

Norfolk County Council

Date: **Tuesday 11 October 2022**

Time: **10 am**

Venue: **Council Chamber, County Hall, Martineau Lane,
Norwich NR1 2DH**

To: All members of the Council. You are hereby summoned to attend a meeting of the Council for the purpose of transacting the business set out in this agenda.

Advice for members of the public:

This meeting will be held in public and in person.
It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

However, if you wish to attend in person it would be helpful if you could indicate in advance that it is your intention to do so as public seating will be limited. This can be done by emailing committees@norfolk.gov.uk.

The Government has removed all COVID 19 restrictions and moved towards living with COVID-19, just as we live with other respiratory infections. However, to ensure that the meeting is safe we are asking everyone attending to practise good public health and safety behaviours (practising good hand and respiratory hygiene, including wearing face coverings in busy areas at times of high prevalence) and to stay at home when they need to (if they have tested positive for COVID 19; if they have symptoms of a respiratory infection; if they are a close contact of a positive COVID 19 case). This will help make the event safe for all those attending and limit the transmission of respiratory infections including COVID-19.

Prayers

AGENDA

- 1 Apologies**
- 2 Minutes**
To confirm the minutes of the meeting held on 19 July 2022.
- 3 To receive any announcements from the Chair, Leader or Head of Paid Service (maximum of 15 minutes)**

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4 Members to declare any interests

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

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an Other Interest in a matter to be discussed if it affects to a greater extent than others in your division:

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

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

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

5 Petitions presented to Council

Advice for members of the public:

Petitions may be presented to the Council and debated if they have more than 5000 valid signatures and a debate is requested. The person presenting the petition will be allowed to address the meeting for up to 5 minutes to outline the aims of the petition, which will then be discussed by Councillors for a maximum of 15 minutes. The Chair of the meeting will then decide how to respond to the petition at this meeting. A written confirmation of this response will then be sent to the petition organiser.

6 Business (if any) remaining from the last Council meeting.

Note: This is for specific business items; Committee reports not dealt with previously are incorporated into the relevant items later on the agenda.

7 Questions to the Leader

Procedure Note attached.

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8 Reports and Recommendations to Council from the Scrutiny Committee and Norfolk Health Overview and Scrutiny Committee

8.1 Scrutiny Committee

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Meetings held on 18 May 2022, 23 June 2022, 20 July 2022 and 22 September 2022.

8.2 Norfolk Health Overview and Scrutiny Committee

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Meetings held on 12 May 2022, 28 June 2022, 14 July 2022 and 8 September 2022

9 Select Committee Reports

9.1 Corporate Select Committee

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Meetings held on 23 May 2022 and 11 July 2022

9.2 Infrastructure & Development Select Committee

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Meetings held on 25 May 2022 and 13 July 2022 and 26 September 2022

9.3 People and Communities Select Committee

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Meetings held on 27 May 2022 and 12 July 2022

10 Reports about the business of Joint Arrangements and External Organisations

10.1 Norfolk Joint Museums Committee

Page 61

Meeting held on 22 July 2022

10.2 Norfolk Records Committee

No meetings have been held since the previous meeting of Council.

11 Reports and Recommendations to Council from Cabinet and other Committees

11.1 Recommendations to Council from Cabinet

Page 65

Meetings held on 8 August 2022, 5 September 2022 with 3 October 2022 (to follow)

11.2	Cabinet Reports (Questions to Cabinet Members) Meetings held on 3 May 2022, 6 June 2022, 4 July 2022, 8 August 2022 and 5 September 2022 with 3 October 2022 (to follow)	Page 67
	Procedure Note attached.	Page 84
11.3	Audit Committee Meeting held on 28 July 2022.	Page 85
	Note: future reports will be from the Governance and Audit Committee.	
11.4	Employment Committee No meetings have been held since the previous meeting of Council.	
11.5	Health and Wellbeing Board Meeting held on 8 June 2022, 21 July 2022 and 21 September 2022.	Page 89
11.6	Pensions Committee Meeting held on 27 September 2022.	Page 96
11.7	Planning (Regulatory) Committee Meetings held on 20 May 2022 and 23 September 2022.	Page 99
12	Specific Business Items	
12.1	Minerals and Waste Development Scheme and Norfolk Statement of Community Involvement Report by Executive Director of Community and Environmental Services	Page 103
12.2	Norfolk Youth Justice Plan Report by Executive Director Children's Services	Page 148
12.3	Accepting the delegation of a statutory function in order to determine an application to register a public right of way across county boundary Report by Director of Governance	Page 218
12.4	Appointment of Members of the Independent Remuneration Panel Report by Director of Governance	(To follow)
13	Notice of Motions	Page 249

- 14 Questions on notice under Rule 9.3**
- 15 Appointments to Committees, Sub-Committees and Joint Committees (Standard item).**
- (i) To note any changes made under delegated powers since the last meeting.**
- (ii) To consider any proposals from Group Leaders for changes to committee places or consequential positions.**

Tom McCabe
Head of Paid Service
County Hall
Martineau Lane
NORWICH
NR1 2DH

A handwritten signature in black ink, appearing to read 'Tom McCabe', with a stylized flourish at the end.

Agenda Published: 3 October 2022

Norfolk County Council
Minutes of the Meeting Held at 10am on Tuesday 19 July 2022

Present:		
	ADAMS Tony	KIDDLE-MORRIS Mark
	ANNISON Carl	KIRK Julian
	BAMBRIDGE Lesley	LONG Brian
	BENSLY James	MASON BILLIG Kay
	BILLS David	MORPHEW Steve
	BIRMINGHAM Alison	NEALE Paul
	BORRETT Bill	OSBORN Jamie
	BOWES Claire	PECK Greg
	CARPENTER Penny	PLANT Graham
	CLANCY Stuart	PRICE Ben
	CONNOLLY Ed	PROCTOR Andrew
	DAUBNEY Nick	RICHMOND Will
	DEWSBURY Margaret	REILLY Mathew
	DUIGAN Phillip	RILEY Steve
	EAGLE Fabian	ROPER Dan
	ELMER Daniel	RUMSBY Chrissie
	FISHER John	SMITH Carl
	FITZPATRICK Tom	SMITH-CLARE Mike
	GURNEY Shelagh	STONE Barry
	HEMPSALL Lana	STOREY Martin
	HORSBRUGH Michael Chenery of	THOMPSON Vic
	JAMES Jane	VARDY Eric
	JAMIESON Andrew	VINCENT Karen
	JERMY Terry	WARD John
	JONES Brenda	WATKINS Brian
	KEMP Alexandra	WHITE Tony
	KIDDIE Keith	WHYMARK Fran
		WILBY Martin

Present: 55

1 Apologies

Apologies for absence were received from Cllr Timothy Adams, Cllr Stefan Aquarone, Cllr Stephen Askew, Cllr Sharon Blundell, Cllr Julie Brociek-Coulton, Cllr Graham Carpenter, Cllr Ed Colman, Cllr Robert Colwell, Cllr Emma Corlett, Cllr Michael Dalby, Cllr Stuart Dark, Cllr Chris Dawson, Cllr Nigel Dixon, Cllr Barry Duffin, Cllr Andy Grant, Cllr Ian Mackie, Cllr Ed Maxfield, Cllr Graham Middleton, Cllr Jim Moriarty, Cllr Judy Oliver, Cllr Rhodri Oliver, Cllr Saul Penfold, Cllr Richard Price, Cllr Mike Sands, Cllr Lucy Shires, Cllr Robert Savage, Cllr Alison Thomas, Cllr Colleen Walker

and Cllr Maxine Webb.

2 Minutes of the Previous Meeting

- 2.1 The minutes of the County Council meeting held on 10 May 2022 were confirmed as a correct record and signed by the Chair subject to the recorded vote for item 14.2 showing that Cllr Ward had voted against.

3 Chair's Announcements

- 3.1 Cllr Vincent announced the sad passing of ex-County Councillor Stella Rice who was a Conservative County Councillor from May 2005 to May 2009 for Long Stratton Division. Stella had a passion for Adult Social Care and served as the Deputy Cabinet Member. Members of the Council paid tribute to her work whilst a County Councillor and held a minute's silence in her memory.

4 Declarations of Interest

- 4.1 There were no declarations of interest.

5 Any items of business which the Chair decides should be considered as a matter of urgency

- 5.1 There were no items of urgent business

6 Questions to the Leader

6.1 Question from Cllr Steve Morphew

Cllr Morphew said that the absence of a functioning prime minister and government, the lack of clarity about what we face before the autumn and the failure to mention local government by Conservative leadership combatants other than competing further deeper cuts did not bode well. What assumptions was the Leader now making about his budget, his devolution deal, infrastructure funding, social care policy and funding, school building funding, and critical infrastructure funding like a new QE hospital for Kings Lynn to name but a few long standing issues now mired in uncertainty? Had this zombie government turned Norfolk into a zombie council?

In reply, the Leader said that this was not a "zombie" Council and we did not have a "zombie Government. Both Norfolk County Council and the Conservative Government had shown their commitment to strong leadership. While there would be a new Prime Minister by 5th September 2022 the Conservative Government was expected to continue to implement the Levelling Up agenda which presented an opportunity to reset the relationship between central and local government and put councils at the heart of delivering the Conservative Government's ambitious election commitment to improve opportunities for people living in all parts of the country. Norfolk County Council had reaffirmed to the Secretary of State its support of the approach being taken by the

Government to local devolution and welcomed the opportunity to have in place a county deal that provided for fair funding for Norfolk.

6.2 Question from Cllr Dan Roper

Cllr Roper asked what progress had been made in delivering a county deal for Norfolk and would such a deal receive the agreement of all the Norfolk Local Authorities?

In reply, the Leader said that he was working with other local Council leaders in Norfolk to achieve the aims and aspirations of a county deal that gave Norfolk the tools it needed to pilot new ideas, create jobs, drive growth and improve public services. A county deal would mean that Norfolk received a higher level of investment funding, multi-year transport funding, control of development on brown field sites, and had more of a say in the design and development of local employment projects. Norfolk remained one of the nine pathfinder counties in the country, and the Government was expected to continue to take a flexible approach to allow more Councils to agree a devolution deal.

6.3 Question from Cllr Ben Price

Cllr Ben Price said that the UK's hottest ever recorded temperatures now blazing across the country were requiring a raft of emergency procedures. Schools were having to close, care homes required cool rooms and additional checks on residents, roads were melting, and people were being told not to travel, and people were already dying. All of this would mean an increase in infrastructure costs to keep Norfolk's infrastructure running. Given that extreme heat would become worse and more frequent due to climate breakdown, how had the County Council budgeted for this?

In reply, the Leader said that the County Council had put in place financially robust budgetary processes for 2023/24. While everyone had to recognise that the changes in the way in which the climate was behaving would have budgetary implications for the County Council there were many things that people could do at a personal and at a collective level to help support and maintain those services that were subject to climate change.

6.4 Question from Cllr Carl Smith

Cllr Carl Smith asked if the Leader could provide an update on the Aid for Ukrainians in Norfolk Scheme.

In reply, the Leader said that Norfolk had extended a warm welcome to about 1,000 Ukrainians and that there about 3,500 Norfolk citizens who had expressed an interest in acting as their hosts. As the Leader of Great Yarmouth Borough Council, Cllr Smith had taken a leading role in partnership working with other Councils on such issues as ensuring that Ukrainians were moving into homes that were fit for purpose and that their safeguarding issues were properly addressed. The County Council was potentially in the position of employing a Ukrainian guest (who was bilingual in Ukrainian and English) which sent out a positive message to those

Ukrainians who were seeking work. While many Ukrainians were expected to want to go back to their own country at some point in the future it was recognised that this might not always be possible given the unwarranted devastation being done to their country. Many important issues about the future welfare of Ukrainians needed to continue to be addressed at both a national and local level.

