance to Waitrose car park and putting an informal crossing for cyclists and pedestrians on a raised table.
 - (iii) widening the cycle track that leads up the hill from the Cellar House Public House.
 - (d) Simplifying pedestrian crossings in the centre of Eaton, providing a crossing for cyclists across Church Lane.
 - (e) Widening pavements in the centre of Eaton with more attractive surfaces, planting and the removal of redundant street furniture to improve the look of the conservation areas.
 - (f) Moving the stop line back in Bluebell Road so buses can turn left from Eaton Street more easily.
 - (g) Providing a toucan crossing on Church Lane to give a crossing point for pedestrians and cyclists.
 - (h) Planting 6 new trees to be within the large verge area just west of the access to Waitrose, to replace two that will be lost as a result of the footway widening.

- (4) asking the head of city development services to carry out the necessary statutory processes to complete the following Traffic Regulation Orders as shown on Plan No. PE4118-HP3-011 attached in Appendix 1 which have the effect of:
- (a) Retaining the existing parking area on Eaton Street outside the old Post Office, increasing the maximum stay to two hours.
 - (b) Installing double yellow lines on the remainder of the slip road and extend these further into Eaton Street.
 - (c) Introducing a 20mph Zone along Newmarket Road, Cringleford and Eaton Street, Eaton extending into the junctions of Bluebell Road, Church Lane and Colney Lane, the effect of which is that no vehicle, other than an emergency vehicle, may proceed at a speed in excess of 20 miles per hour on those roads.
 - (d) Providing short sections of mandatory cycle lanes centrally in the carriageway to enable right turning and ahead movements by cyclists travelling east and an on-carriageway cycle lane for cyclists travelling west towards Cringleford Bridge.
 - (e) Providing for the shared cycle/footway facility and segregated cycle path on Eaton Street and a shared cycle footway on Bluebell Road on Bluebell Road.

4 Transport for Norwich – Newmarket Road; Eaton Slip Road to Daniels Road

The Committee received the report asking it to consider the results of the consultation linked to the proposals for improvements to the existing footpath/cycleway between Daniels Road and the slip road into Eaton Village and to agree to implement the scheme.

The Committee unanimously **RESOLVED** to:

- (1) approve the changes required to implement the scheme (as shown on plans PE4120-HP-0100-011 to 014, contained in Appendix 2 of the report) , including:
- (a) Improvement of the existing shared use footpath/cycle path between Unthank Road and Daniels Road roundabout by widening, where possible, and re-surfacing with asphalt.
 - (b) Provision of a new raised table priority cycle and pedestrian crossing in the Sunningdale side road junction, offset 5.0m into the junction bellmouth.
 - (c) Removal of the existing vehicular priority accesses at numbers 164 to 172 and 182 to 186 Newmarket Road, replacing these with dropped vehicular crossing accesses to provide cycle priority at these locations.
 - (d) Provision of a continuous footpath across the side road junctions of Branksome Road, Camberley Road and Claremont Road, giving priority to cyclists at these locations.
 - (e) Provision of a priority cycle crossing point at Elveden Close.

- (f) Alterations to existing road markings and signage to denote cyclist priority at the side roads.
- (2) ask the head of city development services to carry out the necessary statutory processes to confirm the following notice:
 "Propose to install a raised table priority cycle crossing on Sunningdale to assist with traffic calming."

5 Transport for Norwich - A11 Newmarket Road project (Daniels Road to Hanover Road)

The Committee received the report asking it to agree proposals for a segregated inbound cycleway and associated highway alterations between the Daniels Road roundabout and the footpath link to Hanover Road.

The Committee unanimously **RESOLVED** to:

- (1) agree to consult on the scheme to provide an inbound cycling facility segregated from vehicles and pedestrians between the Daniels Road roundabout and the footpath link to Hanover Road, improving the provision for cyclists on this section of Newmarket Road;
- (2) ask the head of city development services to advertise the necessary notices to implement any raised tables required as part of the scheme, pedestrian crossings and for conversion of the existing footway into a shared use footway/cycleway facility where required.
- (3) note that any objections received will be considered by a future meeting of the committee.

6 Transport for Norwich – Changes to the access restrictions in pedestrianised areas in the city centre

The Committee considered the report seeking approval to consult on the proposed changes to access restrictions in the city centre pedestrianised areas.

