Scrutiny Committee

Members of the Scrutiny Committee:

Mrs M Dewsbury (Chairman)
Mr T Lewis (Vice Chairman)
Mrs V Bell
Mr T Blowfield
Mr L Hornby
Mr B McClennning
Mr A Pond
Mrs S Thomson
Mr K Tilcock
Mr K Weeks
Mrs J Wilby

Group Meetings

Conservatives:
Blomefield Room  9.00 am

Liberal Democrats:
Kett Room  9.00 am

If any member of the public wishes to speak on a non-confidential item, they may do so at the discretion of the Chairman

Agenda

Date
Wednesday 22 January 2014

Time
9.30 am

Place
Colman & Cavell Rooms

South Norfolk House
Long Stratton
Norwich
Norfolk
NR15 2XE

Contact
Caroline Heasley tel (01508) 533685
South Norfolk District Council
Swan Lane
Long Stratton Norwich
NR15 2XE

Email: democracy@s-norfolk.gov.uk

If you have any special requirements in order to attend this meeting, please let us know in advance
Large print version can be made available

15/01/2014
AGENDA

At the discretion of the Chairman, a short break will be taken after the meeting has been running for approximately two hours.

1. To report apologies for absence and to identify substitute members;

2. Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act, 1972. Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;

3. To Receive Declarations of Interest from Members;
   (Please see guidance form and flow chart attached – page 4)

4. To confirm the minutes of the Scrutiny Committee meeting held on 18 December 2013
   (attached – page 6)

5. CNC Building Control Update;
   (report attached – page 10)

6. Review of Volunteering;
   (report attached – page 15)

7. Review of Funding Arrangement;
   (report attached – page 20)

8. Scrutiny Work Programme, Recommendations Tracker and Cabinet Core Agenda
   (attached – page 46)
<table>
<thead>
<tr>
<th>Working Style of the Scrutiny Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Independence</strong></td>
</tr>
<tr>
<td>Members of the Scrutiny Committee and Overview Sub-Committees will not be subject to whipping arrangements by party groups.</td>
</tr>
<tr>
<td><strong>Member leadership</strong></td>
</tr>
<tr>
<td>Members of the Committees will take the lead in selecting topics for and in questioning witnesses. The Committees will expect members of Cabinet, rather than officers, to take the main responsibility for answering the Committee's questions about topics, which relate mainly to the Council's activities.</td>
</tr>
<tr>
<td><strong>A constructive atmosphere</strong></td>
</tr>
<tr>
<td>Meetings of the Committees will be constructive, and not judgmental, accepting that effective overview and scrutiny is best achieved through challenging and constructive enquiry. People giving evidence at the Committees should not feel under attack.</td>
</tr>
<tr>
<td><strong>Respect and trust</strong></td>
</tr>
<tr>
<td>Meetings will be conducted in a spirit of mutual respect and trust.</td>
</tr>
<tr>
<td><strong>Openness and transparency</strong></td>
</tr>
<tr>
<td>The Committees' business will be open and transparent, except where there are sound reasons for protecting confidentiality. In particular, the minutes of the Committee's meetings will explain the discussion and debate, so that it could be understood by those who were not present.</td>
</tr>
<tr>
<td><strong>Consensus</strong></td>
</tr>
<tr>
<td>Members of the Committees will work together and, while recognising political allegiances, will attempt to achieve consensus and agreed recommendations.</td>
</tr>
<tr>
<td><strong>Impartial and independent officer advice</strong></td>
</tr>
<tr>
<td>Officers who advise and support the Committees will give impartial and independent advice, recognising the importance of the Scrutiny Committee and the Overview Sub-Committees in the Council’s arrangements for governance, as set out in the Constitution.</td>
</tr>
<tr>
<td><strong>Regular review</strong></td>
</tr>
<tr>
<td>There will be regular reviews of how the overview and scrutiny process is working, and a willingness to change if it is not working well.</td>
</tr>
<tr>
<td><strong>Programming and planning</strong></td>
</tr>
<tr>
<td>The Scrutiny Committee will have a programme of work, in conjunction with the Overview Sub-Committees. The Committee will agree the topics to be included in the work programme, the extent of the investigation to be undertaken in relation to resources, and the witnesses to be invited to give evidence.</td>
</tr>
<tr>
<td><strong>Managing time</strong></td>
</tr>
<tr>
<td>The Committees will attempt to conclude the business of each meeting in reasonable time. The order of business will be arranged as far as possible to minimise the demands on the time of witnesses.</td>
</tr>
</tbody>
</table>
CNC Building Control Update

Business Development Manager

To provide a full evaluation on the integration of CNC Building Control into South Norfolk Council; to update Scrutiny Committee on improvements made and plans for expansion.

Cabinet member(s): David Bills
Ward(s) affected: All

Contact Officer, telephone number, and e-mail: Craig Smith 01508 535304 craigsmith@cncbuildingcontrol.gov.uk

1. Purpose of Scrutiny
1.1. Cabinet approved the business case for CNC Building Control transferring to South Norfolk Council in February 2013 and the physical transfer took place with effect from 25 March 2013.

1.2. The purpose of this report is to respond to the Scrutiny Committee request for a full evaluation of the transition from the transfer date to the present time.

2. Scope of Scrutiny
2.1. The scope of the report will focus on all the areas of importance used to evaluate the success of the integration into South Norfolk Council and the impact on our customers.

2.2. Particular focus has been given to the main drivers for change with the original proposal including investment and advancement of IT offering, electronic and mobile working and the need to establish one platform for the whole company.

2.3. The scope will also cover areas including impact to delivery, advancements, issues, staffing, resources and achievements.

3. Findings
a) Project Management
3.1. The integration of CNC Building Control to South Norfolk Council was a massive undertaking by all concerned and credit must be given for the whole-hearted commitment shown by both SNC and CNC staff. A full
project plan was established, which included regular briefings and communications with CNC staff, CNC local authority partners and customers. The project benefitted from inputs across most SNC support services and this has given excellent learning, which can be used on future projects. It has proved to be a barometer for future teams to look at in terms of how to successfully run a project of this magnitude. In particular credit must be given to project manager Vincent Hunt and the main protagonists involved with the IT systems overhaul such as Paul Kearsey and Raj Nair.

3.2. There has been universal positivity from CNC staff towards the move. In particular they have realised the commitment shown by South Norfolk Council to invest and improve. They have also commented extremely favourably on the amount of staff training and support mechanisms available including Leadership days and coaching.

