

Borough Council of
**King's Lynn &
West Norfolk**



Cabinet Scrutiny Committee

Agenda

Thursday, 22nd October, 2015
at 6.00 pm

in the

**Committee Suite
King's Court
Chapel Street
King's Lynn
PE30 1EX**



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King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200
Fax: 01553 691663

Wednesday 14th October, 2015

Dear Member

Cabinet Scrutiny Committee

You are invited to attend a meeting of the above-mentioned Committee which will be held on **Thursday, 22nd October, 2015 at 6.00 pm** in the **Committee Suite, King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies for absence

To receive any apologies for absence.

2. Minutes (Pages 6 - 12)

To approve the minutes of the previous meeting.

3. Urgent Business under Standing Order 7

To consider any business, which by reason of special circumstances, the Chairman proposes to accept as urgent under Section 100(b)(4) of the Local Government Act, 1972.

4. Declarations of Interest

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the member should withdraw from the room whilst the matter is discussed.

These declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on an item or simply observing the meeting from the public seating area.

5. Members Present Pursuant to Standing Order 34

Members wishing to speak pursuant to Standing Order 34 should inform the Chairman of their intention to do so and on what items they wish to be heard before the meeting commences. Any Member attending the meeting under Standing Order 34 will only be permitted to speak on those items which have been previously notified to the Chairman.

6. Chairman's Correspondence

7. Response to Previous Committee Recommendations

To receive comments, and recommendations from other Council bodies, and any responses subsequent to recommendations, which this Committee has previously made. Some of the relevant Council bodies may meet after dispatch of the agenda.

8. Matters called in Pursuant to Standing Order 12

9. Scrutiny of Cabinet Decisions

Cabinet Decisions

Items from the Cabinet agenda from 6th October 2015 to be scrutinised are as follows:

a) **Devolution** (Pages 13 - 32)

10. Date of next meeting

The next meeting of the Cabinet Scrutiny Committee is scheduled to take place on Thursday 19th November 2015 at 6.00pm in the Committee Suite, King's Court, Chapel Street, King's Lynn, Norfolk.

To:

Cabinet Scrutiny Committee: J Collop, P Gidney, I Gourlay, C Kittow, P Kunes, Mrs K Mellish and T Wing-Pentelow

Portfolio Holders:

Councillor N Daubney, Leader of the Council and Portfolio Holder for Resources.

Management Team Representatives:

Debbie Gates, Executive Director Head of Central & Community Services

Ray Harding, Chief Executive

**Executive Directors
Press**

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CABINET SCRUTINY COMMITTEE

Minutes from the Meeting of the Cabinet Scrutiny Committee held on Thursday, 17th September, 2015 at 6.00 pm in the Committee Suite, King's Court, Chapel Street, King's Lynn

PRESENT: Councillor
Councillors R Blunt, Mrs J Collingham, P Gidney, I Gourlay, C Joyce, C Kittow,
Mrs K Mellish and T Wing-Pentelow

An apology for absence was received from Councillor J Collop and P Kunes

CSC:35 **MINUTES**

RESOLVED: That the Minutes of the meeting held on 20 August 2015 be approved as a correct record and signed by the Chair.

CSC:36 **URGENT BUSINESS UNDER STANDING ORDER 7**

None

CSC:37 **APPOINTMENT OF VICE-CHAIRMAN FOR THE MEETING**

RESOLVED: That Councillor C Kittow be appointed as Vice-Chairman for the Meeting.

CSC:38 **DECLARATIONS OF INTEREST**

None

CSC:39 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor G McGuinness attended under Standing Order 34 for consideration of the Cabinet Agenda items 9 a, b and c.

CSC:40 **CHAIRMAN'S CORRESPONDENCE**

None

CSC:41 **RESPONSE TO PREVIOUS COMMITTEE RECOMMENDATIONS**

None

CSC:42 **MATTERS CALLED IN PURSUANT TO STANDING ORDER 12**

None

CSC:43 **SCRUTINY OF CABINET REPORT - 2016/17 DRAFT COUNCIL TAX SUPPORT SCHEME FOR CONSULTATION**

The Chairman, Councillor Gourlay, had requested that this item should feature on the Agenda.

Under Standing Order 34, Councillor G McGuinness referred to the fact that when the Scheme had come through Cabinet the previous year he had referred to a number of questions asked about the financial impact of the scheme in relation to the “bedroom tax”. He asked if there was enough data to carry out an impact analysis to see if there were any particularly hard hit groups.

The Benefits Manager explained that there was not specific data on types of groups and the effects on those groups because each case was looked at on its merits, and if someone was affected by multiple hits on their benefits for example those who weren't pensioners or with small children they would often be the recipient of the discretionary scheme. An applicant was only refused once all of someone's income and outgoings had been looked at in detail and deemed ineligible for the scheme.

Councillor McGuinness asked if there was an opportunity to carry out an impact analysis on this. The Benefits Manager responded that a form of analysis could be carried out but it would be inconclusive because of the variety of different levels of claims and awards.

Councillor Gourlay referred to the newspaper report on the level of bailiff use by the Borough Council at 3,800 incidents, he asked if the level was this high due to the non payment of Council Tax following the changes to the scheme. The Benefits Manager responded that the high usage of the enforcement was for a number of reasons, and would not be reflective of the actual usage for King's Lynn and West Norfolk only because the Borough carried out the car parking and its enforcement for a number of other Councils so their figures would appear less and ours higher.

Councillor Gourlay asked what was being done in the consultation process to get the level of participation in the consultation up on previous years. The Benefits Manager explained that she had carried out considerable consultation the previous year including roadshows to different sites, mail shots etc with a very limited response.

Councillor Daubney responded that the response reflected the national picture, but he felt that the most effective thing that could be done was to keep the level of Council Tax low as the Council had been doing.

Councillor Gourlay referred to the assumption that the self-employed would be assumed to be earning the minimum wage for benefits purposes over the last 2 years which was often not the case. He asked why that stance had been taken. The Benefits Manager responded that it had been brought in during the first year of the Scheme to link with the requirements of Universal Credit. She explained that some self-employed claimed tax credits etc and when they initially started in business were given a start up period of 6 months to enable the income received to build over that time. The income level would be reviewed after the 6 months.

Councillor Gourlay asked if the things taken into account for the self-employed included an element of advertising for the new business, to which it was confirmed that it did.

Councillor McGuinness referred to the reference to the cost of the Council Tax Scheme in 6.4 of the report and asked if it was the national scheme for Council Tax customers. The Benefits Manager responded that the term referred to the old scheme and those protected by it, as there was no national scheme for the working age. She agreed to look at the terminology used.