The Committee unanimously **RESOLVED** to:

- (1) agree to consult on the scheme to improve and rationalise loading and access restrictions and access for cycling within the city centre. The options being:
 - (a) Access to the existing time restricted areas in the city centre being rationalised, so that access for all vehicles (including cyclists) is only available outside the hours of 10am until 5pm seven days a week;
 - (b) Access by vehicle in the time restricted streets rationalised to 10am until 5pm seven days a week, with cycling permitted at all times;
- (2) note that any representations received will be considered by a future meeting of the committee.

7 Transport for Norwich - St Crispin's shared use crossing

The Committee received the report seeking agreement to consult on proposals for a wide conspicuous at grade crossing over St Crispin's Road from St George's to Botolph Street and to note that the subway will be filled in.

The Committee **RESOLVED**, unanimously to:

- (1) agree to consult on the scheme to improve the existing cycling facilities, and improve the provision for cyclists & pedestrians across St Crispins Road as shown on Plan Nos. PE4112-HP-7000-001 PR GENERAL ARRANGEMENT attached in Appendix 1
- (2) ask the head of city development services to advertise the necessary notices to implement a signal controlled crossing required as part of the scheme
- (3) note that the consultation responses received will be considered by a future meeting of the committee.
- (4) note that the subway, which was stopped up (highway rights removed) in 2009 as part of redevelopment proposals will be filled in.

8 Transport for Norwich – Angel Road / Waterloo Road cycling Improvements

The Committee considered the report which sought approval to consult on the proposals for the Shipstone Road / Angel Road / Waterloo Road project. Members were also asked to approve the advertisement of Traffic Regulation Orders that would be required to enforce the final scheme.

The Committee unanimously **RESOLVED** to:

- (1) approve for consultation the proposals for the Shipstone Road/Angel Road/Waterloo Road project, including:
 - (a) two options to reduce traffic speeds and improve pedestrian/cycle facilities at the Angel Road/Shipstone Road/ Waterloo Road junction:
 - (i) The removal of the signalled crossing and the provision of 2 parallel cycle / zebra crossing on Waterloo Road to the immediate north and south of the Angel Road junction
 - (ii) The replacement of the existing signalled pedestrian crossing with a Toucan crossing
 - (b) Introduction of a 20mph speed restriction along Waterloo Road, Eade Road, Patteson Road, Buxton Road, Alma Terrace, Albany Road, Temple Road, Long Row, Traverse Street, Clare Road, Taylors Building, the western end of Shipstone Road with associated traffic calming features. Extend the existing 20mph zone on Angel Road southwards from where it terminates just south of Angel Road Infant School to its junction with Waterloo Road including the installation of a sinusoidal speed hump.
 - (c) Introduction of an advisory cycle lane between Magpie Road and Angel Road.
 - (d) Reconfiguration of the Angel Road/Catton Grove Road/Elm Grove Lane/Catton Grove Road junction and implement a raised table to reduce speeds and improve pedestrian/cycle facilities.

- (e) Provide a flat top hump in Shipstone Road and extend the existing 'At Any Time' waiting restrictions in Shipstone Road by approximately 5 metres to ease the movement of cyclists in and out of the junction.
 - (f) Install no waiting 'At any time' restrictions outside 61 Angel Road, opposite the junction with Rosebery Road for a length of approximately 14m to ease the movement into and out of Rosebury Road.
 - (g) Replacing two groups of speed cushions outside 163 & 182 Angel Road with sinusoidal humps that span the full width of the carriageway.
 - (h) Reconfiguration of the Shipstone Road closure point to remove the narrow two-way cycle path and allow the installation of two one-way cycling paths either side of a central planting strip with an additional 2m wide segregated footway.
 - (i) Extend the existing shared use facility on the north side of Waterloo Road near its junction with Magpie Road by approximately 20 metres.
 - (j) Shorten bus cage south of Elm Grove Lane.
- (2) asks the head of city development services to carry out the necessary statutory procedures associated with advertising any traffic regulation and speed restriction orders and notices that may be required for the implementation of the scheme as described in this report
 - (3) agree that the outcome of the proposed consultation will be reported to a future meeting of the committee.