6.5 Question from Cllr Alexandra Kemp

Cllr Kemp said that on 10th May 2022 the County Council had passed a unanimous resolution against the building of an energy from waste incinerator facility in Wisbech, however, on 11th July 2022 the company concerned had put in an application to the Planning Inspectorate to go ahead with the building of the incinerator. If it had not already done so, would the County Council make a submission to the Planning Inspectorate that this company had not adequately consulted with people about their plans because the 14-day window to do so expired on 20 July 2022?

In reply, the Leader said that the County Council was aware that the company concerned had made such an application. The County Council planned to make a detailed submission in time for this matter to be dealt with by the Planning Inspectorate in the proper manner.

6.6 Question from Cllr Terry Jermy

Cllr Jermy said that the Government had recently carried out a nationwide survey on DIY waste charges. In the opening preamble the consultation stated:

“Government believes householders should not be charged to dispose of DIY waste. We are proposing changes to allow householders to deposit DIY waste for free. This will reduce the potential risk of fly-tipping, littering and backyard burning which create additional costs for local authorities and causes environmental issues.”

Did Norfolk agree with the Government’s view on scrapping DIY waste charges and did Norfolk County Council respond to the consultation?

In reply, the Leader said that it was a fallacy to think that the charges made for the disposal of DIY waste were a major cause of fly tipping. If, following the results of the national consultation exercise, the Government advised Councils against charging for the disposal of DIY waste then the County Council would look at how it should comply with that advice.

6.7 Question from Cllr Brain Watkins

Cllr Watkins said that Martin Lewis had warned that the energy crisis was “potentially more dangerous to lives than the pandemic” and with the energy price cap rising in October typical bills would be at least £3,240 a year, then rising again in January 2023. The Council’s Cost of living scheme was already seen as meagre by those residents who had contacted him so could the Leader now pledge to substantially improve the Council’s scheme before thousands of people in Norfolk were pushed into poverty and severe poverty?

In reply, the Leader said the County Council was doing all that it possibly could to help people cope with the cost-of-living crisis. Rather than describing the Council's scheme as meagre everyone should be doing all that they could to get behind the scheme and give it their full support. The Household Support Fund, the Norfolk Assistance Scheme, the information and advice that was available on debt and welfare issues, the targeted adult learning courses and the Norfolk Food Hub were all examples of the many ways in which Norfolk County Council and its partners were supporting people with the cost-of-living crisis. To describe these schemes as being meagre was missing the most important message that was being sent out to the people of Norfolk, namely, that Norfolk County Council was doing all that it could to help people cope with the cost-of-living crisis.

6.8 Question from Jamie Osborn

Cllr Osborn said that virtually every building in the UK would have to see reductions in its carbon emissions of 100% if we were to meet climate change targets and end our reliance on imported gas and oil. The Greater Norwich Local Plan set a target of reducing carbon emissions from domestic new builds by just 19%. This was even lower than the new building regulations that required a 31% reduction in carbon. It was not too late to amend the Greater Norwich Local Plan, which Norfolk CC supported, if there was a political will to do so. Did the Leader of the Council agree that more ambitious energy efficiency targets for Norfolk were urgently needed?

In reply the Leader said that those local Councils in Norfolk that were working with the County Council (as the main infrastructure provider) in the preparation of the Greater Norwich local plan had put a great deal of time and effort into its preparation. They were all committed to having a development plan that was fit for purpose, included clearly defined targets, and could be adopted in 2023.

7 Recommendations from Cabinet meetings held on 6 June 2022 and 4 July 2022

7.1.1 Cabinet Meeting held on M 6 June 2022 Annual Treasury Management Outturn Report 2021-22

7.1.2 The recommendation from the Cabinet meeting held on 6 June 2022 about the Annual Treasury Management Outturn Report 2021-22 was moved by Cllr Andrew Proctor, Chair of Cabinet, seconded by Cllr Graham Plant.

7.1.3 Council RESOLVED on a show of hands

That County Council approve the Annual Treasury Management Outturn Report 2021-22 as set out in Annex 1 of the report to the Cabinet.

7.1.4 **Cabinet Meeting held on Monday 4 July 2022
Norwich Western Link Update**

7.1.5 The recommendation from the Cabinet meeting held on 4 July 2022 about the Norwich Western Link was moved by Cllr Andrew Proctor, Chair of Cabinet, seconded by Cllr Martin Wilby.

7.1.6 Following debate about the increased costs associated with the Norwich western link and how they would be met, upon being put to a recorded vote (Appendix A to these minutes), with 41 votes in favour, 12 votes against and 0 abstentions the motion was **CARRIED** and it was **RESOLVED**

That Full Council include an increased amount of £52.7m in the future year forward capital programme (of which £7.9m is the increase in local contribution), based on the overall project budget being funded from £213.4m of DfT Grant and £37.7m local contribution, underwritten by the County Council (which would be funded through additional prudential borrowing if necessary).

7.1.7 **Cabinet Meeting held on Monday 4 July 2022
Norfolk Minerals and Waste Local Plan**

7.1.8 Cllr Andrew Proctor, Chair of Cabinet, said that the recommendations about the Norfolk Minerals and Waste Local Plan from the Cabinet meeting on 4 July 2022 (that were set out on pages 47 and 48 on the Council agenda) had to go before the Scrutiny Committee before they came back to the County Council on 11 October 2022 for a decision to be taken.

7.1.9 Council **RESOLVED** accordingly.

7.1.1.1 **Local Transport Plan 4**

7.1.1.2 Cllr Andrew Proctor introduced the report and moved the recommendation, seconded by Cllr Martin Wilby, for adoption of the Local Transport Plan comprising the Local Transport Plan 4 Strategy and Implementation Plan set out in Appendix A and Appendix B of the report, and that this replaces the current Local Transport Plan (LTP3).

7.1.1.3 Cllr Jamie Osborn moved, seconded by Cllr Ben Price, the following amendment:

To adopt the Local Transport Plan, comprising the Local Transport Plan 4 Strategy and Implementation Plan set out in Appendix A and Appendix B, and that this replaces the current Local Transport Plan (LTP3), ***committing to provide quantifiable carbon reduction targets and to reduce carbon by more than the lowest possible ambition under the Transport Decarbonisation Plan and*** with references to the NWL project removed ***since expansion of roads has been proved to cause increased carbon emissions and so completing the NWL runs counter to the stated aim of reducing carbon,*** as follows:

LTP4 Strategy:

- Page ii (agenda page 61), second para, remove “Government has also accepted the strategic outline business case for the Norwich Western Link with construction programmed to start in 2023.”
- Page iii (agenda page 61), line 6, remove “the Norwich Western Link”
- Page 32 (agenda page 98), line 4, remove “the Norwich Western Link”
- Page 34 (agenda page 98), remove “Norwich Western Link” bullet
- Page 37 (agenda page 103), remove “Norwich Western Link” in Major Road Network bullet
- Page 57 (agenda page 123), remove last 3 sentences on page
- Page 76 (agenda page 142), replace “West Winch Housing Access Road, and the Norwich Western Link” with “and West Winch Housing Access Road”

LTP4 Implementation Plan:

- Agenda page 156, line 10, remove “the Norwich Western Link”
- Agenda page 185, line 3, remove “the Norwich Western Link”
- Agenda pages 218 and 219, remove entire “Large Local Major Schemes” section including “Norwich Western Link” sub-section
- Agenda page 223, replace “Long Stratton Bypass, and Norwich Western Link” with “and Long Stratton Bypass”

Agenda page 227, remove sentences “In Norfolk, the Norwich Western Link has been included in this programme. More information is shown in Chapter 3.”

7.1.1.4 Following debate, the amendment was put to the vote and LOST there were 41 votes against, 11 votes in favour and 2 abstentions.

7.1.1.5 It was then moved by Cllr Paul Neale seconded by Cllr Ben Price

To adopt the Local Transport Plan, comprising the Local Transport Plan 4 Strategy and Implementation Plan set out in Appendix A and Appendix B, and that this replaces the current Local Transport Plan (LTP3), committing to provide quantifiable carbon reduction targets and to reduce carbon by more than the lowest possible ambition under the Transport Decarbonisation Plan and with references to the Increasing Accessibility Target: Grow annual bus patronage in Norfolk as follows

LTP4 Implementation Plan :

- Agenda page 231, Table: Summary of Targets for LTP4. Fifth Target: Grow annual bus patronage in Norfolk. Column 2: replace ‘1% per annum between 2023 and 2027 with 5%. Columns 5- 9: amend Trajectory figures over next five years accordingly.

7.1.1.6 **Following debate, the amendment was put to the vote and LOST there were 15 votes in favour, 41 votes against and 0 abstentions.**

7.1.1.7 Following debate on the substantive motion, it was then **RESOLVED** with 39 votes in favour 12 votes against and 1 abstention.

To adopt the Local Transport Plan, comprising the Local Transport Plan 4 Strategy and Implementation Plan set out in Appendix A and Appendix B of the report, and that this replaces the current Local Transport Plan (LTP3).

Council took a break at this point in the proceedings of 30 minutes.

When Council reconvened, the Chair used her discretion to alter the order of business and ask for Council to consider item 11 on the agenda next so that this item could be considered in the time that remained for this meeting.

8 Proposed Amendments to the Council Constitution

8.1 In introducing the report at item 11 on the supplementary agenda, the Leader thanked the Director of Governance and her team for the work that had gone into the preparation of the report (and during the ensuing debate this comment was shared by the other Group leaders).

8.2 The Leader, seconded by Cllr Graham Plant, moved the three recommendations contained in the report.

8.3 Cllr Ben Price moved, seconded by Cllr Brian Watkins, the following amendment:

1. The current 3 hours' time limit for a council meeting set out in Part 5A para 3.2 (iv) is changed to 4 hours' time limit.
2. The order in which motions are heard at a council meeting should not be changed. However, Political groups will be limited to a maximum of two motions at any council meeting, and non-aligned members limited to one motion, unless the Chair of the council agrees that an emergency motion can be tabled. The wording of the Constitution should revert back to the original and include the sentence, "Political groups are limited to two motions at any council meeting, and non-aligned members limited to one, except where the Chair of the Council deems that an emergency motion is necessary and appropriate."
3. The council introduces two additional meetings to the constitution, so that it reads 7 ordinary meetings a year.
4. That the number of signatories required to have a petition debated at council is reduced from 5,000, to 1,000.
5. The version of the Constitution appended to this report should be

adopted as the Council's Constitution with effect from 20 July 2022 only once the amendments listed 1-4 have been incorporated.

8.4 **Following debate, the amendment was put to the vote and LOST there were 13 votes in favour, 39 votes against and 1 abstention.**

8.5 Cllr Alexandra Kemp then moved, seconded by Cllr Brian Watkins, the following amendment:

Council Procedure Rules Part 5A Motions on Notice

1. Order of Debate for Motions

In the interests of fairness and diversity, Motions on Notice will be heard according to historic custom and practice in the Council i. e. in the order submitted to Democratic Services (" First Come, First Served"). However, in the interests of mutual cooperation, no one group or political entity (" non-aligned member") will normally move a second Motion, until all other groups or political entities have moved their first Motion, should they have submitted one. Para 10.1

2. Length of Full Council Meetings

Meetings of the full Council will last for up to 3 hours, subject to extension of time by the Chair, in consultation with Members. Just before the end of 3 hours, if a Motion is in debate, the Chair will respectfully wait, until speakers who intimated their wish to speak, have spoken, and until after the vote has been taken, before consulting Members on the extension of the Council Meeting. Part 4 (v) (vi)

3. Extension of Council Meetings

If, just before 3 hours have expired, there are Motions remaining on the Agenda to be debated, the Chair will consult Members and invite them to vote on extending the Council Meeting by a period of time - 30 minutes, an hour etc - so that Motions can be heard. Part 4 (v) (vi)

4. Procedure for Unfinished Business at Full Council Meetings

After 3 hours, or the end of any extensions to the Meeting voted by Members, any Motions on the Agenda remaining unheard, will automatically be carried forward to the next Council Meeting, unless the proposer of the Motion withdraws them at any time, before the agenda is published. Part 4 (v) (vi)

5. In the Alternative to 2,3 and 4 above

Motions on Notice will be debated after Questions to the Leader. Para 2.1 (vii) and (xiv)

6. Speaking Time

The maximum length of time for speeches to Council and Committees by Members will be 5 minutes. Part 5A para 12.4.1

Audit Committee

Assumption of Standards Committee Functions Part 8A Para 4

7. All Members of the Audit Committee will be provided with mandatory training in human and civil rights. Part 8A Para 4

8. In the interests of transparency and human rights, the procedure for Code of Conduct Complaints and for standards hearings will be published in full within the Constitution. Par 4.3 (2)

9. Scrutiny

Decisions of Cabinet are subject to the call-in process, including Cabinet Recommendations to Council Part 7, para 7.4 (ii)

10. Financial Decisions – Incinerator Clause

In the interests of financial transparency, fiscal prudence, reputation of the Council and good governance in major projects, all decisions which commit the County Council to spending over £100m must be referred to Full Council Part 11 C Para 3.6.1

8.6 In moving the amendment, Cllr Alexandra Kemp had asked for a recorded vote, however, on a show of hands there were insufficient members in favour of one being taken.