3.3. In terms of staffing only 1 part-time member of staff decided against making the transition, and this was purely down to family reasons. The impact of this was minimal and addressed immediately. One member of surveying staff left in June 2013 and the decision was made to not replace this post for the time being as the efficiencies realised meant the workload could be absorbed in the existing team.

b) ICT Changes

3.4. An integral investment into CNC has been in moving the separate Building Control systems onto one IT platform. The first stage was completed in April 2013 when South Norfolk Council, Broadland District Council and Norwich City Council transferred onto one single IT platform. The second and final stage was completed in September 2013 when Kings Lynn Borough Council was transferred onto the same system. This is the first time in the 9 years of CNC Building Control that only one IT platform has been used and efficiencies between offices have already been released and are currently being used to support the development of Mobile and Electronic working to realise even further efficiencies across the service.

3.5. The work towards an electronic and mobile working system continues to be delivered. Back-scanning and indexing of files and documents within the South Norfolk Council office has continued at a strong pace and a target date of March 2014 to have 90% of documents (that require back-scanning) completed is still realistic. Back-scanning and indexing of files and documents within the Kings Lynn council is expected to begin in the first quarter of 2014 – a service level agreement with Kings Lynn Borough Council is almost finalised.

3.6. A bespoke Mobile Working package is being worked on with the intention to be fully rolled-out and complete by September 2014. Mobile working will give much greater flexibility to surveyors undertaking their work to the extent that they only visit the main office sporadically. Not only that, but being fully mobile will also benefit other SNC services by them being able to pick up on the groundwork done within Building Control and start to build their own ways of working this way. Running alongside electronic working this is a major piece of work which, once complete, would see South Norfolk Council and CNC Building Control be industry leaders.
across all the local authorities in the country. The mobile solution is being developed in partnership with NDL and Idox through our existing Idox contract.

c) Increased Efficiency

3.7. A lean review of CNC policies and procedures was started in October 2013. The purpose of this review is to address the needs of current and prospective customers in the most efficient way. This includes reviewing and implementing new ways of working to give a maximum return on the investment in new ICT made by SNC, and to ensure the customer experience, balance of work, charges and costs were aligned in order to become truly commercial. Such a review has not been conducted at CNC before and there is still a lot of work to be done on this. However, so far successes have been achieved including reviewing the way quotations are formulated so that they are always competitive and developing processes for internal electronic working. Upon completion of this review the findings will be implemented and will enable harmonisation to take place including the re-alignment of terms and conditions.

d) Customer Service

3.8. November 2013 saw a change in inspection delivery and, through feedback received, has met with approval from customers. The change has enabled surveyors to be out on site earlier in the day, to the benefit of both CNC and the business alike.

3.9. Since 1 April 2013 business development staff have increased the number of partner companies it has by 27. These partners provide the backbone of business for CNC Building Control and among the partners to have signed up are some based within South Norfolk who were reluctant to do so when CNC was based in its previous location.

e) Future Plans

3.10. In October 2013 South Norfolk Council were awarded £500k from a central government Transformation Fund. This money is to be used to smooth or remove barriers to entry for potential hub partners in a wider regional Building Control Model. This money has been earmarked to be spent during 2014/15 and South Norfolk are currently in advanced discussions with 3 potential partners in the eastern region. This will allow for a wider regional presence and will offer opportunities for CNC Building Control to win greater market share in large commercial projects delivered in wider-reaching locations through collaborative working. The investment in ICT, lean working and commercialisation of CNC are all working towards creating a model approach to running Building Control in a commercial way that can be rolled out to new hubs, creating an outstanding and envied regional partnership.

3.11. The transfer was managed with no down time to customer delivery and with no negative reaction from customers.

3.12. CNC Building Control has received local, regional and national recognition for different projects in 2013. In May they were successful in three different categories at the regional Local Authority Building Control Awards. These
were for commercial work at Cromer Hospital and also for a new bespoke PassiveHaus residential development in Ditchingham. These winners went on to the national awards held in London in November, although they were ultimately unsuccessful. The Ditchingham project was also short-listed in the EDP design awards held in November.

3.13. In addition to establishing the regional model, some local authorities have expressed an interest in joining CNC Building Control. Proposals have been submitted to local authorities who share a border with existing CNC partner local authorities; two of these are actively considering the proposals.

4. Relevant Corporate Priorities
4.1. Enhancing our quality of life and the environment we live in.
4.2. Promoting a thriving local economy.
4.3. Driving services through being business-like, efficient and customer aware.

5. Implications and Risks
5.1. Financial Implications - in bringing in CNC Building Control South Norfolk Council undertook all the financial risks associated with it, thus removing any implications from the rest of the partners. All of these risks have been mitigated to date. A true picture will not be available on financial information until the end of the financial year but as at 31 October 2013 there is no mitigation to bear.

5.2. In total there has been an overspend on the amount budgeted for IT implementation which was due to some items not being initially estimated for. The overspend was within normal project tolerances and these costs will be recovered through future income to CNC Building Control.

6. Conclusion
6.1. Whilst there is still a lot of work to be done it is safe to say that the integration of CNC Building Control into South Norfolk Council has been extremely effective.

6.2. CNC staff have embraced the transfer and are looking positively at working with South Norfolk Council staff on bringing further advancement to the way they work and to ultimately produce an electronic and mobile working platform which will increase effectiveness further.

6.3. The completion towards one IT platform is a huge step forward in aligning business practices across the whole company. Further work is required on back-scanning and indexing in order that the electronic and mobile practices are as effective as they possibly can be.

6.4. This positions both SNC and CNC well for future challenges and opportunities ahead. With the increasing need for local authorities to generate their own sources of funding to support front-line services there will be future work in implementing ideas which will provide new or additional income sources to SNC. The learning both officers and
members gained through the CNC transition will be of significant value to us.

7. **Action Required**
6. Members are encouraged to endorse the report and its findings.
7. Members are asked to put forward any recommendations or suggestions as they see fit.
Review of Volunteering

For members to review how the Council is encouraging volunteering and assisting organisations that support volunteering throughout the District. Members to also gain an overall picture of volunteering in the District, with contributions from the voluntary sector. This review is scheduled a year into a two-year temporary post (Volunteer co-ordinator) that has been established to support volunteering in the District. Members to be in a position to make recommendations as appropriate.

Cabinet member(s):  Ward(s) affected: All

Contact Officer, telephone number, and e-mail:  Oliver Hill, 01508 533666 & ohill@s-norfolk.gov.uk

1. Purpose and Scope of Scrutiny

1.1. In 2012 South Norfolk Council launched its delivery mechanism for supporting Localism with the district. Your Neighbourhood, Your Choice (YNYC) became the vehicle through which all localism initiatives where supported. In July 2012 a number of YNYC proposals were agreed by Cabinet included within this was the appointment of a Community Volunteer Coordinator.