Councillor McGuinness referred to 6.5 of the report and the level of deficit for the County and Borough and Parishes compared to the previous year. He asked what the difference in the scheme was on the previous year and whether it would affect all precepting authorities equally. The Benefits Manager responded that it was due to the caseload change which affected the levels of impact on the precepting authority. She did not have the detail of the previous years figures to hand and agreed to look at the differences on two years and provide the figures from the previous year to Councillor McGuinness.

Councillor Joyce drew attention to the fact that the administration of the discretionary hardship scheme fell to the Borough Council to fund, he asked what was the average of pass and fails for the assessments for the relief. The Benefits Manager explained that there was not a meaningful average because the average figure worked out on numbers of cases and levels did not give a true reflection. Councillor Daubney considered that any figure worked out in this way would potentially be meaningless because there wasn't a norm, particularly as some people had to take into account the costs of care and support etc.

Councillor Gourlay made reference to those Councils who were not operating the Council Tax Support Scheme, and asked if the Council Tax Payers in the Borough were paying more because of it. He suggested that some things could be given up in the Council's budget to fund it. Councillor Daubney responded that the Council's budgets were balanced against no increase in Council Tax, whereas those authorities not operating a scheme were loading large costs against those people who were paying Council Tax.

With regard to the lack of response from the County Council on the scheme which had been sent out for consultation, the Chief Executive informed Members that he had raised it with the Chief Executive of the County Council who she assured would give a response.

Councillor Joyce asked if the Council or the Government picked up the tab for the protection of pensioners in the scheme. Councillor Daubney explained that the Government Policy was that pensioners would be protected, which brought a cost, for which there was a cost which had to be absorbed by the Council and its adopted scheme.

Councillor McGuinness asked if the Council was required to have the discretionary fund, to which he was informed that whilst the local authority had a discretion to have one, but if one was not in place the Council could be taken to a tribunal.

As suggested by Councillor McGuinness, Councillor Gourlay moved that full impact analysis be carried out on the previous schemes. Councillor Collingham asked what benefit requiring officers to carry out the additional work would bring any benefit to the scheme. On being put to the vote the proposal was lost.

CSC:44 **CABINET REPORT - NAR OUSE BUSINESS PARK ENTERPRISE ZONE**

This item had been brought to the Committee at the request of the Chairman, Councillor Gourlay.

Councillor Gourlay made reference to the fact that the report and proposal was working with the New Anglia LEP, and commented that he believed the Council was also working with the Greater Cambridge & Greater Peterborough LEP, he asked why they were not included in this proposal. Councillor Daubney confirmed that the Council was working with both LEPs because of the links with both sides of the Borough, but this request had come from the New Anglia LEP.

Councillor Gourlay asked why when the Council was working in the scientific corridor from Cambridge the proposal was for “heavy industry base”. Councillor Daubney responded that King’s Lynn and its businesses were growing and the Enterprise Zone was particularly for “advanced engineering”, rather than heavy engineering. He drew attention to the fact that the advanced engineering element of business inward enquiries for the Borough comprised over 60% of the enquiries made, and made up a large amount of the business in the Borough with companies such as BaE, Williams Refrigeration and Bepak, with the Enterprise Zone forming a small element of it. He further explained that the biggest challenge for the Borough was to retain that industry in West Norfolk by maintaining and improving on skills levels and training in the Borough.

Under Standing Order 34, Councillor McGuinness asked if there was a danger that a company would move from an existing site in the Borough for the attractive business rates in the enterprise zone, leaving a vacuum from where they moved. Councillor Daubney confirmed this was a potential situation which had been raised as a potential issue, but a judgement had to be made.

Councillor Joyce asked if any investigation had been undertaken with the pharmaceutical industry due to the need for large amounts of sugar in their industry and the proximity of the sugar beet factory. He also asked why the Broadband for the area was limited to 100 megabites. Councillor Daubney shared frustrations around the digital infrastructure and its limitations, but explained that he had just signed off an initiative with the County Council to help towards this, he acknowledged that there was still more to do.

Councillor McGuinness asked if the level of enquiries set out in the report were distinct enquiries or several from the same companies. It was confirmed that they were distinct.

Councillor Gourlay asked if the Council had the £3m required to pay for the project, to which Councillor Daubney explained that the Council had a requirement to make the land fir for purpose, and it would access funding available to make it happen. The Chief Executive further explained that the NORA development had stalled due to the level of funding required to install the infrastructure on the site up front of selling plots to companies, and the Enterprise Status would enable to LEP to borrow to fund the work against future income. The situation with the 5 years of no Business Rates was attractive to businesses.

Councillor McGuinness asked if a bridge would be installed over the railway track from South Lynn which he believed had been discussed at the time of the Tesco development. Councillor Daubney recalled some discussion on the matter some time ago, but was not aware if this had been an undertaking or requirement.

Councillor Collingham expressed delight that the profile of the industry was as set out in the report as she considered that a lean to the science park would not necessarily lead to sustainable jobs in companies that would stay in the area.

CSC:45 **CABINET REPORT - SITE ALLOCATIONS AND DEVELOPMENT MANAGEMENT POLICIES PLAN - RESPONSES TO INSPECTORS REQUEST FOR FURTHER INFORMATION**

The item had been brought to the Committee at the request of the Chairman Councillor Gourlay.

Councillor Joyce made reference to the discussion he had held with the LDF Manager and p54 of the report which set out the levels of houses which would be required. He asked if the minimum level of 3500 was needed or if it was the 7-7500 target required.

The LDF Manager explained that it was the 7-7500 figure, dependent on the sites which were considered as part of King's Lynn. The overall total of 16500 properties would be required for the total period of time, 9000 of which had already been completed.

Councillor Gourlay asked how the targets set out in the Plan had been decided upon, and who would live in the additional properties. The LDF Manager explained that the figures had been derived from analysis from the Core Strategy, and from population increase forecasts. There were also changes in family structures, with more homes needed to cope with the current population, with the current demand of 660-690 new units pa.

Under Standing Order 34, Councillor McGuinness asked why housing growth was not being built upwards as in Cambridge, rather than outwards. The LDF Manager responded that there were different markets operating in the 2 geographical areas, and the properties were developed to match to needs of the population, the land values and the construction costs of the build type. He undertook to provide Councillor McGuinness with some further information on the issue.