8.7 **The amendment was then put to the vote and LOST there were 13 votes in favour, 39 votes against and 1 abstention.**

8.8 At this point in the proceedings the Chair moved that the meeting be extended until such time as Council had reached a decision, and this was **AGREED** on a show of hands.

8.9 Council then discussed the substantive motion and Cllr Steve Morpew expressed concerns of the Labour Group about the Incinerator Clause and said that he hoped the Council would be flexible in applying the time limit for Members to speak at County Council.

8.10 The Director of Governance said that while the County Council remained responsible for setting the Council's budget, the clause in the Constitution that related to expenditure in excess of £100m should have been removed when the Council moved away from the Committee system of governance and reverted to a Cabinet system. This clause was left in the constitution in error and had now to be removed.

8.11 **Following further debate, the substantive motion was put to the vote, and it was AGREED by 39 votes in favour, 13 votes against and 1 abstention:**

1. **That the current 3 hours' time limit for a Council meeting set out in Part 5A para 3.2 (iv) is retained.**
2. **The order in which motions are heard at a Council meeting should be as set out in Part 5A para 10.1.2.**
3. **The version of the Constitution appended to this report should be adopted as the Council's Constitution with effect from 20 July 2022.**

9 **Chair concluding remarks**

9.1 The Chair pointed out that motions 3 and 4 on the agenda had been withdrawn. The Chair then ended the meeting by thanking everyone for their attendance.

- 9.2 It was noted that some of the business that was due to have been considered at this meeting was not dealt with in the time available. This business can be seen as an addendum to these minutes.

10 **Addendum to the minutes**

- 10.1 The following reports were not considered at this meeting:

ITEM 8

Cabinet Reports (Questions to Cabinet Members)

Meetings held on 3 May 2022, 6 June 2022 and 4 July 2022

ITEM 9

Committee Reports

Scrutiny Committee: Meetings held on 18 May 2022 and 23 June 2022

Corporate Select Committee: Meeting held on 23 May 2022

Infrastructure & Development Select Committee: Meeting held on 25 May 2022

People and Communities Select Committee: Meeting held on 27 May 2022

Norfolk Health Overview and Scrutiny Committee: Meetings held on 12 May 2022 and 28 June 2022

Health and Wellbeing Board: Meeting held on 8 June 2022

Planning (Regulatory) Committee: Meeting held on 20 May 2022

Item 10

Appointments to Committees, Sub-Committees and Joint Committees.

Item 12

Notice of Motions: (motions 3 and 4 were however withdrawn)

Item 13

Questions under Rule 8.3 of the Council Procedure Rules (none were received)

The meeting ended at 2 pm

Chair



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Norfolk County Council
Date 19 July Appendix A
RECORDED VOTE A (NORWICH WESTERN LINK)) ITEM NUMBER:
7.1

	For	Against	Abstain
ADAMS Timothy	Absent		
ADAMS Tony	X		
ANNISON Carl	X		
AQUARONE Steffan	Absent		
ASKEW Stephen	Absent		
BAMBRIDGE Lesley	x		
BENSLY James	x		
BILLS David	x		
BIRMINGHAM Alison		x	
BLUNDELL Sharon	Absent		
BORRETT Bill	x		
BOWES Claire	x		
BROCIEK-COULTON Julie	Absent		
CARPENTER Graham	Absent		
CARPENTER Penny	x		
CLANCY Stuart	x		
COLMAN Ed	Absent		
COLWELL Robert	Absent		
CONNOLLY Ed	x		
CORLETT Emma	Absent		
DALBY Michael	Absent		
DARK Stuart	Absent		
DAUBNEY Nick	x		
DAWSON Christopher	Absent		
DEWSBURY Margaret	x		
DIXON Nigel	Absent		
DUFFIN Barry	Absent		
DUIGAN Phillip	x		
EAGLE Fabian	x		
ELMER Daniel	x		
FISHER John	x		
FITZPATRICK Tom	x		
GRANT Andy	Absent		
GURNEY Shelagh	x		
HEMPSALL Lana	x		
HORSBRUGH Michael Chenery of	x		
JAMES Jane	x		
JAMIESON Andrew	x		
JERMY Terry		x	
JONES Brenda		x	
KEMP Alexandra		x	
KIDDIE Keith	x		

	For	Against	Abstain
KIDDLE-MORRIS Mark	Absent		
KIRK Julian	X		
LONG Brian	x		
MACKIE Ian	Absent		
MASON BILLIG Kay	x		
MAXFIELD Ed	Absent		
MIDDLETON Graham	Absent		
MORIARTY Jim	Absent		
MORPHEW Steve		x	
NEALE Paul		x	
OLIVER Judy	Absent		
OLIVER Rhodri	Absent		
OSBORN Jamie		x	
PECK Greg	x		
PENFOLD Saul	Absent		
PLANT Graham	x		
PRICE Ben		x	
PRICE Richard	Absent		
PROCTOR Andrew	x		
RICHMOND Will	x		
Reilly Matthew		x	
RILEY Steve	Absent		
ROPER Dan	x		
Rumsby Chrissie		x	
SANDS Mike	Absent		
SAVAGE Robert	Absent		
SHIRES Lucy	Absent		
SMITH Carl	x		
SMITH-CLARE Mike		x	
STONE Barry	x		
STOREY Martin	x		
THOMAS Alison	Absent		
THOMSON Vic	x		
VARDY Eric	x		
VINCENT Karen	x		
WALKER Colleen	Absent		
WARD John	x		
WATKINS Brian		x	
WEBB Maxine	Absent		
WHITE Tony	x		
WHYMARK Fran	x		
WILBY Martin	x		

For	41
Against	12
Abstentions	0

Procedure for Leader's Question Time

In order to give as many people as possible the opportunity to put a question to the Leader, questions should be asked succinctly and in a business-like manner. They should not be preceded by lengthy preambles. Similarly, answers should be given succinctly, to make sure there is sufficient time for a reasonable number of questions to be dealt with. The Chair will be prepared to intervene if they consider this principle is not being adhered to.

Agenda Item 8 – Questions to the Leader of the Council

Questions to the Leader will be a 15-minute session for questions relating only to the role of Leader.

1. Questions to the Leader must be relevant to matters for which the Council has powers or duties. Members do not need to give prior notice of what they plan to ask and the Chair's ruling as to relevance of questions will be final. If the Leader cannot give an immediate answer or feels that a written answer would be more helpful or appropriate, then the questioner will receive a written reply and this will be published to all members and to the public via the minutes. The Leader may ask Cabinet Members to answer questions where appropriate.
2. The Chair will begin Leader's Question Time by inviting the Leader of the Labour Group to ask the first question. All Group Leaders may delegate the asking of their question to another member of their Group. There is no right to ask a supplementary question.
3. After the first question has been answered, the Chair will invite the Leader of the Liberal Democrat Group to ask a question.
4. When the second question has been answered the Chair will invite the Leader of the Green Group to ask a question.
5. When the third question has been answered, the Chair will invite and select a member of the Independent Group to ask a question.
6. When the fourth question has been answered, the Chair will invite a Member of the Conservative Group to ask a question.
7. When the fifth question has been answered, the Chair will invite Cllr Alexandra Kemp (Non-aligned Member) to ask a question.
8. If the 15 minutes has not expired, the Chair will then invite questions from Group Members in the following order:

Labour Group
Liberal Democrat Group
Green Group
Independent Group

Conservative Group

Following round:

Labour Group

Liberal Democrat Group

Green Group

Conservative Group

9. The session will be timed by Democratic Services officers. If a question is being asked at the point time is up, the Chair will allow the question to be completed and the answer to be given.

Report of the Scrutiny Committee meetings held on 18 May 2022, 23 June 2022, 20 July 2022 and 22 September 2022

Items from the meeting of 18 May 2022

1 Committee Terms of Reference

- 1.1 The Committee received an annual report that served as an opportunity for members to note and consider the sections of the NCC Constitution that related to the operation and powers of the Scrutiny Committee.

1.2 It was RESOLVED

To note the report and particularly the following documents with relation to the powers and procedures of the Scrutiny Committee:

- **Excerpt from article 5 of the NCC Constitution - Overview and Scrutiny Bodies.**
- **Appendix 10 of the NCC Constitution – Overview and Scrutiny Procedure Rules.**

2 Distribution of Covid-19 Adult Social Care Funding

- 2.1 The Committee received an update on the pandemic related spending in Adult Social Care setting out: a) an overview of the money spent through the pandemic explaining the amounts, the intended purpose of the funding and how and where it was distributed b) the process for distribution of the funding and how delivery was audited c) expectations attached to the funding and how these were followed up d) the impact of the funding, with a particular focus on the workforce and how it made its way to people at the front line of care delivery.

2.2 It was RESOLVED

- **That Scrutiny Committee note the report and the areas of discussion set out in the minutes of the meeting which were matters to which the Scrutiny Committee would need to return at a future time.**
- **That Scrutiny Committee place on record thanks to Bill Borrett, Cabinet Member for Adult Social Care, Public Health and Prevention, Gary Heathcote, Director of Commissioning, Adult Social Services and Christine Futter, Chief Operating Officer at Norfolk and Suffolk Care Support for their help in answering Councillors detailed questions.**

3 Appointment to the Norfolk Countywide Community Safety Partnership Scrutiny Sub-Panel

- 3.1 The Scrutiny Committee was asked to appoint 3 County Council members (2

Conservative and 1 Labour) to represent the County Council on the Countywide Community Safety Partnership Scrutiny Sub Panel.

3.2 **It was RESOLVED**

That the Scrutiny Committee appoint the following Councillors:

- **Cllr Emma Corlett (with Cllr Rumsby as sub)**
- **Cllr Graham Carpenter (with Cllr Mackie as sub)**
- **Cllr Mark Kiddle-Morris (with Cllr Kirk as sub)**

4 **Scrutiny Committee Forward Work Programme**

4.1 The Chair and Vice Chair both thanked Members who had attended a recent training session about the future work programme. The Democratic Support and Scrutiny Manager said that arising from that training session he would be circulating to Committee Members a long list of possible items that they would be asked to prioritise. He also said that an item on the LEP (the update on the economic renewal strategy) that was due to have come to the Committee in June 2022 had now to be rescheduled. It was unclear at this stage when this would come to the Committee because of the uncertainty around the future of the LEP.

4.2 **It was RESOLVED**

That the Scrutiny Committee:

- **Note the forward work programme as set out in the appendix to the report subject to the rescheduling of the LEP item to a meeting possibly in Autumn 2022.**
- **Note that a long list of possible items for the future work programme will be circulated to Members shortly which Members will be asked to prioritise.**

Items from the meeting of 23 June 2022

5 **Live Demonstration of the Emissions Dashboard**

5.1 The Scrutiny Committee received a report from Al Collier, Director of Procurement, that drew Members' attention to the completion of the emissions dashboard that could be found on the Norfolk County Council website. This was an update report that followed on from a report to Scrutiny Committee in April 2022, when a prototype of the dashboard was demonstrated. This latest report provided Members with a clearer understanding of the Council's emissions and progress towards its commitment for a net zero estate by 2030.