9 Transport for Norwich –Mile Cross Lane (Fiddlewood to Catton Grove Road) cycling Improvements

The Committee received the report seeking approval to consult on the proposals for the Mile Cross Lane to Fiddlewood cycling improvement scheme, and

RESOLVED, unanimously, to:

- (1) approve for consultation the proposals for the Mile Cross Lane project, including:
 - (a) Widening the footway to the north side of Mile Cross Lane, the west side of Catton Grove Road and the footpath between Mile Cross Lane and Blackthorn Close to a nominal 3.0m where possible
 - (b) Transfer of strips of land from Norwich City Council ownership to adopted highway to facilitate the above
 - (c) The configuration of the existing traffic island on Mile Cross Lane, at the Catton Grove Road/St Faiths Road junction, to allow use by cyclists
 - (d) Completing legal processes including statutory consultation(s) to convert all of the above to shared cyclist and pedestrian use;

- (2) ask the head of city development services to carry out the necessary statutory procedures associated with advertising any Traffic Regulation Orders (TROs) and Notices that may be required for the implementation of the scheme as described in this report;
- (3) agree that the outcome of the proposed consultation will be reported to a future meeting of the committee.

10 **Review of Permit Parking and pricing**

The Committee considered the report asking it to note the effectiveness of the new permit parking scheme, and to review the current pricing structure to ensure that the scheme was self-financing.

The Committee unanimously **RESOLVED** to:

- (1) note the report;
- (2) agree changes to the prices of permits and dispensation vouchers to have the following effect:
 - (a) Increase the standard permit charge and minimum transaction fee to £12;
 - (b) Increase the monthly parking fee by the following amounts:
 - (i) Resident Short Vehicle/ 4 hour Visitor and Blue badge -5p;
 - (ii) Resident medium Vehicle 10p;
 - (iii) Resident long vehicle 15p;
 - (iv) Business permits 50p;
 - (c) Increase the charges for dispensation vouchers to £8.50, making a book of five (minimum purchase) £42.50;
 - (d) Introduce a new dispensation permit, valid for between one and four days with a minimum charge of £12 (for one day) but otherwise costing the same as the dispensation vouchers per day.

11 **Major Road Works – Regular Monitoring**

The Committee received and **noted** the report advising and updating members of current and planned future roadworks in Norwich.

B: Meeting held on 19 January 2017

1 Transport for Norwich – Dereham Road/Guardian Road/Sweet Briar Road Junction Improvement

The Committee received the report, asking it to consider the results of the consultation linked to the wider Transport for Norwich proposals for the

Dereham Road/Guardian Road/Sweet Briar Road Junction Improvement project and to agree to implement the scheme.

The Committee unanimously **RESOLVED** to:

- (1) approve the changes required to implement the scheme, including:
 - (a) provision of a new enlarged (49 metre diameter) roundabout in place of the existing (38 metre diameter) roundabout.
 - (b) provision of a controlled pedestrian (toucan) crossing on Dereham Road, immediately east of its junction with Hellesdon Road.
 - (c) provision of a controlled pedestrian (toucan) crossing on Guardian Road, Road, approximately 42 metres south of the roundabout.
 - (d) a reduction in the length of the existing Dereham Road city bound bus lane by approximately 59 metres.
 - (e) a new 30mph speed limit on Sweet Briar Road, to extend approximately 63 metres north of its junction with Dereham Road.
 - (f) a new 30mph speed limit on Guardian Road, to extend approximately 142 metres south of its junction with Dereham Road, by its junction with Briar Court.
 - (g) provision of new and altered cycle facilities at the roundabout including shared footway/cycleways in place of the existing footways and segregated footway/cycleways.
- (2) authorise the transportation and network manager at Norwich City Council to carry out the necessary statutory processes for the following Traffic Regulation Orders and Statutory Notices:
 - (a) the provision of the new controlled toucan crossing on Dereham Road, immediately to the east of the junction with Hellesdon Road.
 - (b) the provision of the new controlled toucan crossing on Guardian Road.
 - (c) the reduction in length of the existing Norwich bound 24-hour, 7-days a week bus lane on Dereham Road by approximately 59 metres.
 - (d) implementation of the 30mph speed limit on the Sweet Briar Road and Guardian Road approaches to the roundabout, in place of the existing 40mph speed limit.
 - (e) conversion of the existing and modified footways and segregated footway/cycleways to shared footway/cycleways both adjacent to the roundabout and on both sides of Dereham Road (West) from the roundabout to Hellesdon Road junction, on both sides of Dereham Road (East) from the roundabout to a point approximately 47 metres eastwards, on both sides of Sweet Briar Road from the roundabout to a point approximately 58 metres northwards, and on Guardian Road from the roundabout to a point approximately 75 metres southwards.