Councillor Joyce made reference to the point he raised at the Cabinet meeting on the consistency of advice received from other agencies when planning consents were sought on flood plains. He commented on the fact that the Planning Inspector had raised the issue of flood risk but referred to the level of flood risk being shown by the Environment Agency for a site adjacent to the river as opposed to one further inland. He asked how confident the Council was in the advice received from them or the County Council. The LDF Manager responded that the confidence was that neither bodies had raised strategic objections to the Plan.

The LDF Manager reminded Members that the area was growing and it was important to make use of the land, as being in a flood plain did not preclude development, but required a flood risk assessment to be undertaken and if those mitigation measures were found to be acceptable by the Environment Agency it was possible to build.

Councillor Gourlay made reference to a presentation received some years before at a Panel meeting that the risk of King's Lynn flooding was a 1 in 150 year episode. Councillor Gidney commented that the latest Environment Agency flood breach modelling was awaited, but it was necessary to go with the advice of the experts.

Councillor Joyce made further reference to the point he had made in the Cabinet meeting on some schools being over subscribed, The LDF

Manager responded that there was not the capacity in all schools, but they would include the increase in school places where required.

Councillor McGuinness commented that in the days of the PCT, they were consulted over the provision of healthcare for the future. He asked if this was still taking place with the new CCG. The LDF Manager confirmed that liaison and advice had taken place on the public health requirements to 2026.

Following a question on the issue of the 5 year land supply, the Executive Director, G Hall explained the situation which was not part of this report. Councillor Gourlay asked if when the report and plan was adopted developers would be able to develop elsewhere than those sites in the Plan, to which the Executive Director explained that the adoption of the Plan didn't mean that the Inspectorate considered there was a 5 year land supply, as in other areas their adopted Local Plan was only 2 months old and they were found not to have the 5 year supply. The figures set out in the local Plan were not maximum figures and the onus was on the Council to find the sites for housing.

Councillor Joyce asked what the acreage was in King's Lynn for people to potentially walk a dog, and whether that had been taken into account in the space required for the town. The LDF Manager undertook to send him the acreage figure, and confirmed that the green infrastructure with the habitat requirements etc were being taken into account as part of the Cabinet report.

Councillor Blunt asked if the fact that the windfall developments were to be included in the numbers would this be attributed back to the parishes. The LDF Manager reported that every completion was taken into account, and the Inspector had referred to flexibility in windfall sites, specific numbers for which wouldn't be attributed to specific parishes. Councillor Blunt asked why the parishes had not been informed of the potential levels previously as they could potentially be significant in some parishes, to which the LDF Manager responded that it was not how the Government had asked for the information to be brought forward.

CSC:46 **DATE OF NEXT MEETING**

The next scheduled meeting was 22 October 2015.

The meeting closed at 7.30 pm

REPORT TO CABINET

Open		Would any decisions proposed :		
Any especially affected Wards	Discretionary /	Be entirely within Cabinet's powers to decide	YES	
		Need to be recommendations to Council	NO	
		Is it a Key Decision	NO	
Lead Member: Cllr Nick Daubney E-mail: <i>cllr.nick.daubney@west-norfolk.gov.uk</i>		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Ray Harding E-mail: <i>ray.harding@west-norfolk.gov.uk</i> Direct Dial:01553 616245		Other Officers consulted: Management Team and Duncan Hall		
Financial Implications	Policy/Personnel Implications	Statutory Implications	Equal Impact Assessment	Risk Management Implications
NO	YES	YES	NO	NO

Date of meeting: 6th October 2015

DEVOLUTION**Summary**

This report sets out Norfolk's ambition for and approach to the government's devolution proposals contained in the 'Cities and Local Government Devolution Bill' currently before Parliament.

The approach which has been taken thus far in Norfolk is set out in the letter 'Devolution – Letter of Intent' and associated paper 'The Norfolk Offer' (Appendix 1) which has been submitted by all of Norfolk's Council Leaders and the Chairman of the New Anglia Local Enterprise Partnership (LEP).

Norfolk Leaders were responding to an invitation for expressions of interest to be submitted to government by 4th September 2015. The Leaders have expressed a clear view that devolution proposals should, if at all possible, be based on the New Anglia LEP geography, i.e. for both Norfolk and Suffolk.

The initial submissions for both Norfolk and Suffolk have been well received in government and civil servants have made it very clear that going forward these two proposals would be greatly strengthened if they could be combined into a single 'devolution deal'.

Recommendation

Cabinet is recommended to:

- 1) Note and endorse the submission of the Norfolk Letter of Intent.
- 2) Endorse the proposal to progress a joint Norfolk and Suffolk devolution deal.
- 3) Comment upon and support the proposed functions for inclusion in the

- devolution negotiations as outlined in Section 3 of the report.
- 4) To note that it will be a requirement that the Borough Council joins and participates fully in a 'Combined Authority' for Norfolk and Suffolk in the event that an attractive devolution agreement is reached.
 - 5) Authorise the Leader to pursue negotiations on behalf of the Borough Council to help to secure a devolution deal for Norfolk and Suffolk with Government.
 - 6) That a further report be brought forward on the matter for a decision to be taken by Council.

Reason for Decision

To ensure that the Borough Council is able to play a full and active role in responding to the Government's devolution agenda, and to secure the most attractive deal achievable for the residents and businesses of the Borough.

1.0 Background

- 1.1 Following the General Election in May 2015, the new Government emphasised its commitment to devolution by swiftly introducing the Cities and Local Government Devolution Bill to Parliament on 28 May 2015.
- 1.2 Initially, the Government's focus was on continuing the devolution of powers and/or funding to large urban areas, particularly to the five existing combined authorities. This included a devolution deal for the Sheffield City Region and the Greater Manchester Health and Care Deal that sees the authorities take control of £6 billion of health and social care spending, overseen by a new statutory body from April 2016.
- 1.3 As support for devolution widened, the Government further announced that it would not be confined to large urban areas. All areas were encouraged to come forward with proposals for a devolution deal. As a result, many areas across England have submitted or intend to submit such proposals. An outline deal has already been concluded with Cornwall, and other proposals are being developed across the country.
- 1.4 The *Cities and Local Government Devolution Bill* provides the legal framework for such devolution. The Bill gives the Secretary of State the necessary powers to agree bespoke deals with local areas.
- 1.5 As part of his Summer Budget on 8 July 2015, the Chancellor announced that 'significant' devolution deals would have to be submitted to the Government by 4 September 2015 if they were to inform and be agreed by the Comprehensive Spending Review in November.
- 1.6 In order to maximise influence over devolution discussions with Government, Leaders from all of Norfolk County, district, city and borough councils agreed to submit an Expression of Interest to Government by 4 September 2015. It was agreed this would emphasise

Norfolk's ambition for devolution, along with its credibility for delivery; and signal that Norfolk is ready to begin negotiations with Government. The Letter of Intent is attached as Appendix 1.