5.2 The monitors in the Council Chamber were used to show how the dashboard was linked to an introductory webpage that provided the user with information about net zero carbon emissions and the Council's commitment to this.

5.3 **It was RESOLVED**

That the Scrutiny Committee:

Acknowledge the publication of the emissions dashboard on the Norfolk County Council's website and pass on thanks to the officers involved in the

hard work that has made this possible.

6 Local Transport Plan

- 6.1 The Executive Director of Transformation and Strategy provided Scrutiny Committee with a report that included final drafts of the LTP4 Implementation Plan and the LTP4 Strategy, which together would form the complete Local Transport Plan 4.
- 6.2 The Chair and Vice-Chair were authorised to scope out what should be included in a yearly review of the Implementation Strategy and were asked to report back to the Committee on this matter.

6.3 RESOLVED

That the Scrutiny Committee:

- **Note the proposed Local Transport Plan 4 and the role of scrutiny about any adopted plan, moving forward.**
- **That a report reviewing progress on LTP 4 is presented to Scrutiny Committee on a yearly basis until such time as the Committee decides otherwise (and that the Scrutiny Committee are asked to agree on what should be included as part of that review).**
- **Provide a report to the Leader based on the comments made at Committee on the Local Transport Plan 4 Strategy and Implementation Plan, Scrutiny having no recommendations to make, to be prepared by the Chair and Vice Chair.**
- **That the Committee place on record thanks to Cllr Martin Wilby for attending the meeting virtually when he was unable to attend at County Hall in person due to health-related issues.**

7 Update from the Chair of the Norfolk Countywide Community Safety Partnership (NCCSP) Scrutiny Sub Panel.

7.1 It was RESOLVED

That the Scrutiny Committee endorse the report on the progress being made by the Scrutiny Sub Panel, from their meeting on 9 June 2022.

8 Scrutiny Committee Forward Work Programme

8.1 RESOLVED

That the Committee:

Note the current forward work programme as set out in the appendix to the report subject to further consideration being given as to where the effect on Norfolk communities of new routes of pylons running from Norwich to Tilbury and the effect of fuel poverty should fit within the work programme.

Items from the meeting of 20 July 2022

9 Strategic and Financial Planning 2023-24

9.1 The Scrutiny Committee received a report from the Executive Director of Finance and Commercial Services that supported the Committee's scrutiny of the Council's process for developing the 2023-24 budget and was an opportunity for the Committee to consider savings proposals identified to date, the approach to public consultation, and the overall timeline and activity required to deliver a balanced budget.

9.2 **RESOLVED**

That the Committee:

Note the current position in relation to the setting of the Council's budget for 2023/24 and that this matter was due to next come before the Committee in October 2022.

10 **Quarterly update on Children's and Adult Social Care Performance Review Panels.**

10.1 The Scrutiny Committee received a report that outlined progress to date with regards to the ongoing activity of the two Performance Review Panels (PRPs), one for Adult Social Care and one for Children's Services.

10.2 Cllr Daniel Elmer and James Bullion, the Chair of the Children's Panel, and the Executive Director of Adult Social Services respectively, were present to answer questions about the performance review panels meetings and the actions that were being taken as a result of the issues raised. The Committee noted that Cllr Shelagh Gurney, the Chair of the Adult Social Care Performance Review Panel, was engaged on other Council business and had given her apologies for the meeting.

10.3 The detailed comments made by the Scrutiny Committee can be found in the minutes that are published on the Scrutiny Committee pages website.

10.4 **RESOLVED**

That the Committee:

Note progress with the ongoing work to monitor service performance and that a further report will be brought before the Committee in three months.

Thank both Cllr Elmer and James Bullion for their attendance and for their work to date on their respective panels.

11 **Scrutiny Committee Forward Work Programme**

11.1 The Committee noted that the Chair and Vice-Chair were exploring how the cost-of-living crisis could be added into the work programme, perhaps as part of an existing item. The Committee asked for the Chair and Vice-Chair to also consider how the County Council's response to extreme weather events could be added into the forward work programme as an additional item.

11.2 **RESOLVED**

That the Committee:

Note the current forward work programme as set out in the appendix to the report subject to further consideration being given by the Chair and Vice Chair to the response in the county to extreme weather events and the addition of the minerals and waste plan to the agenda for September 2022.

Items from the meeting of 22 September 2022

12 Norfolk Fire and Rescue Service – HMICFRS Improvement Plan

- 12.1 The Scrutiny Committee received a report by the Director of Norfolk Fire and Rescue Service that outlined the outcomes of the recent HM Inspection of Norfolk Fire and Rescue Service (and the associated improvement plan) and a presentation about the sustained period of pressure faced by fire appliance crews during the momentous events of summer 2022.

12.2 RESOLVED

That the Committee:

Note the current position in relation to the issues mentioned in the Cabinet report and request that a further progress report on the work to complete the inspection plan and the community risk management plan is brought back early in the new year, before the community risk management plan is presented to the County Council for approval.

13 Minerals and Waste Development Scheme and Norfolk Statement of Community Involvement

- 13.1 The Scrutiny Committee received an update report on the 2022 MWDS and the 2022 SCI, which were reported to Cabinet for agreement prior to adoption at Full Council, at which point the 2022 MWDS and the 2022 SCI would replace the existing MWDS (2019) and SCI (2018).

13.2 RESOLVED

That having considered the proposed 2022 Minerals and Waste Development Scheme (Appendix A to the report) and the 2022 Norfolk Statement of Community Involvement (Appendix B to the report) the Committee have no substantive comments to make to officers regarding a report for the Leader and Cabinet Member in accordance with section 11b of the Norfolk County Council Constitution (Budget and Policy Framework Procedure Rules).

14 Norfolk Youth Justice Plan

- 14.1 The Scrutiny Committee received a report which provided Members with a copy of the revised Norfolk Youth Justice Plan and associated Cabinet papers. The plan formed part of the Norfolk County Council Policy Framework, which required a scrutiny process to take place in accordance with part 11B of the NCC constitution.

14.2 RESOLVED

That having considered the proposed annual revision to the Norfolk Youth Justice Plan the Committee ask officers to produce a report to the Leader and Cabinet Member, in accordance with section 11b of the Norfolk County Council Constitution (Budget and Policy Framework Procedure Rules), that provides feedback as set out in the minutes.

15 Scrutiny Committee Forward Work Programme

15.1 RESOLVED

That the Committee:

Note the current forward work programme as set out in the appendix to the report subject to confirmation with members by email that the Norfolk Rural Strategy Market Towns report can be added to the agenda for the meeting in October 2022.

**Steve Morphew
Chair**

Report of the Norfolk Health Overview and Scrutiny Committee meetings held 12th May 2022, 28 June 2022, 14 July 2022 and 8 September 2022

A Items from the meeting on 12 May 2022

1. Election of Chair and Vice Chair

- 1.1 Cllr Alison Thomas was elected Chair of the committee for the ensuing year. Cllr Daniel Candon was elected as Vice Chair.

2. The Queen Elizabeth Hospital NHS Foundation Trust – progress report

- 2.1 The Committee received evidence in person from representatives of QEH: Laura Skaife-Knight, Deputy Chief Executive and Denise Smith, Chief Operating Officer, Norfolk and Waveney CCG: Rebecca Hulme Associate Director of Children, Young People and Maternity, Healthwatch Norfolk: Alex Stewart Chief Executive.
- 2.2 Laura Skaife-Knight and Denise Smith gave a presentation which is available on the [committee's website pages](#). The presentation reflected the hard work that had been undertaken in the past three years and documented the enormous progress that had been made. Following CQC inspections in December 2021 and January 2022 their findings had seen Medicine, Urgent and Emergency Care and Critical Care all rated as 'Good' alongside the Trust's rating for Well Led. The Trusts overall rating had improved from Inadequate to Requires Improvement. The Trust also received its first rating of 'Outstanding' for Well Led for Critical Care. This overall rating reflects that only three core services were inspected during the last inspection which was due to the Covid 19 Pandemic and therefore reflected what was technically possible for this inspection. The improvements had all been achieved against a backdrop of a building that was being held up by over 1500 props which was affecting patient experience.
- 2.3 Alex Stewart, Chief Executive of Healthcare Norfolk commented that the transformation of the hospital was phenomenal. Engagement with patients was excellent and there was a willingness and openness from all staff to help improve services and patient experience. The mix of approach to provide all types of appointments from telephone, virtual and face to face was welcomed and was helping patients receive treatment and services faster and more effectively. He concluded by saying that he hoped good news would be forth coming soon with a positive announcement of funding of a new hospital.
- 2.4 The committee discussed and noted:
- The committee congratulated the QEH staff and management in their achievements and echoed the hope that funding for a new hospital is announced soon.
 - In March 2021 the committee learnt that due to the poor state of the building 40 operations had to be cancelled however since then no further selective surgery has had to be cancelled, but the hospital facing significant challenges

to operating on a day to day basis.

- The School of Nursing was now operational and had 20 nurse associates already recruited. This was a good example of a partnership working well with the Borough Council and West Anglia College. The School should bring through dozens of “home grown” nurses to the hospital in the future.
- In February 2022 the CQC had removed 18 of the 22, section 31 conditions from the Trust’s Certificate of Registration. In July, the hospital will apply to have 3 of the remaining 4 to be lifted.
- Regular audits and robust monitoring were in place to ensure that resuscitation equipment was always operational in the hospital. This area had been highlighted as an area of concern in the latest inspection.
- The expected life of the hospital building was for a further eight years to 2030. The situation if no funding is found to build a new hospital is bleak with the possibility of whole areas of the hospital would need to be shut down.
- Fail safe funding to ensure the continuation of services stood at £90m but this only secured the ground floor of the hospital. This would ensure the status quo and no improvements would be made.
- Cancer wait times did not meet the national standards overall, however times for initial consultation and treatment once diagnosed were good, diagnostic waits were longer, meaning overall wait times did not meet the national standard. Plans were in place to address this. Referrals had also increased towards the back end of the pandemic, although additional MRI and CT scanners being installed this year will help reduce waiting times.
- After having completed a Duty of Candour exercise the hospital published a Learning from Covid report which demonstrated their commitment to openness and transparency. Laura Skaife- Knight said she would return to the committee with precise numbers, but she believed that around 200 patients had contacted Covid whilst in the care of the hospital.
- The hospital ensures that progress is sustained against its 21/22 Integrated Quality Improvement Plan (IQIP) by closely monitoring changes to ensure these are sustained and embedded over several quarters before approving closure of the action.
- Once the hospital had been lifted out of special measures the monitoring of the ‘must and should do’ actions moved to a compliance plan. Laura Skaife- Knight said she was happy to share the plan with members of the committee but the types of issues still outstanding, of which there was 35, includes items such as mandatory training which accounted for about a third.
- Rebecca Hulme, Associate Director of Children, Young People and Maternity for Norfolk & Waveney CCG thanked the committee for the acknowledgement of progress QEH had made. In addition, she added that throughout the process of improvement the QEH had been good system partners offering advice and help and sharing openly their experiences with other health providers both locally and nationally.

2.5 The Chairman concluded the discussion by acknowledging this had been a very pleasing report and the good progress had been noted. There was still some work to do and the determination of the QEH staff to complete the job and to sustain improvements was clearly in evidence. It is hoped that the hospital will be included on the list of funding for new hospitals to be built as the current state of the building is of great concern but despite those challenges vast improvements had been made.

3.0 Prison Healthcare – access to physical and mental health services

- 3.1 The Committee received a briefing report by Maureen Orr, Democratic Support and Scrutiny Manager updating members on Prison healthcare services following a report from commissioners, NHS England and NHS Improvement (NHESI) which the committee received in February 2021.