1.2. This report updates members on what has been achieved to date and the current position of volunteering opportunities in South Norfolk. It explains how the original intentions for the post quickly changed to meet the needs of the voluntary sector in South Norfolk.

2. Findings

2.1. Before appointing the Community Volunteer Coordinator (CV C) the Council’s engagement with the voluntary sector was either through service level agreements with key third sector organisations, such as Voluntary Norfolk and the Norfolk Rural Community Council, or through direct support given to community groups. This could be through Neighbourhood Fund applications for example where the Council works with a group of volunteers to help them deliver a project that benefits their community. Examples include the funding and support for the Wacton Village Hall project that successfully demolished and rebuilt their Village Hall with funding from SNC and the Big Lottery fund, due in large part to the support provided by SNC officers.
2.2. The CVC was appointed to support volunteers in accessing further opportunities by working with third sector partners to identify these opportunities and promote them to potential volunteers.

2.3. However early experience indicated that the priority was not the need to find volunteer opportunities for individuals and groups but rather there was an immediate need to coordinate the current provision. The CVC highlighted a number of organisations providing voluntary opportunities. Many of these were very similar in nature and the Council was keen to ensure they complemented one another.

2.4. An example of this was the work done supporting the Council's Care & Repair Team to improve its working relationship with the British Red Cross (BRC). At the time of the CVC's appointment BRC had also been awarded a contract by Norfolk County Council to support vulnerable older residents. Much of the support they were able to offer complemented the support available from the Care & Repair Team. Despite their best efforts the Care & Repair Team had been unable to open an effective cross working arrangement with BRC. The CVC with the support of the Communities Officer – People was able to resolve this issue by meeting with the then Operations Manager of BRS for the Eastern Region.

2.5. SNC soon gained a reputation for its intervention in the voluntary sector and was approached by officers working on behalf of the Lord Lieutenant of Norfolk to help them launch Norfolk Can Inspire (NCI). NCI offers young people voluntary opportunities in their local community whilst also connecting them with volunteer mentors from the private sector. NCI plans to bring three different parts of the community together in an equal exchange for the good of the community. People in local communities can learn more about each other, as well as improving understanding between the generations through better ways of communication.

2.6. As a direct result of the Council’s intervention NCI is delivering its two pilot programmes in Norwich and South Norfolk. This work and that with the BRS highlights the change in emphasis for the role and the successful interventions as a result.

2.7. **Woodland Activity Days** - These were run as an early pilot with Schools across South Norfolk. It was soon apparent that young people were not coming forward to volunteer independently, however if you offered an activity as part of a school event the School were very happy to engage with us and the children were very keen to learn about Woodland Management and by engaging them on our own sites, we could ensure that works were beneficial to the Authority.

2.8. **Speed Awareness Machines** Each neighbourhood board purchased a machine, this is loaned out to volunteers within a parish for up to 2 weeks at a time to raise awareness and educate motorists as to the speed they are doing through a particular village/town.

2.9. This has been a successful initiative in terms of the number of communities and volunteers that have been involved and the following table shows number of groups and volunteers within each Neighbourhood area.
<table>
<thead>
<tr>
<th>Neighbourhood area</th>
<th>Number of groups</th>
<th>Number of volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastern Rivers</td>
<td>11</td>
<td>40</td>
</tr>
<tr>
<td>Northern Rivers</td>
<td>9</td>
<td>24</td>
</tr>
<tr>
<td>Tas Valley</td>
<td>7</td>
<td>27</td>
</tr>
<tr>
<td>Tiffey Valley</td>
<td>7</td>
<td>21</td>
</tr>
<tr>
<td>Waveney Valley</td>
<td>10</td>
<td>61</td>
</tr>
<tr>
<td><strong>Total Groups</strong></td>
<td><strong>44</strong></td>
<td><strong>173</strong></td>
</tr>
</tbody>
</table>

2.10. We have had some teething problems with the machines, some areas where members of the public would like to see them in use do not fit the safety criteria for use and some areas do not have the relevant speed limits. This is a scheme that continues to grow, with new groups wanting to join. The plan is to make this a volunteer led scheme by having volunteers coordinate the scheme directly. The immediate effects of deploying cannot be easily measured however their findings will contribute to wider speed reduction strategies.

2.11. **Tree Wardens** - An existing group which has been working in South Norfolk since 1992. We currently have 104 Wardens who between them cover 97 of the district’s 119 parishes. Tree Wardens are involved with activities like gathering information about trees, liaising with local people about tree preservation & conservation, and practical projects. An example of a practical project is the planting we carry out every year in South Norfolk during National Tree Week, when we give Tree wardens plants they have requested to plant in their parishes.

2.12. **Norwich Fringe Project** – We have a Service Level Agreement with Norwich Fringe Project who works with volunteers from all over the district in woodland/conservation areas across South Norfolk. They lead on volunteer activities especially those including children from Framingham Earl throughout Poringland Wood. One of the most popular Natural Open Spaces in South Norfolk. Since January 2013 they have delivered 923 volunteering hours in South Norfolk alone. In fact volunteering hours in total across the district in activities supported and/or enabled by South Norfolk Council have reached 3,817, as of 20 December 2013.

2.13. **Youth Club Volunteers.** The Council works in conjunction with Sam Mason of MTM Youth Services when looking for volunteers to work in Youth Clubs we will promote the vacancies on their behalf. MTM Youth Services provide administration and management support to the South Norfolk Youth Advisory Board as well being an organisation involved in many youth projects and initiatives in their own right.

2.14. **Halloween Volunteers** – work closely with the Local Police officers, Councillors and Youth Workers on talking to youngsters who are out trick or treating, encouraging them to think about what they are doing, who they are visiting and generally keeping this event a trouble free evening. In total 45 volunteers gave over 150 hours collectively of their time to this project, (if each was hour was valued at £8 per hour this is equivalent to £1200 worth of manpower). The volunteers came from local community youth provision and the project enabled...
them to let young people know about the provision on offer locally. It was also a chance to encourage positive community engagement with young people. This is the third year Halloween intervention. We are awaiting this year’s figures however last year reports of anti-social behaviour reduced to just two across the district. This was down from over 20 the previous year.

2.15. **Safe Warm and Well Packs** These are available to South Norfolk’s older vulnerable residents and to date we have issued 358 packs. Not only are these being issued by South Norfolk staff but we are working closely with voluntary agencies and local clubs who issue on our behalf. We have worked with Wymondham Stroke Club, Wymondham Day Centre, Poringland 5+ Good Neighbours, Roydon Good Companions, Costessey Carers, Loddon Day Centre, Hingham Good Neighbours Scheme and the Mill Café in Hempnall. We have also been contacted by local business-people who visit the elderly in their homes on a day to day basis and have offered to issue packs on our behalf.