2.0 Democracy and Governance

- 2.1 Whilst there is a clear preference from the Chancellor and the Treasury for devolved powers to be linked to the establishment of elected 'metro mayors' to provide London style Leadership and accountability, there is recognition that this model sits less well in shire areas. Nevertheless there is an 'entry level' requirement for a Combined Authority, to be established as a legal entity in its own right.
- 2.2 Within Norfolk and Suffolk the intention is to ensure that the design of the Combined Authority incorporates a model of clear and democratically elected governance which in turn reflects the nature of the distinct economic and social geography of the two counties. This will incorporate a form of double devolution whereby whilst some functions will be managed at the combined authority board level, others will be delegated to 'clusters' of districts.
- 2.3 All 16 authorities will be represented on the Combined Authority Board, together with the LEP to reflect business interests.

3.0 Functions

- 3.1 The broad priority areas for Norfolk which we will seek to reflect in the devolution arrangements will incorporate the following areas:-
 - Economic Development
 - Infrastructure & Physical Assets
 - Skills and Worklessness
 - Strategic Planning & Housing Delivery
 - Health & Social Care
- 3.2 These are seen as powerful 'levers' which will enable us to boost growth and prosperity across New Anglia and help to both speed up and potentially exceed the targets set in the New Anglia Strategic Economic Plan.

Economic Growth & Productivity

- A New Anglia LEP productivity commission with a 100 day challenge to examine the scale of the productivity gap and establish the root causes of the problem.
- A network of rural enterprise zones with innovation and improved productivity at their heart.

Coherent Planning & Housing

- A combined authority to provide a single vision to stimulate the growth, overcome blockages and provide better integration and efficiencies, with the appropriate cluster level democratic governance to ensure delivery.
- Work with Government to identify new settlements, utilising Homes and Communities Agency powers and resources to plan and deliver.
- Strengthened compulsory purchase powers to accelerate housing delivery.

Employment & Skills

- To work with Government on the roll-out of Universal Credit and test new approaches to providing in work progression to support raising incomes and reducing welfare dependency.

Physical Assets and Infrastructure

- A five year funding settlement for local transport schemes to fund an integrated investment package to deliver our local economic, housing and employment priorities. This will deliver better value for money and greater connectivity through integrated transport solutions.
- Direct influence over the new Greater Anglia rail franchise and accelerate much needed improvements on the Norwich to Liverpool Street (Norwich in 90) and King's Lynn to Cambridge King's Cross lines.

Action on Flood Risk

- Responsibilities, and associated budgets and funding, currently exercised by Environment Agency to transfer to the Combined Authority to meet local priorities.
- Improved Health & Social Care
- Integrated commissioning to tackle the challenges facing Norfolk's health and social care offer.

4.0 Negotiating the Norfolk and Suffolk (New Anglia) Devolution Deal

4.1 It will be necessary, as a first step, to work quickly with our colleagues in Suffolk to secure agreement as to which functions we wish to see devolved to the proposed Combined Authority.

- a) Both Norfolk and Suffolk's Expressions of Interest were submitted to Government on 4 September 2015 by the public sector Leaders (see Appendix 1). These Expressions of Interest will form the basis for negotiation of more detailed proposals with Government throughout the autumn, with the expectation of some conclusions in 25 November 2015 Autumn Statement.
- b) Once concluded these will then be subject to further discussion by Full Council and the various appropriate decision making bodies of Norfolk's public sector partners.

- c) Any specific requests to the Government for the devolution of powers, responsibilities or funding from national level to local level will be supported by business cases and/or cost benefit analysis to demonstrate the benefits to Norfolk residents of any changes, and advantages for central Government.
- d) Such proposals will be subject to considerable further work and negotiation. Changes to powers, responsibilities or funding arrangements would require the approval of all constituent councils and other public bodies.

5.0 Options Considered

5.1 There are in essence three options:-

- To respond positively to the first wave devolution opportunity (the option chosen).
- To take no action. The effect of this option would be that it would make it very difficult indeed for a Norfolk devolution deal to be concluded as this would considerably weaken the coherence of a Norfolk wide proposal. It would also deny the participating councils the opportunity to secure enhanced influence and powers needed to drive prosperity and growth.
- To respond at a later date. Whilst many councils have chosen to delay responding to devolution opportunities, there is a considerable amount of evidence that second wave City Deals were less extensive than those agreed in the first wave, hence this option was rejected.

6.0 Policy Implications

6.1 The Devolution agenda represents a significant reversal of decades of centralisation in England and this represents an opportunity for local government to secure new functions for the benefit of local people and business.

7.0 Financial and Risk Implications

7.1 It is difficult to anticipate the resource implications for the Council prior to any detailed negotiations with Government. The Treasury have stated, however, that any devolution proposals need to be fiscally neutral. There is a risk that by not entering into early negotiation with Government centrally developed, inappropriate and ineffective solutions could be imposed on the people of Norfolk and Suffolk.

8.0 Personnel Implications

8.1 There are no personnel implications for the Borough Council at this stage.

9.0 Statutory Considerations

- 9.1 Provision for the creation of Combined Authorities and devolution arrangements are included in the Cities and Local Government Devolution Bill currently before parliament.

10.0 Equality Impact Assessment (EIA)

Attached as a background paper.

11.0 Declarations of Interest / Dispensations Granted

None.

12.0 Background Papers

- Cities and Local Government Devolution Bill
- Suffolk Devolution Expression of Interest
- New Anglia LEP Strategic Economic Plan

Am 1



GREAT YARMOUTH BOROUGH COUNCIL

Borough Council of King's Lynn & West Norfolk



Norfolk County Council

Fiona McDiarmid
c/o NCC
County Hall
Martineau Lane
Norwich
NR1 2SG

NEWANGLIA
Local Enterprise Partnership
for Norfolk and Suffolk



NORWICH
City Council



Via email

Xxx
Xxx
xxx

NCC contact number: 0344 800 8020
Textphone: 0344 800 8011
Email: xxx@norfolk.gov.uk

4 September 2015
Your ref:
My ref: FMc/

To whom it may concern

Re: Devolution – Letter of Intent

We invite you to consider an exciting proposal that will further transform the economy of much of East Anglia. It comes with the strong endorsement of the Councils in Norfolk together with the New Anglia Local Enterprise Partnership and our universities. It conveys our commitment to continue to work together to maximise the benefits of devolution for businesses and communities Our proposals in summary are to:

- improve productivity, drive growth and improve housing delivery
- invest in transport and improve infrastructure
- transform skills and employment
- transform the delivery of health and social care

These represent a significant commitment to achieve the local/national dividend desired through devolution and to rebalance the local economy.