Norfolk has three prisons, HMP Wayland, HMP Bure and HMP Norwich. Norwich also has the only Young Offenders Institute (YOI) in Norfolk. NHESI commissions all health services for the prisons, including drug and alcohol services but it excludes emergency and out of hours services which are provided by the CCG for the whole community, not just the prison service.

- 3.2 The Committee received evidence online from representatives of NHESI; Claire Weston Regional Head of Health and Justice East of England, and in person from HMP Norwich; Kevin Clark, Deputy Governor.

- 3.3 The following points were noted during the discussion:

- Covid measures had only just been lifted and there was a gradual return to business as normal for prisoners. Any denial of wellbeing and health services to prisoners should be reported as incidents and follow the appropriate complaint procedures.
- NHS standard contracts terms apply to all health care providers who have services commissioned from NHESI and processes are followed if contractual failures happen. Monitoring of services takes place by inspection, quality care visits, observation by prison staff and feedback from prisoners.
- HMP Norwich has 24 hour healthcare beds available and because of this these beds were in high demand, including requests received from out of area. These beds are managed by the healthcare provider although the prison is included in bed management meetings.
- Dental care data seemed to indicate that treatment was received quickly but it was established that through the triage of cases, prisoners often had telephone consultations and treatment for pain management or infection control rather than receive dental services.
- Mental Health training was available for all staff through module 5 of the ACCT (assessment, care in custody and teamwork) training (this was mandatory) and by NSFT who run a programme that could also be accessed online. 45 members of staff were undertaking the NSFT training.
- During inspection HMP Bure had been commended for notable positive practice for identification and addressing mental health needs of prisoners.
- The GP-to-GP programme meant that the transfer of medical records, with the patients consent, was much easier once a prisoner had left prison and was moved back into primary care.
- The Government introduced a new programme to help drug and alcohol misuse called from Harm to Hope and the prison service was actively engaging with partners to roll out this programme in the service.
- Claire Weston committed to providing the committee with links to metrics and data concerning substance misuse. Any further clarification could be followed up.
- There has been a move away from a medical model to support prisoners with a learning disability to a more community based model. The emphasis was on assessment and diagnosing. This move was based to help support prisoners to fulfil their potential. Neuro Diversity Support managers were currently being

recruited to in 2 of the 3 prisons in Norfolk to provide support for this area.

- There were several programmes and processes to assess a prisoner's educational needs on admission and relevant support and help was provided by a variety of sources to address those needs whilst someone was in prison.
- The data provided indicated that prisoners at HMP Norwich were twice as likely to suffer depression above the national average. A medical day care centre had just been opened in Norwich to address the concern of which prisoners can either self refer or be referred by any staff member. This takes those referred out of the main stream prison routines to work with health, educational and wellbeing professionals.
- The diversion process should take place before individuals get to prison. Those individuals who agreed to intervention and assessment did receive different sentencing to help and support their needs. Claire Weston committed to providing further details on the diversion schemes running.
- Those prisoners who were assessed for Tier 4 beds and were sectioned needed to be done so quickly and concerns of the speed of the process had been raised nationally recently. Sectioning of a prisoner had to be carefully considered as it reduced a prisoner's freedoms whilst in prison.

- 3.4 The Chair concluded the discussion by acknowledging that a large number of issues had been discussed including how services were returning to normal coming out of the pandemic, how contracts were managed, training for staff for identifying and helping prisoners with mental health issues, transfer of patient records and details on the diversion schemes.

It was agreed that an update via a HOSC briefing would be appropriate in 9 months time.

4. Norfolk Health Overview and Scrutiny Committee appointments

- 4.1 The committee **agreed** to the following appointments:

CCG / Provider Trust	Governing Body / Board meeting schedule	Current NHOSC link
Norfolk and Waveney CCG (& subsequently Norfolk and Waveney integrated Care Board from 1 July 2022, pending legislation)	Every other month, usually on the last Tuesday, 1.30 – 4.00pm (online)	Chair of NHOSC (substitute – Vice Chair of NHOSC)
Queen Elizabeth Hospital NHS Foundation Trust	Monthly, on the first Tuesday, 10.00am (online)	Julian Kirk (substitute - Alexandra Kemp)
Norfolk & Suffolk NHS Foundation Trust	Every other month, usually on the fourth Thursday, 12.30pm (online)	Brenda Jones (substitute - Lucy Shires)

Norfolk and Waveney CCG (& subsequently Norfolk and Waveney integrated Care Board from 1 July 2022, pending legislation)	Every other month, usually on the last Tuesday, 1.30 – 4.00pm (online)	Chair of NHOSC (substitute – Vice Chair of NHOSC)
Queen Elizabeth Hospital NHS Foundation Trust	Monthly, on the first Tuesday, 10.00am (online)	Julian Kirk (substitute - Alexandra Kemp)
Norfolk & Suffolk NHS Foundation Trust	Every other month, usually on the fourth Thursday, 12.30pm (online)	Brenda Jones (substitute - Lucy Shires)

Norfolk & Norwich University Hospitals NHS Foundation Trust	Usually every other month, on the first Wednesday, 9.30am (online)	Dr Nigel Legg
James Paget University Hospitals NHS Foundation Trust	Every other month, usually on the last Friday, 10.00am (online)	Daniel Candon (substitute – Vacant)
Norfolk Community Health and Care NHS Trust	First Wednesday of every month except Jan & Sept, 9.30am (online)	Emma Spagnola

4. Forward Work Programme

- 4.1 The Committee received a report from Maureen Orr, Democratic Support and Scrutiny Manager which set out the current forward work programme and briefing details that was agreed subject to the following:
The Committee **agreed** additionally for the NHOSC Member Briefing:

- June 2022 –
Menopause services. What is available and how is access gained?

- 4.2 The committee agreed to the forward work programme and in addition:

- 8 Sept 2022
Norfolk and Suffolk NHS Foundation Trust – action plan for improvement.

The Chair thanked Maureen Orr, Democratic and Support Scrutiny Manager, for all her hard work and professionalism since 2009 when she took over the scrutiny role in supporting the committee. This was Maureen's last meeting as she was retiring, and the Chair presented a gift to Maureen on behalf of all committee members.

B Items from the meeting on 28 June 2022

1. Establishment of Joint Health Overview and Scrutiny Committee (JHOSC) with Suffolk County Council

- 1.1 The Committee received a report which outlined the terms of reference for the Joint Health Overview and Scrutiny Committee and provided Members with a briefing paper regarding a substantial variation to the provision and commissioning of Psychiatric Intensive Care Units (PICU) across Norfolk and Suffolk

1.2 The Committee;

1. **APPROVED** the Terms of Reference establishing a joint scrutiny arrangement between Suffolk and Norfolk County Council
2. **APPOINTED** the following Members to a Joint Health Overview and Scrutiny Committee (JHOSC) in accordance with the arrangements set out in the Terms of Reference (four members and up to two named substitutes). The JHOSC is to be

established on a task and finish basis to be formally consulted on the changes to Psychiatric Intensive Care Provision proposed by the Norfolk and Suffolk NHS Foundation Trust.

- Cllr Alison Thomas
 - Cllr Brenda Jones
 - Cllr Emma Spagnola
 - Cllr Robert Kybird
 - Cllr Penny Carpenter (sub)
 - Cllr Daniel Candon (sub)
3. **SUPPORTED** the work of the proposed JHOSC through a public scoping exercise and offered suggested key lines of enquiry for the JHOSC to consider.
 4. **CONSIDERED** what additional information is required in advance of a formal public meeting to support effective and informed scrutiny and consultation.

2. Forward Work Programme

- 2.1 The Committee received a report from the Democratic Support and Scrutiny Manager which set out the current forward work programme.
- 2.2 The Committee **AGREED** the forward work programme.

C Items from the meeting on 14 July 2022

1. Annual Health Checks for: people aged over 14 with Learning Disabilities, Looked After Children and Adults with Severe Mental Illness in Norfolk and Waveney

- 1.1 The Committee received the report from Dr Liz Chandler, Scrutiny & Research Officer, which provided an update on progress since the briefing to members in March 2021.
- 1.2 The Committee received evidence in person from representatives of Norfolk & Waveney Integrated Care Board, Shepherd Ncube, Head of Delegated Primary Care Commissioning and Diane Smith Senior programme Manager, Mental Health Strategic Commissioning Team and online from Emma Willey head of Mental Health and Dr Ardyn Ross, practising GP Partner
- 1.3 The reports submitted were taken as read and during the ensuing discussion the following points were noted:
 - The committee were pleased to note that proactive home visits to carry out annual health checks were taking place to capture the 2000 individuals whose check was outstanding from quarters 3 and 4.
 - Upskilling of all healthcare professionals that engaged with patients was helping to increase the number of annual checks taking. More work was required in this area but progress was being made.
 - GP practices were moving to a system where checks are spread out over a 12 month period to manage workflows more effectively. The practices were also encouraging the families of patients with a learning disability to get in touch to promote the checks and to ensure these were carried out in a timely fashion.
 - A birthday card initiative had been introduced where a patient on their fourteenth birthday received a card encouraging them to come for a check and to follow up annually. It was hoped that starting at this age would lead to patients developing

the habit of an annual check to continue into adulthood.

- Working with the voluntary sector had become an important element to help to reach out to all those eligible for an annual health check.
- Learnings from the short term funded initiatives to help increase the number of checks taking place had been incorporated into the governance structure and were being used to help secure long term funding to ensure the momentum was not lost.
- Plans were in place to ensure those checks that did not take place last year and were being prioritised did not affect the drive to ensure new patients were contacted and checks undertaken.
- Young people aged 14 and upwards were encouraged to undertake an annual health check. Prior to that age parents and guardians would be contacted directly.
- Work had taken place to encourage young people (14 years and upward) which included creating a video, co-produced by the young people themselves to demystify the checks as well as providing information in an easy read format.
- Care coordinators were being utilised by GP practices to help identify and contact those who had not undertaken a health check.
- Learning Disability teams had been visiting GP practices to ensure they were as welcoming and reassuring as possible for those attending for the annual health check.
- Annual Health checks were regularly promoted in primary care webinars and publications to reflect the importance of the checks to primary care staff.
- Combining the different groups of annual health checks, for example those with an eating disorder and a learning disability, demonstrated to GP practices that undertaking the checks would help support the financial viability of the roles of the mental health practitioners.
- It was acknowledged that both recovery workers and peer support workers could also engage and undertake checks to aid the workload of the mental health practitioners.
- There were a number of strands to help increase the number of health checks being undertaken, including drop in services, working with the voluntary sector and using other healthcare professionals. The difficulties for recruitment to new roles was a concern, although these concerns were across the sector in all areas and not just mental health.
- Some checks if not fully completed were not being signed off if one or more elements of the check had not been completed. However, not all elements were relevant for every patient. It was acknowledged that work was required to analyse the data to reflect those situations and correct them.
- The longest outstanding annual health check was 3 months and plans were in place with the two providers to increase capacity and ensure the quality of the checks.

It was hoped for the future that any strategy meeting for a child would include all healthcare professionals including those that had undertaken the annual health check. However, currently if that wasn't possible other professionals at that meeting would have the knowledge of the patients and the data available from their annual check.

- 1.4 The Chair concluded the discussion summarising that the improvement in Learning Disabilities annual health checks from 49% to 79% was significant and it was hoped that this momentum would continue. The capacity issue around checks for looked after children remained a challenge but the recruitment of the roles by NCHC should be in

place in August 2022 which would help increase the number of checks undertaken within the catch up programme. The peripatetic pilot had been successful and it was hoped that more sustainable long term funding could be found for these roles. The Chair thanked colleagues from NHS and ICB for attending.