2.16. **Volunteer Mapping** Whilst contacting many people and groups across South Norfolk it soon became apparent that there are lots of other organisations delivering what we at South Norfolk had intended to deliver. It was agreed that the best way forward for us was to work with those existing groups and promote what we as a Local Authority are doing and can do. One such organisation that was formed around the same time as the Volunteer Community Coordinator post at South Norfolk was the British Red Cross, home from hospital outreach service which was being coordinated from Wymondham Police Headquarters. One of their targets was to recruit volunteers who could assist those most recently home from hospital. Both organisations found that due to well established existing Voluntary organisations people who were prepared to volunteer were already doing so with such existing organisations for example, Age UK and Voluntary Norfolk.

2.17. The Council has produced web page on the volunteering opportunities that are available across South Norfolk and the rest of the County, we have a section on why volunteer and what to expect from volunteering. Should a Community Group have an urgent need for volunteers we will put out a Current Volunteering Opportunities note on our webpage as well as directing them to other voluntary agencies who maybe able to assist.

2.18. As well in a change of emphasis for the CVC a shift in priority has also shaped the role. The Market Towns Initiative in particular relies on the local community, especially local businesses, getting more involved in matters that affect their town. Whilst volunteering within small rural communities will remain important, the stimulation of volunteering in the Market Towns is now a key priority.

2.19. **South Norfolk Community Awards** - As well as supporting and promoting the virtues and benefits of volunteering the Council is committed to celebrating the achievements of certain individuals and groups. It is hoped that this recognition will not only give communities a way of thanking those who make such a difference but will also inspire and encourage more people to volunteer.
3. **Relevant Corporate Priorities**

3.1. Enhancing our quality of life and the environment we live in by installing volunteers at the heart of communities with the skills and knowledge needed to support many different causes and issues.

3.2. Promoting a thriving local economy by building the capacity of the business community, enabling them to work together more effectively with common goals and outcomes for the good of their community.

3.3. Supporting communities to realise their potential by unlocking the untapped potential within communities or supporting the existing champions to remain sustainable and further enhance their capacity.

3.4. Driving services through being businesslike, efficient and customer aware by working with communities to take on services and community assets and reduced cost to the Council.

4. **Implications and Risks**

4.1. Should the Council not offer the support to the Voluntary Sector there is a risk that many of the existing individuals and groups could become less sustainable. It could also lead to far fewer volunteers in the future as many benefit from the initial support they currently enjoy.

5. **Conclusion**

5.1. Volunteering and in particular our support for the complex network of volunteers, volunteer groups and organisations has meant the Council has been able to achieve many things it would not have been able to do alone.

5.2. It is also important that the Council continues to record the contribution that volunteers make to the district and ensure continued support for the sustainability and capacity of their contributions are in place.

6. **Action Required**

6.1. Members are asked to consider the achievements to date and are encouraged to comment on the findings and to make recommendations regarding South Norfolk Council’s approach to fostering volunteerism.
Review of Funding Arrangement

The purpose of this report is to propose a new protocol to clarify how South Norfolk Council enters into and administers funding arrangements with Voluntary and Third sector organisations.

Cabinet member(s): Martin Wilby
Ward(s) affected: All

Contact Officer, telephone number, and e-mail:
Nina Cunningham,
Tel: 01508 533745,
e-mail: ncunningham@s-norfolk.gov.uk

1. Background

1.1 South Norfolk Council uses a number of funding arrangements such as service level agreements (SLAs) and funding agreements (FAs) to deliver specialised services through third parties such Voluntary sector and social enterprises. The use of funding arrangements should be seen as part of the Council’s core business and services delivered should be in accordance with directorate plans.

1.2 On 29 October 2012, Cabinet considered the outcomes of the Neighbourhood Board Scrutiny Task and Finish Group and in doing so agreed that a review of funding schemes should be undertaken by the Funding Manager. This report also took account of the findings from the LGA peer review of ‘Your Neighbourhood your Choice’ which stated that a ‘Review of the current arrangements for commissioning and grant funding for the voluntary sector’ was needed.

1.3 While the review of funding schemes also included the Grants Panel, Neighbourhood Fund (small grants), capital grants and social action projects- these reviews have now been completed and do not form part of this report. This report is the final aspect of the funding schemes review which will focus on Service Level agreements and funding agreements.

1.4 As the Review of funding arrangements involved several phases, those organisations effected were granted an additional transitional operating year while the review was being undertaken. Findings from the first phase of work were presented to the Growth and Localism Committee on 19 March 2013 and subsequently on 7 May. This presented a list of
current agreements in place, a review of the management arrangements and an proposal to amalgamate funding arrangements were possible going forward. On the 23 September 2013, Cabinet requested that the final recommendations from this review should be shared with Scrutiny prior to any recommendations being made to Cabinet.

2. Current Position and Issues

2.1 This report focuses on developing and implementing a new Protocol to be used when establishing or reviewing funding arrangements with Voluntary/Third sector organisations with the purpose of:

- improving value for money using an outcome based approach to demonstrate how services meet the Council’s priorities;
- developing a more efficient and proportionate approach to procuring services from these organisations;
- providing additional clarity about which format of funding arrangement would be most appropriate;
- developing a Protocol which allows for new providers to be given the opportunity to deliver the required services; and
- ensuring organisations are supported to become self-sufficient rather than grant dependant.

2.2 To inform this work, a review of Local Authority (LA) practices in this area of work was undertaken in conjunction with our own funding arrangements deemed to be ‘in scope’. (see para 2.6 below)

Review of Local Authority practices

2.3 To ascertain good practice within other Authorities, a sample of 31 Local Authorities were reviewed to identify how funding arrangements were being used with this particular sector. Findings concluded that SLAs were commonly only used for larger amounts of funding – most notably with Citizens Advice Bureaux because the decision to adopt an SLA tended to be where there has been a need for a more strategic performance. This supported the evidence found internally, that a number of the SLAs in place would more appropriately be delivered using a funding agreement as a more effective and lean mechanism for managing the service.

Review of existing funding arrangements

2.4 In order to establish the continued relevance of the service, value for money and future delivery options, a review of existing funding arrangements was undertaken by budget managers in consultation with the organisations involved.

2.5 The Review led to determining whether activity being funded should be identified in the draft directorate plans. Outcomes from the Review are identified in Appendix 1.
2.6 Existing funding arrangements were not included within this Review if they were:
- coming to an end post March 14 or;
- formed part of a wider review or
- a non-negotiable statutory responsibility

2.7 This Review confirmed that many of the funding arrangements have delivered good value for the Council. However a number of existing services are no longer contained in directorate plans and will not be continued.