Building on the Norwich & Ipswich City Deals we will develop the existing strong relationships which we have created with private and public sector partners through the New Anglia LEP and develop further Enterprise Zones focused on agri-tech, food and health and digital ICT. We will also complete our commitment to provide Superfast Broadband to 100% of our premises by 2020, We are proud of our collaboration which has led to two Round 2 City Deals; our Enterprise Zone, covering Great Yarmouth and Lowestoft, has exceeded job creation targets; our Growth Hub has blazed the trail for simplified and streamlined support for businesses and our Growing Business Fund has created more than 1,000 new jobs and levered in £60m in private sector investment.

Productivity

At the heart of our collaboration would be a Productivity Commission, led by the private sector and the New Anglia LEP which will examine the root causes of the productivity gap in Suffolk and Norfolk and make positive recommendations on how we can tackle these issues head on.

Rural Issues

Our productivity commission will incorporate a 10 point rural productivity plan for boosting productivity in the two counties, in support of the national programme, to address the challenges faced by businesses and local communities in rural and isolated areas.

Financing Infrastructure Investments

A key role for the LEP in a combined authority would be to create investable investment and infrastructure opportunities in a way that levers-in private finance, perhaps from individuals, pension funds or sovereign wealth without relying exclusively on the UK Government for funding.

Strategic Connections to Neighbouring Areas

Whilst our immediate focus is Norfolk we see strengthening connections, both physical and economic, to Suffolk and further still to Cambridgeshire and our neighbouring LEP as key to unlocking the whole area's economic potential, especially in respect of strategic transport provision.

Strategic Transport

We have welcomed and supported government investment in transport infrastructure, including the A11, A47 and A14, but we are ambitious for more. We see the devolution of funding for investment in our roads infrastructure as essential to enable the further development of an integrated, modern transport system that would be the key to developing employment and housing sites across the counties. In this respect we are committed to looking outside our boundaries to areas such as Cambridgeshire and beyond to deliver benefits for the wider region. An effective transport system is the lifeblood of our rural area.

We also want greater local influence over planned improvements to the Strategic Road Network and greater local engagement and influence over the development and operation of the Greater Anglia Rail franchise. We believe this will ensure that government and private sector investments provide better value for money and are focussed strongly on making East Anglia a more attractive place to start up, locate and grow business.

Our "Norwich in 90" rail campaign has brought together private and public sector partners around a compelling business plan to support investment and growth and we have established effective delivery through the Local Transport Body and Skills Board. Not only will such infrastructure unlock business and housing investment throughout East it will also ensure the port of Felixstowe, the UK's busiest container port, continues to grow and contribute to UK economy.

Supporting Business Growth

Building on the success of our Growth Programme, we will enhance the Growth Hub which is already exceeding ambitious performance targets. This will continue to provide a single point of contact for business support. By seeking devolution of national support schemes, including UKTI, MAS and Growth Accelerator this will ensure that businesses have the support they need to help them grow, compete and win in the global marketplace.

Co-operation amongst Key Partners

All the Norfolk and Suffolk Councils have played a major role in the acknowledged success of New Anglia LEP, judged to be one of the most successful in England. This is testament to the strong and enduring collaboration and leadership from private and public sector organisations across Norfolk & Suffolk. We all want this to continue and strengthen so that together we can release the further potential that exists, particularly on growth and in tackling the productivity challenge.

Our submissions to the Comprehensive Spending Review on the wider opportunities presented by devolution represent the respective positions of the authorities. We believe that devolution presents a once in a generation opportunity for public service reform and improved collaborative working, not just on growth and productivity, but the range of opportunities highlighted above. Working with other partners to improve health economies

is critical to delivering sustainable public services and we are committed to working with our partners to make the most of the opportunity offered by devolution to do so.

Support for Key Industry Sectors

Focusing on growth, we know the East Anglian economy, already a net contributor to the Exchequer, has the potential to grow faster, with strengths in key sectors such as agri-tech, energy, ports & logistics and the digital economy. Linking Greater Cambridge and Greater Norwich with their two world-class universities and research facilities with the A11 growth corridor should further accelerate jobs and growth.

Our innovation and research pedigree is world class, with Norwich Research Park (NRP), hosting the Institute of Food Research, The Genome Analysis Centre (TGAC), The Sainsbury Laboratory and The John Innes Centre. We have the University of East Anglia (UEA) with its established record across disciplines, and the Norwich University of the Arts' international reputation.

In Suffolk, the University Campus Suffolk, opened in 2007 has grown quickly and is applying for Taught Degree Awarding Powers currently. In addition our private sector includes Adastral Park, home to BT's global research facility and other tech companies and the Hethel Engineering Centre, a hub for innovation.

Growth in the IT and Digital sector supported by Norwich University of the Arts (NUA), presents a huge opportunity for East Anglia, even more so when you factor in collaboration with Cambridgeshire and the Greater Cambridgeshire and Greater Peterborough LEP. Close to mainland Europe and the wider South East we want East Anglia to be a centre for global business, offering high value, secure and sustainable jobs to everyone who lives there.

Employment & Skills

We are already making good progress. 88% of 18-24 year olds are in work or education and the number of young Job Seekers has fallen by almost 40% in the last 12 months. However, 2,675 16-24 year olds remain on Job Seekers Allowance (JSA), 2,770 on Employment Support Allowance and the rate of youth unemployment in our most deprived towns and some rural areas is still above regional and national average. With the help of Government, we will deliver the national Youth Obligation through a local promise that all our 14-24 year olds will receive the personal support they need to make a successful transition into post-16 learning, get an apprenticeship, work experience or a job within three months of leaving education or employment. This is our Youth Pledge.

Democracy & Governance

We appreciate the need for clear and democratically accountable governance which in turn recognises and reflects the nature of the distinct economic and social geographies within a larger Combined Authority based on clusters of Districts or City Deal geography. This proposal will incorporate clear, decisive and accountable decision making at the geography that best matches effective local delivery

We will explore new forms of governance, based around a Combined Authority model, customised for Norfolk, focused on growth and productivity and our other headline proposals. Suffolk is committed to discussing arrangements with Norfolk and the New Anglia LEP as they evolve further. We will happily enter into discussion about governance arrangements which cross our county borders.