2. Children's Neurodevelopmental Disorders - waiting times for assessment & diagnosis

- 2.1 The Committee received the report from Dr Liz Chandler, Scrutiny & Research Officer, which provided an update on waiting times for assessment and diagnosis for neurodevelopment disorders since the last report to the committee in July 2021.
- 2.2 The Committee received evidence in person from representatives of Norfolk & Waveney Integrated Care Board; Clare Angell Deputy Head of Children, Young People and Maternity (CYPM) Services, Rebecca Hulme, Associate Director for Children, Young People and Maternity Services and James Paget University Hospital Trust; Joanne Scott Matron, Community Paediatrics Services, CYP Services, Abigail Ife, Divisional Operations Manager James Paget University Hospital and Norfolk Community Health and Care Trust; Amie Swithenbank Interim Head of Children, Young People and Administrative Services, Mark Walker, Operations Director - Specialist, System Operations and Children's Services and Family Voice Norfolk: Kirsty Gannon, Parent Governor and Alison Furniss, Parent Governor.
- 2.3 The reports submitted were taken as read and during the ensuing discussion the following points were noted:
- It was accepted that the waiting time for diagnoses was longer than was desirable and that every effort was being made to reduce these times. The journey to diagnoses was long and support and guidance was required at every step. Partners and stakeholders alike, including parents were working together to improve matters and there were a number of positive changes taking place.
 - Additional educational needs should be met by schools and colleges regardless of whether or not a pupil had a defined diagnosis.
 - The waiting lists to first assessment had increased over the past 12 months due to the impact that Covid had on schools. This increase was anticipated by the system as early indicating symptoms in children had not been picked up.
 - Waiting times for the James Paget University Hospital were now on par with those levels for Central and West Norfolk.
 - Norfolk Community Care and Health Trust had secured additional funding to help recruit more clinicians although the impact of this is unlikely to be seen until 2023.
 - An additional £1.6m had been secured over the next 3 years to establish a key worker team to support children where a diagnoses of a learning disability and/or autism or where there was a suspected likely diagnoses. The team had been in place since September 2021 and had contacted over 1500 families already. The impact of this was making a real difference for families.
 - A further £300,000 had been secured to provide a pathway for avoidant restrictive food intake disorder (ARFID). This pathway had finished the scoping stage and work was being undertaken with mental health colleagues on how this pathway would feature in mental health services.
 - Funding of £200,000 had also been secured to test initiative models of care. It was acknowledged that the status quo of care pathways could not continue

especially in a post pandemic environment.

- The next 12 months would also see the results of a £1m funding requirement to test the results of the assessment framework for diagnoses. It was known that the independent sector did have the ability to undertake assessment but this had not been considered previously by the public sector. These options were now being explored although it was too early to provide results at this stage, confidence was high that this involvement would help reduce waiting times for assessment.
- Measures were in place to talk to educational colleagues to avoid an independent diagnoses not being accepted by schools and colleges particularly as the independent sector was likely to feature more with the additional funding of £1m.
- The key worker team would provide support if an individual was highly likely to be confirmed as neuro divergent, on a waiting list and at risk of admission.
- This was no requirement for an educational psychologist assessment to be undertaken before assessment of an individual could take place, although it was acknowledged that the pathway for assessment was long and varied as the needs of every individual was complex. Diagnoses was life long so pursuing this line of assessment had to be carefully considered.
- Prevention was key to ensuring that help and support was given at the earliest opportunity and that work was taking place not only with schools but with early years providers as well to help identify a child's needs.
- It was acknowledged that since the last CQC and OFSTED reports from 2020 the service was in a very different place and significant measures had been put in place to improve services although there was still some way to go the overall trend was upward.
- The £1m funding to work with the independent sector to reduce diagnoses waits was not recurrent funding. However, once the model had been established any further monies available could quickly be utilised in the same manner.

- 2.4 The Chair concluded the discussion and thanked Clare Angell and her team for their passion and understanding of the challenges that existed and the determination to improve services. It was hoped that the additional funding mentioned and the initiatives to help improve services would reduce waiting times for diagnoses and provide support and guidance to families. Additionally, schools and early years providers could treat the symptoms and make the adjustments needed without having to have a diagnosis. Those who home schooled also required the same level of support and should not be forgotten by the system. Cllr Spagnola indicated that she was happy to work with Clare Angell outside of the committee to provide that additional information and comment.

The Chair recommended that this topic be added to a briefing note to the committee in fifteen months' time at which point the committee could decide whether to add the item again to the forward work programme.

3. Forward Work Programme

- 3.1 The Committee received a report from Peter Randall, Democratic Support and Scrutiny Manager which set out the current forward work programme and briefing details that were agreed subject to the following additions:

Briefing

August 2022

- Update on NHS dentistry services in Norfolk.
- Additional information on provision of training for GP surgeries for menopause services.

October 2022

- Fragmentation of crisis provision in mental health

Date TBC

- Data on numbers and symptoms of those suffering with long COVID.
- Coordination and administration of patients transferred between acute hospitals.

Meeting

November 2022

- NHS dentistry services – access for patients and award of new NHS contracts.

- 3.2 The Chair encouraged members to attend one of the briefing sessions to be given by NSFT which the committee would discuss in September 2022. A letter from the Health Minister had been received regarding dentistry in Norfolk but had yet to be distributed to the committee. The Chair considered that given the circumstances that dentistry was an item that would need to be added to the forward work plan in the near future.

D Items from the meeting on 8 September 2022

1. Health and care for adults with learning disabilities / autism: Cawston Park Hospital Safeguarding Adults Review (SAR) – progress update

- 1.1 The Committee received evidence in person from Heather Roach, the Independent Chair of the Norfolk Safeguarding Adults Board (NSAB) and Tricia D’Orsi, Director of Nursing, Norfolk & Waveney Integrated Care Board
- 1.2 The Committee received a [presentation](#) from Heather Roach, the Independent Chair of the Norfolk Safeguarding Adults Board (NSAB), which highlighted the progress made implementing the recommendations of the review that was published by NSAB in September 2021 following the deaths of Joanna, Jon and Ben, who were patients of Cawston Park, with learning disabilities and/or autism.
- 1.3 The Chair thanked Heather Roach for her presentation and during the ensuing discussion the following points were noted:
- The progress made in implementing the recommendations was widely accepted by the committee as being very good.
 - It was noted that all patients removed from the hospital following the review had experienced good outcomes in their new environments with one success story highlighted of an individual moving into a self-contained flat and engaging in community activities.
 - A number of providers looking to set up facilities and provide a service within the sector had been refused as a result of more robust due diligence taking place following the review.

- Difficulties had been experienced in recruiting a coordinator for the Coalition for Change group although progress in that regard was now being made.
- There was a need to ensure the coordination of the work being undertaken was maintained correctly as several stakeholders including the ICB were involved. It was felt this responsibility did not necessarily sit with NSAB but needed careful consideration to ensure all stakeholders within the sector implement the correct changes.
- Reassurances were provided that the measures and safeguards in place currently ensured that the possibility of such an event as Cawston Park Hospital happening again were significantly reduced, although there was a strong desire not to be complacent.
- Tricia D'Orsi confirmed that the recommendations from the review are a priority for the ICB and herself personally. Tricia acknowledged that the capacity for mental health services was a significant challenge particularly with regard to ensuring providers could meet the required standards. Tricia acknowledged that the situation was dire in terms of capacity in health and social care and work was underway to support the flow of patients through the system to make sure people were getting the right support at the right time. Work was also underway with acute hospital trusts and other system partners looking at how to facilitate more timely discharge into the community.
- Following on from the focus on racism at the SAR summit, Tricia D'Orsi acknowledged that racism is an issue throughout health and social care and that there was a need for a collaborative system-wide response to racism.
- Recruitment to roles to increase capacity and ensure a quicker diagnostic pathway were being addressed, but the current situation was challenging. This was against a backdrop of increased demand, especially since the pandemic. Recognised the need for more to be done in regard for the recognition, treatment and care of patients with co-morbidities and the need for a greater focus on physical health needs of people with mental health issues or physical disabilities.
- Discharge to appropriate housing for patients was vital to ensuring hospital stays were reduced and work with the districts councils and others was underway to look at the current housing stock and the issues of supply to a mixed model of housing requirements.
- Tricia D'Orsi also committed to investigating how additional support can be provided for relatives if they feel their concerns regarding a patient's physical health are not being addressed.
- The system currently had 13 adult patients and 2 child patients in a residential setting and robust weekly reviews of care plans were taking place to ensure that discharge into a community placement can happen in a timely fashion.

1.4 The Chair concluded the discussion:

- Thanking Heather Roach for all the hard work of the NSAB to oversee the implementation of the required changes.
- The chair further commented that she was pleased to note that the CQC were robustly applying their support care and culture guidelines and that new providers were being refused permissions to open new private facilities if these could not be met.
- Underlying health conditions were now being correctly identified and treated in addition to a patient's mental health needs.
- Cawston Park Hospital failed to provide care or assessment for patients and that this absence of provision will not be tolerated again in the future.
- Specialist Housing provision provided by district councils was a vital part of the

transition for patients and that members of the committee should use their influence where possible to ensure that a better mix of housing stock was provided.

- The Chair suggested that an update on the item was provided within the December HOSC briefing.

2. Examination of the Norfolk & Suffolk NHS Foundation Trust (NSFT) improvement plan following the Care Quality Commission inspection from November – December 2021

- 2.1 The Chair expressed her disappointment that the papers for the agenda item arrived from NSFT after the legal publication date and as a result a supplementary agenda had to be issued. This had meant that the Chair had been unable to review the papers before they were issued and any inaccuracies or omissions would not have been spotted, for which she apologised. The Chair further expressed disappointment in the quality of the papers, with little of the requested information being provided in enough detail to allow for meaningful scrutiny to take place.
- 2.2 Cath Byford, Deputy Chief Executive NSFT apologised for the lateness of the report and committed to installing a process which she had undertaken in her previous role within the local CCG to ensure the position does not arise again. Cath also advised that Stuart Richardson had been called to an urgent meeting in London of all NHS Chief Executives in the country and he sent his apologies.
- 2.3 The Committee received the report from Dr Liz Chandler, Scrutiny & Research Officer, which provided an update on the NSFT's improvement plan following the inadequate rating from the CQC inspection that took place in late 2021.
- 2.4 The Committee received evidence in person from representatives of Norfolk & Suffolk NHS Foundation Trust: Cath Byford, Deputy Chief Executive Officer and Chief People Officer, Kathryn Ellis, Director of Strategy & Partnership and Diane Hull, Chief Nurse. Norfolk & Waveney Integrated Care Board (ICB); Tricia D'Orsi, Director of Nursing, and Emma Willey Head of Mental Health.
- 2.5 Cath Byford, NSFT Deputy Chief Executive Chief People Officer advised that the Trust had made significant progress and that changes implemented had been designed to ensure these were embedded and sustainable. However, there was still work to do and the Trust needed to work on gaining and building trust amongst service users and the wider community.
- 2.6 The reports submitted were taken as read and during the ensuing discussion the following points were noted:
- There was a national shortage of consultant psychiatrists and recruitment was an issue. However Alex Lewis the Trust's Medical Director was treating recruitment as a priority to ensure services and treatment could be improved and enhanced and waiting lists reduced.
 - The issues at Northgate Hospital were acknowledged as disappointing and the CQC report had identified poor leadership as an issue. Improvements had included a change in leadership, bringing in an experienced senior nurse from another Trust as well as changing policies on training and improving quality safety reviews of patients' care plans. There has also been an external review of

observation processes which the CQC requested immediate action and have subsequently been assured with progress.