2.8 In these cases, funding arrangements will not be renewed after 31 March 2014. Table 1 below outlines which funding arrangements are likely to be renewed, which may be renegotiated where outcomes and/or measures need to be reviewed, and which existing agreements will come to an end.

2.9 Where existing agreements are coming to an end, SNC may wish to work with existing providers to assess whether it would be appropriate to negotiate new agreements to deliver Council priorities identified within the SNC’s directorate plan. *

Table 1: Outcomes from Review

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Renewed</th>
<th>To be renegotiated</th>
<th>Existing agreement ending. (see para 2.9 above)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAB’s</td>
<td></td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>Norfolk Rural Community Council</td>
<td></td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>Voluntary Norfolk</td>
<td></td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>Transport Funding Arrangements (6 schemes)</td>
<td></td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>Norfolk Biodiversity Information Service</td>
<td>•</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Norfolk County Council Historic Environment Service</td>
<td>•</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Norfolk Wildlife Trust</td>
<td>•</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Norfolk Biodiversity Partnership</td>
<td>•</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. Proposal and Reasons

3.1 In order to effectively administer new funding arrangements a Protocol has been developed which is specifically tailored to Voluntary/Third sector organisations and social enterprises under the umbrella of the Council’s Procurement Strategy and aligned with the Council’s Contract Standing Orders. This will provide a clear mechanism for officers to assess whether the Council should provide funding to deliver a service through a third party in conjunction with greater clarity of what form the funding arrangement should take.

3.2 Officers will, from now on, work within this Protocol, consulting where necessary with appropriate colleagues, Members and the organisations involved to ensure any new/renewed arrangements are consistently established, aligned and managed going forward. The Protocol is set out in Appendix 2.

3.3 The review has also highlighted the need to differentiate arrangements which are grants from arrangements which are contracts. Some of the generic terms in use could cover either and the key difference is that within a SLA the Council specifies exactly what it requires whereas with a funding agreement the Council offers financial support to deliver specific outcomes but the organisation delivering the service is substantially self-directed.
3.4 A Guidance Note has been developed which will enable officers to determine which approach to take when working with partners or commissioning services. The guidance note will be quick and easy to use and encourage officers to seek advice if they are in any doubt which funding arrangement to use, whether to secure a procurement exemption or if full procurement is required. It is anticipated that the majority of arrangements going forward will be funding agreements with few requiring an SLA or general procurement. This guidance is contained in Appendix 3.

3.5 All officers involved in the procurement of services are bound by the Rules of Financial Governance set by the Council. Officers are also obliged to follow the guidance for Contract Standing Orders and to ensure they adhere to the Data Protection Act when handling personal information. The Council’s existing Procurement Strategy and Policies also offer the necessary instruction for officers to ensure transparency and consistency.

3.6 Adherence to the strategies and polices above, negate need for a separate Partnership Framework which even if brought up to date would duplicate and complicate the guidance identified in 3.5.

3.7 For reasons of efficiency and lean administration it is proposed that the annual programme be subject to one exemption form setting down all the organisations affected which would accompany the annual programme Cabinet report.

Member engagement

3.8 Members will continue to have engagement in the development of services which will be provided using funding arrangements with the Voluntary/third sector. Engagement will happen in a number of ways including:
   a. involvement in the development the Council’s Directorate Plans;
   b. involvement in the periodic performance management through Scrutiny Committee; and
   c. reviews through the relevant Committees if significant performance issues arise.

3.9 A register of funding arrangements with the voluntary/third sector will provide a greater level of transparency relating to this area of work and address a recommendation from the recent internal audit of SNC Partnerships. This register will be published on the website on an annual basis at the beginning of the financial year.

4. Other options
4.1 An alternative to the proposed Protocol is to continue with the status quo. Based on the variation in performance to date along with the administrative inconsistencies and the decision to discontinue the use of the Partnership Framework, continuation of the status quo is not a practical option.

5. Relevant corporate priorities

5.1 Enhancing our quality of life and the environment we live in.

5.2 Supporting communities to realise their potential.

5.3 Promoting a thriving local economy.

5.4 Driving services through being business like, efficient and customer friendly.

6. Implications and Risks

6.1 The majority of voluntary/third sector organisations that deliver services on the Council’s behalf have strong community links and in many cases include SNC Members on their leadership boards. Any changes to these arrangements will therefore need to be carefully and sensitively managed to ensure good relationships for new working arrangements can be maintained going forward.

6.2 To manage this risk a communications plan should be developed if the new Protocol is endorsed.

6.3 In a climate of financial uncertainty, to make best use of scarce resources, it is imperative that the processes for awarding and managing these funding arrangements are robust, lean and ensure that they deliver value for money and the Council’s priorities. To guard against non delivery, SNC will determine the viability of all organisations to deliver its services prior to and throughout the duration of the agreement.

6.4 An Equality and Diversity screening assessment has been undertaken for this change in approach. If endorsed, the new Protocol will require a full Equality and Diversity impact assessment to be undertaken to ensure compliance with the Council’s Equality and Diversity policy.
7. Conclusions

7.1 The use of funding arrangements with external providers is part of the Council’s core business. Any services delivered through such arrangements will have been identified in the directorate plans.

7.2 The current approach needs to be strengthened in order to consistently manage these arrangements in a coordinated way. The Protocol for voluntary/third sector organisations and social enterprises will address this issue going forward as well as future proofing this area of work to ensure that it is aligned with the Council’s focus on making what we do more outcome based and the organisations within this sector more self-sufficient.

7.3 Each funding arrangement will result from a cost benefit analysis of using a third party in conjunction with the specific outcomes relating to the services.

7.4 Current funding arrangements which after the negotiation period, continue to be non-compliant with the new Protocol i.e. are not contained within directorate plans, should be discontinued as of 31\textsuperscript{st} March 2014 when they are due to expire. This is in line with the formal notice period given to each of these organisations in October 2013. Formal communication of any final decisions will be undertaken by the relevant Budget manager.

7.5 Current services outlined within the Directorate Plan but not fully defined within the existing funding arrangements should be renegotiated in line with the new Protocol. To guard against a gap in service provision, some additional transitional funding arrangements may be required in a limited number of instances.