Meaningful Double Devolution

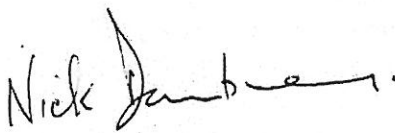
Built into a combined authority will be the importance of a meaningful double devolution approach based on district clusters or City Deal areas, especially in respect of strategic planning and housing delivery. The Greater Norwich partnership is a prime example of how this can work successfully.

This way we can build on the strengths of the New Anglia LEP Board, its active collaborations across public and private sectors, the universities and the LEP Sector Groups.

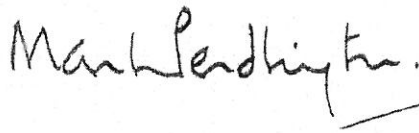
We are confident that you will see these proposals as a clear commitment to build on what we have achieved already, to strengthen the economy of East Anglia and recognise that all the councils in the New Anglia LEP area are ambitious not just to support this growth, but to exploit the wider opportunities presented by devolution for the benefit of our communities and the country.

We can move at pace and look forward to a positive response to this expression of interest. We are committed to working with you to meet the Spending Review deadline.

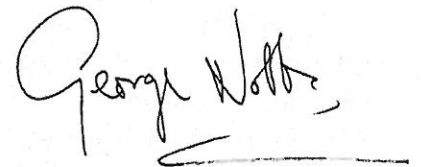
Yours sincerely



Cllr Nick Daubney
Leader - Borough Council of
King's Lynn & West Norfolk and
Chair of Norfolk Leaders



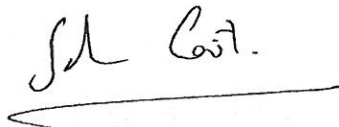
Mark Pendlington
Chair - LEP



Cllr George Nobbs
Leader - Norfolk County
Council



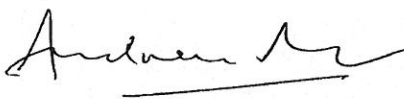
Professor David Richardson
Vice-Chancellor - UEA



Professor John Last
Vice-Chancellor - NUA



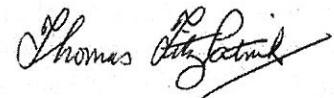
Cllr Michael Wassell
Leader - Breckland District
Council



Cllr Andrew Proctor
Leader - Broadland District
Council



Cllr Graham Plant
Leader - Gt Yarmouth Borough
Council



Cllr Tom Fitzpatrick
Leader - North Norfolk
District Council



Cllr Alan Waters
Leader - Norwich City Council



Cllr John Fuller
Leader - South Norfolk Council

The Norfolk Offer

- A prosperous Norfolk is fundamental to the UK's continued push to be a global economic leader in the 21st century. It is vital we get the support necessary to capitalise on our opportunities and create growth in high value jobs and business
- We want greater devolution for Norfolk and there is much that can be gained by partners joining forces to increase productivity. New solutions will focus on clusters of districts such as Greater Norwich.
- We are keen to explore larger scale options, based on our LEP footprint of the combined counties of Norfolk and Suffolk and we are actively engaged in working with Suffolk.
- Our ambition doesn't stop there. We will also pursue strategic links with Cambridgeshire, our historic East Anglian partners, now even more accessible, thanks to the newly dualled A11.
- This statement of intent is very much the start of a process and we want to begin discussions with Government on how we accelerate the pace of growth and prosperity in Norfolk and beyond.

Norfolk has for centuries contributed to the economic growth of the country, through innovation and technological advancement in agri-business and environmental management.

This has never been more true than today with innovation in the county at the heart of tackling the major global challenges of food production, energy security and climate change.

The county is a world centre for hi-tech research, and in specialist manufacturing. The gas and offshore wind industry, supported by world class engineering technology developing along the A11 Technology Corridor, underpins our Green Energy Coast. We have both a well-established and diversified financial sector which is internationally recognised, and new areas of growth, like the digital and creative sectors, are fuelled by our second university, the highly successful Norwich University of the Arts.

The Norfolk Offer

As Leaders, we want to build upon our current success and reap the benefits that devolution could offer our communities.

The county areas of Norfolk and Suffolk, with their centuries of common interest and culture, represent the core element of a combined authority, working with our Universities and New Anglia Local Enterprise Partnership. The work of the LEP has been underpinned by the support of local authorities across Norfolk and Suffolk and city deals in Greater Norwich and Ipswich.

Our immediate focus is Norfolk but we see strengthening connections, both physical and economic, to Cambridgeshire and our neighbouring LEP as key to unlocking our area's economic potential.

Our Devolution Deal

Devolution - initially with Suffolk and the New Anglia LEP – will help us realise our vision for a 21st century economy. Government has recognised the potential of Norfolk, with welcome investments in key infrastructure including the A11, NDR and A47 and the Norwich Research Park. But we are ambitious for more.

With greater devolution we could deliver:

Economic Growth & Productivity

- A new Anglia LEP productivity commission with a 100 day challenge to examine the scale of the productivity gap and establish the root causes of the problem.

Coherent Planning & Housing

- A network of rural enterprise zones with innovation and improved productivity at their heart.
- A combined authority to provide a single vision to stimulate the growth, overcome blockages and provide better integration and efficiencies, with the appropriate cluster level democratic governance to ensure delivery.
- Work with Government to identify new settlements, utilising Homes and Communities Agency powers and resources to plan and deliver.
- Strengthened compulsory purchase powers to accelerate housing delivery.

The Norfolk Offer

Employment & Skills

- To work with Government on the roll-out of Universal Credit and test new approaches to providing in work progression to support raising incomes and reducing welfare dependency.

Physical Assets and Infrastructure

- A five year funding settlement for local transport schemes to fund an integrated investment package to deliver our local economic, housing and employment priorities. This will deliver better value for money and greater connectivity through integrated transport solutions.
- Direct influence over the new Greater Anglia rail franchise and accelerate much needed improvements on the Norwich to Liverpool Street (Norwich in 90) and King's Lynn to Cambridge King's Cross lines.

Action on Flood Risk

- Responsibilities, and associated budgets and funding, currently exercised by Environment Agency to transfer to the Combined Authority to meet local priorities.
- Improved Health & Social Care
- Integrated commissioning to tackle the challenges facing Norfolk's health and social care offer.