- Changes following the CQC report were happening at pace and were being embedded within processes and training to ensure these are sustainable.
- Cath Byford, Deputy Chief Executive and Chief People Officer committed to providing data and timely information to the committee and reiterated her early apologies. It was agreed that future reports need to concentrate on how changes are making a difference and what will happen next to improve services further.
- The improvement plan was tackled on three levels. The first was the 'must do's' the CQC asked the Trust to address immediately relating to quality and safety. Root cause issues which prevented sustained improvement were also being addressed within the Trust and other partners. A key part of the plan to ensure that changes were sustainable was to acknowledge how staff, service users and carers were feeling. As an example an evidence group had been created at Queen Elizabeth Hospital in King's Lynn to provide independent check and challenge on how services were received, and this provided evidence that changes were having an effect.
- Numerous changes had taken place within Dragonfly Ward in Lowestoft to improve safety including extensive training and webinars, in addition 120 safety reviews had been undertaken since December 2021. A new consultant psychiatrist had been recruited as well as other team members. The ward had been moved into the Suffolk Children's and Young People's Care Group where there is greater experience and knowledge to provide more resilience and robustness.
- Emma Willey, Head of Mental Health for Norfolk and Waveney ICB advised that NSFT were now more proactive in providing information with regards to business continuity measures, and that at the next Board meeting the Trust will speak about the challenges they face with staff culture issues, including the issues around racism.
- It was acknowledged that the report lacked detail in a number of areas, especially context with data provided around the reported recruitment of 750 new staff.
- The report advised 20% of the Section 29a 'must dos' have not been completed. The 20% related to mandatory training, waiting lists and recording of care plans for service users. Each outstanding area had a clear plan which was being implemented to ensure the 20% was completed in a timely manner.
- The Trust is having issues retaining staff as 41% of new staff leave within two years of starting.
- The balance of recruiting the right leadership staff and clinical staff had been difficult for the Trust and this had exacerbated the void that had appeared for the leadership to support the frontline staff in their day to day activities. It was acknowledged the culture at NSFT had to change and this was being addressed by the Board.
- Both Norfolk and Suffolk ICBs had agreed to an independent review of the mortality data. The number of deaths was known although there was some confusion as to how this data had been collected and recorded. The findings of the review would it is hoped will end the confusion. Members asked whether bereaved families would be included in the discussions around mortality numbers. The trust agreed to explore this.

2.7 The Chair concluded the discussion and thanked all from NSFT for their input.

- It was acknowledged that scrutiny of the item had been difficult as the report did

not really provide the detail required.

- It was agreed that NSFT would return to the committee in November 2022 and that a precise list of questions would be provided prior to ensure detailed answers could be provided.

The Chair advised, with the agreement of the committee, that she would write to the new Secretary of State for Health and express concerns that the committee faced today and that further scrutiny will take place in November 2022.

3. Forward Work Programme

- 3.1 The Committee received a report from Peter Randall, Democratic Support and Scrutiny Manager which set out the current forward work programme and briefing details that were agreed subject to the following additions:

Meetings

November 2022

- NHS dentistry services – (Access for patients and award of new NHS contracts). The response letter from the Health Secretary in respect of NHS dentistry in Norfolk would be circulated with the papers.

Date TBC

- System approach to hospital discharge
To review the patient journey from arrival by ambulance at A&E through to discharge into social care placements. To include mental health patients. Duncan Baker MP to be invited to meeting as he served with EEAST during summer recess.

**Cllr Alison Thomas, Chair,
Norfolk Health Overview and Scrutiny Committee**

Report of the Corporate Select Committee meetings held on 23 May 2022 & 11 July 2022

Items from 23 May 2022

1. Proposed Changes to the Constitution

- 1.1 The report was received and introduced by Helen Edwards, Director of Governance. The report outlined some proposed changes, including a tracked changes copy of the constitution that the committee were asked to consider. The Director of Governance outlined the timeline for the changes in which a series of workshops would happen before the final document was submitted to the committee on 11th July 2022 and then on to Full Council on 19th July 2022 for approval.
- 1.2 In addition to the workshops, a designated email address had been sent up for any member to put forward their thoughts and proposals for consideration. All proposed changes would be available on a log for all members to see during the process. Helen Edwards reminded the committee that under the terms of the constitution it was the responsibility of the Director of Governance to propose any changes to the constitution, whilst any substantive changes must be approved by Full Council, after due consideration from the Select Committee.
- 1.3 In response to questions asked the committee discussed and noted the following:
 - In previous times working groups had been set up to discuss and agree changes, prior to full council consideration, but these groups had not been as productive as desired.
 - Some members of the committee felt uncomfortable with giving delegated authority to the Chair of the committee to agree any additional changes suggested after the meeting.
 - Officers within the Governance department had an opportunity to discuss proposed changes and suggestions with the Director of Governance.
 - It was felt that questions to cabinet members are preferable if these are without notice, however there may be a better opportunity to get a more comprehensive answer if notice was given.
 - The member's allowance scheme is not under the control of Director of Governance but is reviewed by an independent panel. A review is due shortly by the panel and consideration will be given to those aspects covered within a quality impact assessment ensuring the Council is accessible to all, including those with a protected

characteristic.

- Some members praised the process and felt that the workshops and opportunities within the committee debates both today and in July, before Full Council approval, was sufficient and would produce a good outcome.
- It was felt that changes to the 3 hour rule of Full Council meeting length needed particular consideration particularly with regard to motions that had not been moved.

1.4 Cllr Ben Price proposed a motion in 2 parts:

1. That the process of changes to the constitution does not proceed any further and that the committee sets up a cross party working group to discuss and agree proposals which will be brought back to the committee before moving on to Full Council for approval.

2. The cross party working group within its recommendations will look specifically at the frequency and length of Full Council meetings.

The motion was **lost** on a show of hands.

The Chair proposed that the recommendations within the report should be changed to reflect the desire that the committee wished to consider the proposed changes at the July 2022 meeting and that no delegated function would be given to the Chair of the committee.

The motion was **carried** on a show of hands and agreed accordingly.

2. ***MyOracle* Programme update**

2.1 The committee received a report from the Executive Director of Finance and Commercial Services and was introduced by Cllr Tom FitzPatrick, Cabinet Member for Innovation, Transformation and Performance. The report provided an update to the committee since November 2021 and the 'go live' date in April 2022. Sam Pittam Smith, Director of Transformation undertook a [presentation which is available on the committee's website pages](#).

2.2 In response to the members' questions the following was discussed and noted:

- The *myoracle* project had been included on the corporate risk register since inception although as the go live had passed successfully the risk had been reduced.
- Processes were in place for the carry over of staff annual leave to be reflected in the *myoracle* software. This change has been further complicated by the switch to reflect leave in hours not days and also the alignment of all leave to start from 1st April to 31st March.
- The Director of Transformation and Strategy acknowledged that late or missing payments to third parties, especially the voluntary sector could have an impact but was not aware of any major issues in this regard. Any discrepancy identified was quickly resolved.

- 2.3 The committee **agreed** to note the work completed to date and the next steps and indicated any areas of assurance required for the next meeting.

3. Smarter Working Update

- 3.1 The report by the Executive Director for Strategy and Transformation was received and introduced by Cabinet Member for Innovation, Transformation and Performance.

The report provided an update for members and sought their support for the direction of travel. The initial stages of implementation had been completed and reported upon and a permanent Smarter Working Steering Group set up will provide strategic direction and implantation of future phases.

- 3.2 Sam Pittam Smith, Director of Transformation undertook a [presentation which is available on the committee website pages.](#)

- 3.3 In response to questions asked the committee discussed and noted the following:

- Members were reassured that any employee that wished to work from an office was able to do so.
- Given the size and geographical nature of the county some outlying premises would be retained but the trend had been to rationalise departments into County Hall.
- Staff wellbeing was a key priority and that opportunities for face-to-face meetings were being explored and expanded upon. This would differ from service to service, but it was thought that staff appraisals being face to face was an expectation that could be fulfilled.
- There was general support that central government should consider lifting the restriction on the ability to attend a meeting virtually.
- Cllr FitzPatrick committed to obtaining a written response from Cllr Peck, the Cabinet Member responsible for Asset Management, regarding the low occupancy of the new tier of the car park at County Hall.
- Concerns were raised that the carbon reduction emphasis on hybrid working was being transferred from the Council to the individual employee and that the impact of rising utility costs could impact some employees now working more from home.
- Hybrid working is having a positive impact in recruiting and retaining staff and was helping to shape future working practices.
- The delivery of services and the impact to end users was being closely monitored as hybrid working takes place.
- Solutions to hybrid working were at a local level and management had discretion to apply best working practices. There was not a 'one size fits all' mantra.
- Modelling was currently in progress regarding worker types and likely need to work from an office. However, not all jobs had essential office based aspects and consideration was required as to desirable face to face interactions with colleagues and teams.

3.4 The committee **agreed** to:

- Note the work completed to date, the next steps and gave assurance of requirements for the next meeting.
- Endorse the direction of travel for the programme.

4. Norfolk County Council Draft workforce strategy

4.1 The report by the Executive Director for Strategy and Transformation Services was received. The report outlined a draft high-level strategy to help support the 'Better Together for Norfolk' strategy to set out the workforce themes that are common to all NCC services and directorates to provide context for specific workforce strategies.

4.2 Kate Copplestone, Head of Organisational Effectiveness & Learning introduced the report and advised that this report was being shared with the committee at an early stage to gain valuable feedback. The document was 'work in progress' and was a broad overview from which at a later date more detailed action plans would arise.

4.3 In response to questions from members the following points were discussed and noted:

- It was thought that including measures to employ more individuals with disabilities was desirable although it was acknowledged that obtaining data as a reference point in this respect was more difficult as employees had to disclose their personal circumstances.
- As part of the council wide organisational review, a partner company has been appointed to assist and will start engagement with a series of workshops to plan out a programme and define the scope required. This work will tie in with other initiatives such as the Newton Europe consultancy working with Adult Social Services.
- Members agreed that including the use of apprenticeships and clearer defined career paths would be useful with the strategy.
- The strategy was high level and not intended to concentrate on 'hot spots' of recruitment such as the Care Sector. This could be achieved at more departmental level.
- Members wished to see more on diversity and how the Council intended to support recruitment of a wider workforce, including those under 25 where numbers of staff were particularly low.
- It was acknowledged that the council has an ageing workforce and that structural losses of experience staff could happen but was being managed by departments in line with their services needs.
- Data on management training was considered to be an issue that required including within the strategy as well as the scope of training such as mentors and coaches.
- Concerns were raised at the tone of the report around resilience. Members were concerned that workloads were manageable and that staff were listened to by line management.

4.4 The committee **agreed** to :

1. Note the draft strategy:

- a. effectively supports the 'Better Together, for Norfolk' strategy,
- b. accurately reflects NCC's ambitions and direction of travel as an organisation, and
- c. provides context and direction for directorate-level workforce strategies

- 2. and provide feedback on any NCC workforce themes which are felt to be missing or over / under emphasised.

5. Strategic and Financial Planning 2023-24

- 5.1 The report by the Executive Director for Finance and Commercial Services was received and introduced by Cabinet Member for Finance Cllr Andrew Jamieson.

The report outlined the process for the Council's budget setting for 2023-24 in respect of the development of the saving proposals required. The process was acknowledged as being challenging with £15m worth of savings being required more quickly with £45m of savings being identified latterly through transformation of working practices and delivery of services.

- 5.2 In response to questions asked the committee discussed and noted the following:

- The grant funding available to councils to help support services through the pandemic was ending and the council would have to return to a more challenging prospect for 2023/24.
- For the financial year 20/21, 91% of the savings earmarked had been achieved and that the County Council has a good record of savings achievements, largely because these are deemed to be realistic albeit challenging.
- The overall savings target of £60m would always be subject to outside pressures such as inflation and higher wage demands but it was felt that the level of savings required was still applicable.
- The Cabinet Member for Finance advised that at present he was not aware of any project or initiative not proceeding due to financial pressures.
- Capital projects were subject to the effects of inflation, especially construction which is particularly high in comparison to RPI / CPI, however discussion with DoT regarding the external funding for the Norwich Western Link had not reached any conclusion as to whether inflation will be taken into account of the 85% of funding allocated by central government.
- All capital projects carried a degree of risk and this risk was appropriately monitored on the corporate risk register.
- There was no anticipation of having to use the Council's general reserves to meet any saving shortfall for 23/24. However, departmental reserves may be considered by Executive Directors if

savings can not be achieved at the level required for any particular department.