8. Recommendations

8.1 Scrutiny Committee are asked to endorse the report and make recommendations as appropriate to Cabinet (which will be considering this report on 10 February 2014).
## Appendix 1 – Corporate Priorities as Included within draft 14/15 Directorate Plans

<table>
<thead>
<tr>
<th>Corporate Priority</th>
<th>Activity Number** &amp; SLA Number***</th>
<th>The Activity (Extract from Directorate plan )</th>
<th>Related outcomes</th>
<th>How does the external arrangement show value for money*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Driving Services through being business like, efficient and customer friendly</td>
<td>G7 15</td>
<td>Increasing the number of customers who self-serve via our website or other online channels.</td>
<td>A council with a positive reputation and is perceived as relevant and valuable by all stakeholders</td>
<td>There will be minimal benefit from using the HIP in this capacity. Their role is more directed towards work with the local community and this could be looked at for future arrangements if appropriate.</td>
</tr>
</tbody>
</table>
| Enhancing our quality of life and the environment we live in | T1 18, 23,22,42, 43 | (18) SLA with Norfolk Biodiversity Information Service (NBIS)   

  (23) SLA with Norfolk County Council Historic Environment Service  

  (22) SLA with Norfolk Wildlife Trust  

  (42) SLS with Norfolk Biodiversity Partnership | Ensures delivery of the Council’s statutory responsibilities | (18) The service assists with fulfilling the Council’s statutory planning functions in relation to ecology and biodiversity.  

The SLA provides data searches and provision of data interpretation and advice using a District Ecologist. This approach has provided a cost saving of at least £9,000 per year. There is no other service provider for this function.  

(23) The SLA also provides specialist archaeological advice on planning and pre-application enquiries. |
The service enables South Norfolk Council to fulfil its obligations under Section 12: ‘Conserving and enhancing the historic environment’, of the National Planning Policy Framework, particularly the provision and updating of the Norfolk Historic Environment Record (NHER), as required by para 141 of the NPPF.

It is estimated that the value of the services provided to South Norfolk is in the region of £14,000 based on actual costs for officer time, excluding any element of profit, overheads and travel costs.

(22) The service assists with fulfilling South Norfolk Council’s statutory planning functions in relation to ecology and biodiversity along with our duty to conserve biodiversity under the Natural Environment and Rural Communities (NERC) Act 2006.

(42)
This SLA contributes to the management of the County Wildlife Sites (CWS) database which involves the identification of new sites, providing advice on the impact of development affecting CWS and providing advice to owners and managers of CWS. There is no other service provider for this function, which currently offers value for money and the SLA should therefore continue.

The service assists with fulfilling the Council’s statutory planning functions in relation to ecology and biodiversity particularly under Section 11: ‘Conserving and enhancing the natural environment’, of the National Planning Policy Framework, along with our duty to conserve biodiversity under the Natural Environment and Rural Communities (NERC) Act 2006.

The partnership follows Norfolk County Council’s procurement procedures to ensure quality for cost, utilising competitive bidding where appropriate.

There is no other service provider for
(43) The Trust promotes historic churches throughout the district which encourages tourism and generates an interest in conservation and the value of heritage. Undertaking the necessary repairs generates employment and encourages training and the continuation of specialist craftsmanship skills, often through small local businesses. Approximately 22% of churches which are listed as being of special architectural or historic interest in Norfolk are within South Norfolk, the majority of which are Grade I or II*, being in the top 8% of listed buildings of national importance.

The Norfolk Churches Trust processes grant applications for repairs to churches within the district. The last annual report from the Trust included grants of £22,000 towards repairs to nine churches in South Norfolk amounting to £509,757 in total.
| Enhancing quality of life & the environment we live in | Z2 2,6,1,3,4,5, 11,7,8,9,10 | Provide and commission housing and advice services to customers using both internal skills and external organisations who are able to provide a specialist service which is economically viable. Deliver a range of housing solutions, welfare rights and debt advice internally. Partnership working with housing and support providers as carried out under SLAs | % of housing advice cases with the household at risk of homelessness, where intervention results in homelessness being prevented or relieved. | With the exception of CABs, the external providers are funded through the homelessness grant from DCLG. These arrangements provide value for money by assisting SNC with the prevention of homelessness and a more manageable demand for social housing, providing support services for vulnerable households. These are specialist services without which there would be an increase in homelessness, increased demand for social housing, increased and extended use of temporary accommodation and associated costs (removals/storage etc). |

| Support communities to realise their potential. | A2 16,17 | Work directly with local communities, and through Service Level Agreements, to support them to develop local initiatives that will deliver local economic growth, and that deliver early Number of communities enabled to support vulnerable residents Number of individuals supported to remain independent Number of community groups managing community assets. | 2013/14 is the final year of existing SLA’s with the Norfolk Rural Community Council and Voluntary Norfolk. Both organisations can support the Council to increase the capacity and sustainability of new and existing community groups. New outcome driven SLA’s/contracts will be established to ensure they add value to the existing support offered by the |
| Promoting a thriving economy | B4 21,49,51 | Through the Market Towns Initiative (MTI) we will work with South Norfolk’s market towns as key deliverers of economic growth, strengthening their economic and social vibrancy delivering a programme of events to increase footfall and spend so that they are:  
- Vibrant and full of vitality  
- Distinct communities  
- Self-sufficient  
- Strong shopping | **Number of new community groups established**  
**Percentage increase in levels of footfall in market towns**  
**Reduction in empty commercial premises**  
- Percentage increase in level of footfall in market towns  
- % reduction in empty commercial premises | Communities Team with an emphasis on Early Help and efficient use of resources.  
Wymondham Music Festival, Creative Arts East and Orchestras Live will enhance the existing offer by providing expert, bespoke events aimed at delivering economic and cultural benefits to the Market Town Initiative. These services could not be delivered internally. |
and service centres
- Destinations of choice for social and cultural activity
- Demonstrably more economically active with sustainable business partnerships aimed at driving further growth.

To share good practice and the benefits of the Market Town Initiative across the whole District.

| Support communities to realise their potential. | Lead and coordinate strategic activity and partnerships that are focused on economic growth, early intervention and wellbeing, and ensure that local communities reap the benefits of growth. Key examples include: | Number of vulnerable residents who receive support. |
| A1 26,27,28, 29,30,31, 32,33,40 | | Number of families supported |
| | Reduction number of families needing crisis support | Number of community car schemes available to vulnerable people |
| | Crucial Crew support the wellbeing and safety of children. Our funding enables a wide range of partners to educate children over a focused week of activity. For the Council to do this itself would cost considerably more and take much longer. | The community transport schemes provide residents with easy and affordable access to medical and wellbeing related appointments – important to the Early Help agenda. |
- Development of a targeted early intervention structure for residents with mental health issues and children and families to reduce overall public spending by utilising resources differently:
  - Development and implementation of a strategy to reduce the impact of poverty on children.
  - Development of a programme with the Princes Trust to prepare young people for work.
- Reduction in overall crime
  - Number of town / parish councils trained in restorative approaches
  - Number of young people put through the skills programmes
  - Percentage of young people into employment, education or training following the 'Get into' programme.
- SNC has statutory responsibilities around crime, antisocial behaviour and the health agenda. Crucial Crew helps to demonstrate a proactive stance by SNC to prevent these issues occurring or escalating.