- (3) delegate the consideration of any comments received to the head of city development services, in consultation with the chair and vice chair.
- (4) ask the head of citywide services at Norwich City Council to carry out the necessary statutory procedures associated with disposing of statutory allotment land forming part of the existing Bellacre and Woodland allotment sites, to the northwest and northeast of the junction, as required to implement the scheme.

2 Committee schedule of meetings 2017-18

The Committee **RESOLVED**, to agree, subject to approval at the city council's annual council, the schedule of meetings for the civic year 2017-2018. All meetings to be at 10:00 and held at City Hall:

Thursday 15 June 2017
Thursday 20 July 2017
Thursday 21 September 2017
Thursday 23 November 2017
Thursday 18 January 2018
Thursday 22 March 2018

3 Roadworks

The Committee **RESOLVED** to receive a website link to current road works rather than a report.

Tony Adams
Chair, Norwich Highways Agency Committee

APPOINTMENT OF MEMBERS OF THE INDEPENDENT REMUNERATION PANEL

Report by Head of Democratic Services

1.0 Background

- 1.1 The County Council is required to appoint an Independent Remuneration Panel (IRP) to make recommendations in relation to its Members' Allowances Scheme. The size of the IRP is set at 4 members and there are currently 4 vacancies as all existing appointments have now expired.

2.0 Current Position

- 2.1 The next full review of the Allowances Scheme is scheduled to take place in financial year 2017/18, with any resulting changes to be implemented in April 2018. It was therefore necessary to recruit to the vacancies so that the IRP is fully constituted.
- 2.2 The Managing Director has delegated authority to agree the recruitment process which was undertaken through an open recruitment process and also through targeted invitations for applications to stakeholders.
- 2.3 A selection panel was convened comprising representatives of the four largest Groups (Cllrs Leggett (Chairman), Sands, Timewell and Parkinson-Hare) and one of the Council's Independent Members (Mr Steve Jones)
- 2.4 The selection panel considered the applications received and carried out interviews on 29th March 2017. The panel unanimously agreed to recommend to full Council that the following be appointed to the IRP:-
- Mr Peter Franzen OBE
 - Professor John Last
 - Mr David Morgan
 - Mr Alan Howard
- 2.5 Brief resumes of the curricular vitae of the recommended candidates are appended.

3.0 Recommendation:

That the following appointments be made to the Independent Remuneration Panel for a 5 year term of office.

- Mr Peter Franzen OBE
- Professor John Last
- Mr David Morgan
- Mr Alan Howard

**BRIEF RESUME OF THE CURRICULAR VITAE OF THE RECOMMENDED
CANDIDATES**

Mr. Peter Franzen

Retired Editor of the Eastern Daily Press. Served as Chairman, Deputy Chairman and Senior Independent Director of James Paget University Hospital, Gorleston (November 2010 to November 2016). Currently Non-Executive Director of Anglia Farmers' Affinity, Lay Member North Norfolk CCG, Independent Member of Norwich City Council's Standards Committee, Chair South Norfolk Council Independent Remuneration Panel, Trustee Norfolk Community Foundation.

Professor John Last

Chief Executive of the Norwich University of the Arts. Board Member of the Higher Education Academy, the Higher Education Statistical Agency, The Forum Trust, East Anglia Art Fund Executive Committee and Trustee of the Norwich School.

Mr. David Morgan

Retired County Solicitor and Monitoring Officer at Leicestershire County Council. Previous roles include solicitor in private practice, lecturer and Honorary Visiting Fellow, School of Social Work University of Leicester and Leicester Polytechnic.

Mr. Alan Howard

Member of the Norfolk County Council Independent Remuneration Panel 2013-17.

Managing Director and Regional Director for Aspect Roofing 1974 – 1990 and Managing Director – Aspect East Anglia Limited 1990 – 2012.