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Foundations for growth

The Greater Norwich area represents 50% of the GVA of Norfolk and is a focus for housing and employment growth; Great Yarmouth is an established energy centre; and there is also additional potential from growth in Kings Lynn and along the A11 corridor towards Cambridge.

Norfolk is England's primary offshore energy county, having serviced the oil and gas sector in the Southern North Sea for 50 years. This has helped its rapid growth to become a centre for new technology energy industries, especially offshore renewables. Around £20bn of investment is planned around the UK by 2020 and the Southern North Sea basin presents by far the largest portion. The East Anglia Array, situated off our **Green Energy Coast**, will ultimately comprise around 1000 turbines. This is infrastructure development on a scale seldom seen outside of the Far East. Great Yarmouth and Lowestoft are already recognised as one of the six national Centres for Offshore Renewable Engineering (CORE) and their Enterprise Zone is considered to be one of the most successful in the country, delivering jobs and growth well ahead of its original target.

The Norfolk Offer

Car maker Lotus is synonymous with Norfolk. There is now a high tech cluster of businesses in this area, building on the Lotus heritage and attracting further new high performance technology businesses to start up. This is the heart of the **A11 Technology Corridor**, where hundreds of companies with links to the automotive and motorsports sector are based. We have available space and plans to create significant numbers of new high performance engineering jobs.

Norwich Research Park (NRP), Home to Europe's largest concentration of agri-tech scientists, is turning world class science into world class jobs. It houses the Institute of Food Research, The Genome Analysis Centre (TGAC), The Sainsbury Laboratory, The John Innes Centre and the University of East Anglia (UEA). It is also a globally renowned centre for the study of climate change, due to the close association between the Tyndall Centre and the Climatic Research Unit at UEA. This is coupled with leading edge research at UEA through the Energy Materials Laboratory. The Park has superb business incubation facilities – the NRP Innovation Centre, the Bio Incubator, the new Centrum building and the unique Enterprise Centre at the UEA - Britain's greenest building. New companies benefit from the cluster effect of specialist researchers and the NRP has 52ha of development land, with the Greater Norwich City Deal set to create 7,000 jobs there by 2031.

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The 200 year old **Norwich financial services cluster** –which includes the largest concentration of insurance business in the UK outside of London - and new hi-tech industries (including Norwich Tech City), are both ideally placed to benefit from the success of London and Cambridge. The emerging Centre for Advanced Knowledge Engineering campus which is being developed by Aventa Capital Partners at Downham Market in the west of the county is a case in point, with expectations of more than 4,000 new jobs in the new & rapidly growing data analytics sector.

As well as these unique facilities, Norfolk has two further attributes that can support rapid economic growth. It has an **ambitious public service** - in local government, higher education and health services - that supports innovation and takes pride in providing space for new businesses to grow. We work closely to both support fledgling business and get out of their way when they are ready to fly.

And, importantly, Norfolk also has the **room to grow**. Situated less than 100 miles from the nation's capital (albeit with a number of infrastructure projects still necessary to capitalise on this proximity), we have space for new business and new homes and we are committed to creating the business growth, jobs and housing needed to achieve that growth.

The Norfolk Offer

As part of any devolution agreement for Norfolk and Suffolk, opportunities should be seized to develop a local Rural Productivity Plan for the two counties, in support of the national programme, to address the challenges faced by businesses and local communities in rural and isolated areas. Examples of where local solutions might be developed could include problems faced by young people accessing education and training opportunities; centralisation of many public and financial services; development of successful market town programmes to compete with internet based shopping; and developing new approaches to business development in rural areas through conversion of agricultural buildings to business, rather than second or holiday home use. This would deliver more balanced and sustainable rural communities.

We recognise the need for clear and democratically accountable governance which recognises and reflects the nature of our economic social geography. This is likely to incorporate clear decisive, and accountable decision making, built into a combined authority which reflects the importance of greater Norwich and our mixed urban/rural area. A meaningful double devolution approach will provide appropriate local governance to the delivery of growth.

We can move at pace and look forward to a positive response to this expression of interest.



1) Devolution Deal for Growth in Norfolk and Suffolk

Devolution offers an exciting opportunity for greater local decision making and influence to power economic growth and productivity and unlock the potential of Norfolk and Suffolk. The two counties have the scale, ambition and leadership to maximise the opportunities offered by additional freedoms and responsibilities. We also have the potential to grow our economy faster, with strengths in key sectors such as agri-tech, food & health, energy and the digital economy.

Norfolk and Suffolk also bring geographic and economic scale and clout, creating an economic entity on a similar scale as City Regions such as Liverpool and Sheffield, with a much faster growing population. Our proposals bring a strong voice for our largest economic centres of Greater Norwich and Ipswich, while also reflecting the role of our other major towns and their economies, our market towns and rural areas.

Our strengths are diverse and powerful:

- National hubs for key business sectors, eg financial industries, that need to be nurtured to become magnets for global inward investment
- An all-energy coast at the centre of the world's largest market for offshore wind
- Globally-leading research in life sciences and agri-tech, and pioneering technical innovations in ICT research and development.
- The UK's busiest container port, in Felixstowe
- A fast-growing creative digital sector, with Norwich recently recognised by Tech City UK
- Market-leading food and drink producers
- Our first-class cultural heritage attractions mean tourism is worth £4.6bn annually across Norfolk and Suffolk.

The economies and sector strengths of our two counties are similar, and are stronger by working together - we are proof that cross border collaboration can work. We already have an Enterprise Zone with sites in both counties, an innovative and effective Clinical Commissioning Group across Gt Yarmouth and Waveney, two City Deals for Norwich and Ipswich, a Local Transport Body and Skills Board led by the LEP, both County Councils and business.

Our Enterprise Zone in Great Yarmouth and Lowestoft has consistently been one of the country's best performing zones, creating more than 1,300 jobs by May 2015 and £29m of private sector investment. We were the first EZ to introduce Local Development Orders on all our sites.

However, our ambitions have often been hampered by a lack of ability to influence the economic levers which accelerate the pace of growth. Our employment figures are among the best in the country, but our skills and productivity levels are below the national average. We need to tackle this problem head on, if we are to shift our economy to the next gear and compete and win on a global stage.

Growing the economy and improving productivity, underpinned by public service reform (particularly around the integration of health, care and safety), means that we feel devolution provides a framework to improve the opportunities and life chances for the people of Norfolk and Suffolk.