| Supporting communities to realise their potential. | C2 34,36 | Deliver a programme of sport and physical activity in order to increase participation and improve the health and wellbeing of residents, | Number of young people offered Community Sport Achievement Awards
<p>| Number of volunteers received sports qualifications through the CSB scheme | County Wide Active Norfolk offers a return on investment of £23 for every £1 we invest in the Partnership. This represents excellent value for money. | Active Norfolk provide a very wide range of activity across the district |</p>
<table>
<thead>
<tr>
<th>Promoting a thriving economy</th>
<th>B1 39</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting the continuing development of tourism as a key sector of the local economy by working with and influencing Visit Norwich and Visit Norfolk is the county-wide tourism promotion organisation for Norfolk. It provides services that the Council could not perform itself, both in terms of capability and scope/scale. SNC’s contribution of £7,200 (TBC) for 2014-15 is the second and final instalment that was agreed as part of a transition</td>
<td></td>
</tr>
</tbody>
</table>
| J3 | Managing commons, parish lands, countryside sites, closed churchyards, redundant wells and tree stock in an efficient and cost effective way. | % of assets disposed of during the disposal programme | Norwich Fringe will be to contracted to maintain open spaces for which the Council is responsible for, this continues to be is a more efficient approach than appointing a member of staff as was previously the case.

Whitlingham Trust will be contracted to maintain Whitlingham park which provides open access to all members of the public. SNC contribution goes towards providing all of the management of the Park. This includes land management, conservation, Rangers, coordination and management of volunteers, school visits and events. |
| Driving services through being businesslike, efficient and customer aware. | Work with the Norfolk Resilience Forum and other emergency planning organisations both inside and outside of the district to mitigate the effects of major incidents and emergencies to communities and the environment by: •leading and participating in multi agency training and exercising •working with partners to increase knowledge and preparedness •maintaining and developing Community and Emergency Response plans •developing and reviewing Rest Centre plans, ensuring that relevant staff are trained in | Exercise Bramble 2 NRF Multi Agency Exercise Business Continuity Plans reviewed Rest Centre Plans reviewed Rest Centre Staff trained in their roles, new & existing staff Community Resilience Workshop | The grant is a contributory arrangement to allow the Council to fulfil its statutory duties under the Civil Contingencies Act 2004. It is considered that it does offer value for money given the range of events, coordination and training offered. This forum is the principal mechanisms for multi-agency co-operation between local responders and help to facilitate better co-ordination and communication and to foster a sense of partnership. It relates to corporate priorities including Market Towns, Economic Growth, Sustainable Communities and Health and wellbeing by virtue of the county wide and local arrangements for the management of emergency planning and local resilience.

There is no current alternative to this arrangement although the future form of the NRF is currently under consideration. |
<table>
<thead>
<tr>
<th></th>
<th>their roles.</th>
</tr>
</thead>
</table>

* what are the alternative costs and alternative benefits of using a third party  
** Activity Number taken from Directorate Plan  
*** SLA Number taken from Appendix 4
Voluntary / Third sector organisation

Is the proposed service required? (Is it an activity contained within the Directorate Plan)

- No it does not align with the Directorate Plan. Stop
- If yes, apply the following criteria:
  - Clear rational for why the service should be invested in conjunction with benefits that the investment will bring.
  - Is it an innovative solution and
  - Are activities clearly defined
  - Consideration of alternative costs and benefits

What funding arrangement should be applied? (whichever arrangement is deployed they should contain the following requirements)

1. Outcomes and outputs to be achieved and how these will be measured
2. Self-sufficiency measures and a clear exit strategy within a set timeframe.

SLA
- A unique requirement need to commission
- Develop detail specification and performance measures
- Agree service delivery arrangements with the identified organisation
- Exemption Contract Standing Order approved and entered on the communities exemption list
- Agreement signed/delivery begins

Partnership arrangement where Council can deliver part of the service
- Voluntary sector organisation identified as a partner because of its social value to the community.
- Carry out procurement exercise
- Exemption Contract Standing Order approved and entered on the communities exemption list
- Agreement signed/delivery begins

Funding Agreement
- Service falls within existing remit of third party organisation (no need to specify)
- Draw up a funding agreement in line with officer delegation and state aid rules
- Agreement signed / delivery begins

Delivery monitored by Officers

Register of funding arrangements posted annually on the website
Appendix 3 – Guidance note for voluntary / third sector organisations

This Guidance note supplements the Protocol, outlining the mechanism which officers are required to apply when either establishing a new funding arrangement, or reviewing existing arrangements with Voluntary organisations (including community groups) and the Third sector.

Procurement options
To clarify when either an SLA or a funding agreement should be deployed, clarification of these arrangements has been defined below.

SLA (service delivery contract)
An SLA (service delivery contract) is best deployed when it is considered that the service should be formally commissioned. These arrangements are used where the Council wishes to specify in detail outcomes, outputs, inputs and activities. The main difference between a SLA and a funding agreement is for a funding agreement the voluntary / third sector organisation is self-directed whereas for a SLA the Council specifies how the service is to be delivered using a separate contract specification document rather than just a generic summary.

If an SLA is required, two options are available
(a) obtaining an exemption from Contract Standing Orders. This can be used for an SLA if circumstances allow e.g. where there is a particular organisation best placed to deliver the service which serves the best interests of the Council or
(b) application of the South Norfolk Council’s general procurement procedures guidance.

Funding Agreements
These arrangements can be used where the Council does not need to specify in detail what the third party does i.e. the day to day operations of the body meet our needs and we are content to allow the body to design and manage service delivery independently.

Specific details in relation to how delivery will be undertaken needs to be kept to a minimum as otherwise it is not a funding agreement and becomes a SLA.

To further improve the efficiency of administering these funding arrangements (i.e. SLAs and funding agreements), an 'Annual report of exemptions' can be used by directorates to allow for a number of organisations to be listed on the same exemption which would be signed off in accordance with SNC procurement strategy and Contract Standing Order procedures.

Monitoring arrangements
As part of the periodic internal finance monitoring meetings, the relevant officer will ensure that the performance level of funding arrangements is satisfactory and in accordance with the terms of the agreement. Should significant under performance issues arise, steps will be taken in accordance with the remedial action outlined in the agreement in conjunction with alerting relevant Members using the most appropriate Committee.

Monitoring of SLAs will continue to use the current SLA templates while funding agreements performance will be monitored in line with the conditions set out in their
specific agreements. All monitoring data will be used to inform performance and periodic reviews by Officers.