We want to work more effectively together with Government to achieve a radically re-set relationship between central and local public services and local people. One that is enabling

and responsible; one that is adaptable and progressive and one that works in driving growth, enabling opportunity and delivering a more efficient public sector that influences better outcomes.

2) For Growth, the Norfolk and Suffolk devolution deal is focused on:

a) *Economic Growth & Productivity* - For example, building on the existing architecture to:

- i) Develop a network of rural Enterprise Zones focussed on: agri-tech, food and health and digital economy that link our beacons of innovation Norwich Research Park and Adastral Park in Ipswich;
- ii) Better connecting our universities with our businesses to drive innovation and productivity
- iii) Enhance the New Anglia Growth Hub;
- iv) Create a joined up approach to attract inward investment;
- v) Create a Productivity Commission to help tackle root causes of our productivity gap
- vi) Devolve decision making over EU funding programmes

b) *Physical Assets & Infrastructure* - For example:

- i) Devolution of funding and decision making for investment in a modern transport system with a secure future, based on local economic priorities that will develop employment and housing sites across the two counties
- ii) Offering a single integrated transport strategy for Norfolk and Suffolk, in return, for greater certainty and influence over transport funding (with a 5-10 year settlement for local transport schemes). (powers to manage the local road network
- iii) Greater influence over the rail franchise and capital programme
- iv) Shaping and influencing the priorities for electricity and water supply investment, to support key locations in anticipation of planned growth
- v) Roll out of the city-based broadband connectivity voucher system to SMEs in rural areas
- vi) Working with Government to tackle the challenge of poor mobile network coverage in both counties

c) *Employment & Skills* – ensuring that our residents are able to use the full potential of their skills in driving productivity and growth. For example by:

- i) Designing a new local employment service that helps people to progress into work and reduces dependency on benefits and can deliver Universal Credit
- ii) Devolved responsibility for the Apprenticeship Grant and successor schemes
- iii) Co-commissioning with Government all post 16 education and skills provision and the next round of the Work Programme

- iv) As part of the New Anglia Youth Pledge deliver the Youth obligation building on the MyGo service (first established in Ipswich as part of its City Deal) financed through a shared investment model with government
- v) Extend the adult loan system to include 19-23 year olds within the existing funding envelope so that adults skills training is open to all who can benefit

d) *Coherent Planning & Housing* – developing a housing offer that maximises growth and better supports people’s health and wellbeing by:

- i) Creating a joined up Strategic Plan which aligns and integrates all the different strategies, supported by local delivery plans – so that decision making on developments can be made closer to the communities they are part of
- ii) Establishing an Investment Fund for Growth, to drive infrastructure to support growth and move money quickly to where it’s needed.
- iii) Working with Government to identify new settlements/garden cities in conjunction with the Homes and Community Agency, using its powers and resources to plan and deliver
- iv) Certainty over New Homes Bonus allocations to allow increased borrowing and infrastructure investment
- v) Influence over the investment plans of significant utilities – currently investment in utilities is often out of step with and holding back both local employment and housing developments with no mechanism for local engagement or influence
- vi) Greater CPO powers to overcome barriers to land assembly, tackling stalled sites and challenging land banking
- vii) Becoming a “Planning Reform Pathfinder” to work government and the sector to radically re-think the local plan process to maintain an up to date land supply, provide certainty for developers and reduce the necessity for systematic local plan reviews.

e) *Action on Flood Risk* – for example by:

- i) Creating a fully integrated approach to flood and coastal management in order to deliver additional economic growth (and address the fact that 1 in 5 Norfolk properties are at risk of flooding)
- ii) Devolution of the flood and coastal erosion risk management (FCERM) functions in Norfolk and Suffolk
- iii) Increased support from government for a more locally joined up approach to flood management and coastal defences

f) *Finance* – We want to establish a different relationship with Government, where greater local autonomy creates a system that is more locally self-sufficient than reliant on central grants. This should be enabled by:

- i) More flexibility to deliver our ambitions and manage the risks we are taking on.
- ii) Exploring Business Rate retention options

- iii) First rights on central government estates and local autonomy over public sector estates (including NHS) to unlock sites for employment and housing as well as smarter use of public assets

3) For Wider Public Service Reform the devolution deal for Norfolk and Suffolk will focus on:

- a) *Education* – it is vital that young people have access to excellent education and training to help them realise their ambitions and be well equipped to be successful adults. We are seeking a long term devolution programme delivered in partnership with government that will use every possible lever to raise education standards by:
 - i) Flexibility to agree local priorities with the Regional Schools Commissioner regarding effective school performance for all children
 - ii) Greater freedoms to dispose of surplus school sites (including playing fields) so we can reinvest the capital receipts to secure enough school places in our growing communities.
 - iii) Flexibility to set local policies for school transport and the power to require a financial contribution where changes to school times/term dates result in increased transport costs so we can meet our rural challenges and prioritise vulnerable and low income families.
 - iv) An extension in the scope of the proposed Post-16 Area Review process to include school sixth form provision to enable us to strengthen our A' Level offer in the context of greater demand for STEM skills and diminishing resources/rurality.
- b) *Health, Care and Safety* – we want people to be able to live as healthily, safely and independently as possible for as long as possible and if needed, that they receive early and joined up public sector support. To do this, we need the following to be different:
 - i) Devolved multi-year settlements for health, care and safety
 - ii) Freedom from centrally prescribed performance reporting and freedom to set unified, locally appropriate, outcomes based measures across the system and negotiate with national inspectorates and regulators.
 - iii) Local control over local public service estates and capital assets, including NHS and police to unlock assets across Suffolk's public services.
 - iv) Explicit and specific support from Government departments that provides mandated authority from Whitehall to the local public sector.
 - v) More local control over skills funding to enable better, joined up workforce development and attract the best health, care and teaching professionals also boosting our economy
 - vi) Flexibilities to support better integrated IT across public sector organisations

Public Sector reform is an essential element of our Devolution Deal and will need to be progressed by the two counties, either together or separately as circumstances dictate.

Subsidiarity and 'Double Devolution'

At the heart of our devolution proposal is the principle of subsidiarity – the devolution of powers and decision making to the most appropriate level of government and geographic area. The importance of meaningful double devolution based on District Council, district clusters and pairings or City Deal areas will be addressed in the development of the arrangements for the Combined Authority.

The content of the double devolution will be appropriate to local county circumstances and each area will look at specific powers, decision making and funding streams which could be addressed. This work will commence now and proceed in parallel with the work on growth and wider public sector reform.