**Transparency**
Details of all funding arrangements with Voluntary / Third sector organisations will be published annually on the website, at the beginning of each financial year, to both improve transparency and help to reduce the number of ‘Freedom of Information’ requests.
Appendix 4 – list of SNCs ‘in scope’ funding arrangements used to inform this Review

<table>
<thead>
<tr>
<th>Ref</th>
<th>Area of work</th>
<th>Value 13/14</th>
<th>In scope</th>
<th>out of scope (rational)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1. Citizens Advise Bureaux (CAB)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Yare Valley CAB</td>
<td>31,812</td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Diss CAB</td>
<td>30,695</td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Norwich CAB</td>
<td>13,375</td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>NESCAB CAB</td>
<td>8,000</td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>2. Voluntary Sector Contract (VSC)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Norfolk Rural Community Council</td>
<td>12,480</td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Voluntary Norfolk</td>
<td>12,480</td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>South Norfolk Older Peoples Forum</td>
<td>500</td>
<td>Part of a wider review to be undertaken at a later stage</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>3. Community Transport</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>BordaHoppa</td>
<td>11,800</td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>Wherry Lines</td>
<td>100</td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>Norwich Door to Door</td>
<td>300</td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>Kickstart</td>
<td>2,850</td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Wymondham Flexi bus (Norfolk County Council)</td>
<td>2,400</td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>Community Car Schemes</td>
<td>5,000</td>
<td>•</td>
<td></td>
</tr>
</tbody>
</table>
### 4. Countryside and the Historic Environment

<table>
<thead>
<tr>
<th>#</th>
<th>Organization</th>
<th>Funding</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>Norfolk Biodiversity Information Service *</td>
<td>11,000</td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>Norfolk County Council Historic Environment Service*</td>
<td>3,500</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Norfolk Wildlife Trust *</td>
<td>1,800</td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>Norfolk Biodiversity Partnership*</td>
<td>5,000</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Whitlingham Trust</td>
<td>10,000</td>
<td></td>
</tr>
<tr>
<td>43</td>
<td>Norfolk Churches</td>
<td>8,000</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Norwich Fringe</td>
<td>14,108</td>
<td></td>
</tr>
</tbody>
</table>

### 5. Housing and Advice

<table>
<thead>
<tr>
<th>#</th>
<th>Organization</th>
<th>Funding</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Solo Lodgings*</td>
<td>23,000</td>
<td>Agreement in place until March 2015</td>
</tr>
<tr>
<td>6</td>
<td>Orwell Housing Association*</td>
<td>17,500</td>
<td>Agreement in place until March 2015</td>
</tr>
<tr>
<td>1</td>
<td>Julian Support*</td>
<td>33,123</td>
<td>Agreement in place until March 2015</td>
</tr>
<tr>
<td>3</td>
<td>YMCA Nightstop Plus*</td>
<td>13,091</td>
<td>Agreement in place until March 2015</td>
</tr>
<tr>
<td>4</td>
<td>St Martins Housing Trust CAPs Team*</td>
<td>5,000</td>
<td>Agreement in place until March 2015</td>
</tr>
<tr>
<td>5</td>
<td>Norfolk Community Law Service*</td>
<td>5,000</td>
<td>Agreement in place until March 2015</td>
</tr>
<tr>
<td>11</td>
<td>Relate*</td>
<td>2,100</td>
<td>Agreement in place until March 2015</td>
</tr>
</tbody>
</table>

### 6. Tourism

<table>
<thead>
<tr>
<th>#</th>
<th>Organization</th>
<th>Funding</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>Wymondham Tourist Information Centre (TIC)</td>
<td>4,000</td>
<td>12 month SLA that expires on 31 March 2014. Advice has been issued that this will be the last year that funding would be provided.</td>
</tr>
<tr>
<td>20</td>
<td>Loddon TIC</td>
<td>1,500</td>
<td>This was a 6 month SLA and expired on 30 September 2013. Advice</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>Visit Norwich</td>
<td>5,000</td>
<td>SLA in place until Jan 2016</td>
</tr>
<tr>
<td>39</td>
<td>Visit Norfolk</td>
<td>7,200</td>
<td></td>
</tr>
<tr>
<td>15(a)</td>
<td>Harleston Tourism Information</td>
<td>3,000</td>
<td>This is a 12 month SLA that expires on 31 March 2014. Advice issued that this will be the last year that funding would be provided.</td>
</tr>
</tbody>
</table>

7 Economic Development

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>35</td>
<td>Business Skills Clinic/ Enterprise Norfolk</td>
<td>27,646.6</td>
</tr>
</tbody>
</table>

8. Sport

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>34</td>
<td>Norfolk Community Foundation (Sports Bursary's)</td>
<td>7,500</td>
</tr>
<tr>
<td>36</td>
<td>Active Norfolk</td>
<td>9,350</td>
</tr>
</tbody>
</table>

9. Arts and Culture

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>Creative Arts East</td>
<td>8,500</td>
</tr>
<tr>
<td>49</td>
<td>Wymondham Music festival</td>
<td>3,000</td>
</tr>
<tr>
<td>51</td>
<td>Orchestras live</td>
<td>3,950</td>
</tr>
</tbody>
</table>

10. Youth Support & Activities

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>24</td>
<td>SNYA Radio</td>
<td>4,000</td>
</tr>
</tbody>
</table>

11. Other
<table>
<thead>
<tr>
<th></th>
<th>Project Description</th>
<th>Amount</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>Harleston Information Plus</td>
<td>10,765</td>
<td>•</td>
</tr>
<tr>
<td>40</td>
<td>Norfolk Resilience Forum*</td>
<td>2,400</td>
<td>•</td>
</tr>
<tr>
<td>27</td>
<td>Norfolk Fire Service (Crucial crew)*</td>
<td>5,000</td>
<td>•</td>
</tr>
<tr>
<td>52</td>
<td>New Anglia LEP</td>
<td>7,000</td>
<td>Set contribution for all District Councils</td>
</tr>
<tr>
<td>53</td>
<td>Job clubs</td>
<td>40,000</td>
<td>SLA put in place during the review</td>
</tr>
<tr>
<td>54</td>
<td>Xmas lights/ festive events</td>
<td>0</td>
<td>Part of a wider review (Market Towns Initiative).</td>
</tr>
<tr>
<td>25</td>
<td>Norwich and Norfolk race equality service</td>
<td>0</td>
<td>Changes in delivery arrangements–funding arrangement not renewed in 13/14</td>
</tr>
<tr>
<td>50</td>
<td>Upper Waveney Valley Partnership</td>
<td>0</td>
<td>Contract not being continued as Partnership has been dissolved. SNC is working with partners to establish a steering group to continue key parts of this work.</td>
</tr>
</tbody>
</table>

Total funding arrangements in scope: 28

*fulfils all/part of a statutory requirement