- Cutting staff costs by compulsory redundancy was not anticipated for the financial year 23/24 to meet the £15m immediate savings target. By way of assurance the Council has a staff turnover rate of 12% whereas a £15m saving would equate to a reduction of staff by 5%.
- The bulk of the savings required to meet the £45m portion would be found through transformation. An example was provided as to how automation of a service could either reduce pressure in a department, reallocate resource elsewhere or provide a cost saving.

6.1 The committee **agreed** to:

To note the Budget and Medium Term Financial Strategy position as reported to Cabinet in April 2022 (Appendix 1), and in particular the following elements as set out in the appended report, which form the context for 2023-24 budget setting:

- the budget gap for 2023-24 and the Medium Term Financial Strategy (MTFS) period.
- the Departmental saving targets.
- the outline timetable and approach to developing the 2023-24 Budget.
- To note the overall service strategies as set out within the 2022-23 Budget Book.
- To note the key issues for 2023-24 budget setting and the broad areas the Select Committee would recommend exploring for savings development as they pertain to the services within the Select Committee's remit, in order to provide input to the 2023-24 budget process and inform the saving proposals put forward to Cabinet later in the year. In particular the Committee is asked to note savings opportunities under the following headings:
 - New initiatives which would deliver savings;
 - Activities which could be ceased in order to deliver a saving;
 - Activities which the Council should seek to maintain at the current level as far as possible (i.e. areas where the Committee considers there is limited scope for savings);
 - Commercialisation opportunities.

7. **Forward Work Plan 2022/23**

7.1 A report by the Executive Director for Strategy and Transformation was received.

7.2 The committee **RESOLVED** to agree the forward work programme.

Items from 11 July 2022

8. Local member questions

- 8.1 There was one local member question from Cllr Kemp. A supplementary question was asked:

Why is there no policy from the current administration for levelling up in Kings Lynn and could the hierarchy of motions to council being considered, be removed, as it is considered to be discriminatory and puts Kings Lynn at the back of the queue?

- 8.2 The Chair responded by saying he did not recognise the sentiment or context that West Norfolk was being left behind by the County Council or was being discriminated against and that the County Council had a good record of touching all areas of the County through its extensive activities. The point about the hierarchy of motions to council being considered within the changes to the constitution had been noted by the Director of Governance. The committee would provide further such comment and a formal decision will be taken by Full Council on 19th of July 2022.

9.0 Smarter Working Update

- 9.1 The report was received and introduced by Cllr Tom FitzPatrick, Cabinet Member for Innovation, Transformation and Performance. The report focused on the approach to Hybrid working and the support in place for employees. David Thom, Delivery Manager Strategy and Transformation undertook a [presentation which can be found on the committee's website pages](#).

- 9.2 The Select committee:
Reviewed the work completed to date and **considered** the next steps and **provided** feedback on any areas of assurance the Committee requires to form part of the next report

10. Proposed Changes to the Constitution

- 10.1 The report was received and introduced by Helen Edwards, Director of Governance. The report included proposed changes within the appendices following a series of workshops attended by members and at a group leaders meeting. A final document would be produced for approval at Full Council on 19th July 2022.
- 10.2 Cllr Ben Price proposed a motion that the following changes to the proposed constitution should be recommended:

1. There should be 7 ordinary meetings of full council per municipal year.
2. Petitions to be validated by 1000 signatures.
3. 3. Motions should be accepted on a first come first serviced basis with a limit of two motions per group.
4. Full council meeting length should be up to 4 hours with a 2 hour break if required.

The motion was seconded by Cllr Blundell.

The motion was **lost** on a show of hands

- 10.3 The Select committee **agreed** to reaffirm support to the changes to the constitution as proposed.

A recorded vote was requested.

Cllr Adams	For
Cllr Birmingham	Abstain
Cllr Blundell	Against
Cllr G Carpenter	For
Cllr P Carpenter	For
Cllr Colman	For
Cllr Daubney	For
Cllr Duffin	For
Cllr Hempsall	For
Cllr Morphew	Abstain
Cllr B Price	Against
Cllr Thomson	For

The motion was **Carried**.

10.4 **Communications Strategy 2022-2024**

- 10.5 The committee received the report from the Executive Director of Strategy and Transformation and was presented by James Dunne, Head of Communications.

The report was provided for consideration and feedback and the version presented was also being considered in a range of forums concurrently before eventual sign off by the Executive Directors and Cabinet.

The council's priorities are guided by the corporate strategy, 'Better Together, for Norfolk' and the communications strategy is rooted in following those objectives. In communications much of the work of the past two years has been dictated by the council's response to Covid. The purpose moving forward was on how the Council joins up its communications and how the council effectively engages within the community. Monthly planner packs will be issued so that all members can see what campaigns and initiatives the council will be undertaking in the month ahead.

- 10.6 The Select committee **agreed**:
- a) to support the 'Better Together, for Norfolk' strategy
 - b) that the strategy accurately reflects NCC's vision and direction of working effectively together both internally and with partners.

11. **Commercialisation Update**

- 11.1 The report by the Executive Director for Finance and Commercial Services was received.

The report provided the committee with an update of the council's

commercial activities and also considered the scope for further commercial investment ideas to produce an income to contribute to the setting of a balanced budget.

The Cabinet Member for Commercial Services and Asset Management undertook a [presentation which is available on the committee's website pages](#) .

- 11.2 Cllr Price tabled a motion which was seconded by Cllr Colman. The following motion was **agreed** by the committee:

Corporate Select Committee ask the Executive Director of Finance and Commercial Services, together with the Cabinet Member for Commercial Services and Assets and the Chairman of the Select Committee to explore the viability and feasibility of the below proposals and bring a report back to the committee.

- Consider investment in renewable energy technologies that can generate a financial return for the council either / or in partnership with community energy groups like Norwich Community Solar, this would also benefit the local economy.
- Repton Property Services Ltd to consider the benefits of entering the retrofit market and consider providing renewal energy source for new building.
- Packaging up the decarbonisation requirements for the county into a prospectus for investors. (This may take some of the financial burden off the council. Bristol City Council have done this through their City Leap programme.)
- Leveraging procurement spend to deliver social value and environmental improvements, eg using PPN06/20 and PPN06/21. (This is in line with the aim of smarter working as it uses existing council resources to deliver better value and support the council's corporate aims)
- Raise capital for investing in renewable energy and energy efficiency projects through Community Municipal Investment Bonds (investment-based crowdfunding). This can help benefit the local economy.

12. Internal Carbon Price Guidance

- 12.1 The report by the Executive Director for Finance and Commercial Services was received. The report appends guidance on how to apply an internal carbon price in the assessment of option appraisals and included an update to the financial framework to reflect the guidance
- 12.2 Ailis Wood, Policy Officer presented the report and advised that by using a carbon pricing mechanism in to the decision making process, carbon emissions can be determined to help achieve low carbon investment, In addition, investment decisions using carbon pricing can help the Council protect itself against rising energy prices and off setting costs as well as reducing the liability to possible future taxation on carbon emissions. If renewable investments are promoted carbon pricing could help reduce the Council's dependency on fossil fuels as well.

12.3 The committee **agreed** to:

1. Endorse the appended guidance from the Executive Director of Finance and Commercial Services on using an internal carbon price.
2. Recommend to Full Council the insertion in the Financial Regulations (section 2.9.4) of a requirement that Executive Directors must ensure that proposals are prepared in accordance with the carbon pricing guidance published by the Executive Director of Finance and Commercial services when making revenue and capital investment decisions.¹
3. Note the Capital bids scoring mechanism will be updated to include ecological priorities, including providing a higher weighting to bids that deliver a carbon reduction for Norfolk, which will be included within the proposed Capital Strategy taken to Full Council in February 2023.

13. Forward Work Programme 2022/23

The note by the Executive Director for Strategy and Transformation was received.

The committee **resolved to agree** the forward work programme. The Commercialisation item as agreed in item 10 will be placed on the programme once discussion with the relevant Executive Directors and Cabinet Member had taken place.

Cllr Ed Colman – Chair, Corporate Select Committee

Report of the Infrastructure and Development Select Committee Meeting held on 25 May, 13 July and 26 September 2022

A Report from the meeting held on 25 May 2022

1. Strategic and Financial Planning 2023-24

- 1.1 The Committee received the report along with the Cabinet report, which provided the latest information about the context for 2023-2024 budget setting to support the Select Committee discussion and to enable them to provide input to future meetings of Cabinet to inform budget decisions.

1.2 The Select Committee;

1. Considered the Budget and Medium Term Financial Strategy position as reported to Cabinet in April 2022 (Appendix 1 of the report), noting in particular the following elements as set out in the appended report, which form the context for 2023-24 budget setting:
 - a. the budget gap for 2023-24 and the Medium Term Financial Strategy (MTFS) period.
 - b. The Departmental saving targets.
 - c. The outline timetable and approach to developing the 2023-24 Budget.
2. Considered and commented on the overall service strategies as set out within the 2022-23 Budget Book.
3. Considered and commented on the key issues for 2023-24 budget setting and the broad areas the Select Committee would recommend exploring for savings development as they pertain to the services within the Select Committee's remit, in order to provide input to the 2023-24 budget process and inform the saving proposals put forward to Cabinet later in the year. In particular the Committee is asked to consider savings opportunities under the following headings:
 - a. New initiatives which would deliver savings;
 - b. Activities which could be ceased in order to deliver a saving;
 - c. Activities which the Council should seek to maintain at the current level as far as possible (i.e. areas where the Committee considers there is limited scope for savings);
 - d. Commercialisation opportunities.

2. Norfolk Investment Framework

- 2.1 The Committee received the report which outlines the evidence base and proposed Investment Framework which Cabinet agreed to commission in August 2021 to address the step change in pay, productivity, and skills that were required to drive the local economy to a more equal footing and converge on the regional and

national position.

2.2 The Select Committee

1. Endorsed the draft Investment Framework, prioritise the four areas for county investment, and encourage partners to invest in these shared objectives.

2. After considering the draft Investment Framework, the Select Committee agreed that there was no more information to be included, before the Framework would go Cabinet for endorsement on 6 June.

3. Minerals and Waste Local Plan

3.1 The Select Committee received the annexed report which provided information about the Publication version of the Minerals and Waste Local Plan which includes the proposed planning policies for minerals and waste management development and the proposed mineral extraction sites. The report also included a revised Local Development Scheme, which sets out the remaining stages for the production of the Minerals and Waste Local Plan, and a revised Statement of Community Involvement, which sets out how the authority engages with communities in the production of the Local Plan and in the determination of planning applications.

3.2 The Committee **RESOLVED** to

1. Comment on the revised Minerals and Waste Development Scheme (Appendix A of the report) and recommend Cabinet resolve that the MWDS shall have effect from 11 July 2022.

2. Comment on the Publication version of the Minerals and Waste Local Plan and recommend Cabinet agreement to publish the Publication document for representations to be made over a six-week period during September and October 2022 and if no fundamental weaknesses are identified in the representations made, submission of the NM&WLP (and supporting/background information) for independent examination

3. Comment on the 2022 Norfolk Statement of Community Involvement (SCI) and advise Cabinet to recommend Full Council resolve to formally adopt the SCI (Appendix B of the report).

4. Local Transport Plan (LTP4)

4.1 The Select Committee received the report by the Director of Growth and Development which set out the results of the consultation on the draft of the LTP4 Implementation Plan including a full report of the results of the public and stakeholder consultation. A draft of the LTP was also included.

4.2 Having reviewed and considered the results of the LTP4 Implementation Plan consultation and the updated LTP4 Implementation Plan and Strategy, the Select Committee **RESOLVED** to:

1. **Recommend to Cabinet** that it approve and recommend to full Council adoption of the LTP4 Implementation Plan and Strategy.

2. **Recommend to Cabinet** that the council look to protect old and disused railway lines for transport use so they can be used as greenways and active travel and, if future circumstances allow, other uses such as rail to be brought forward.

5. Safe, Sustainable Development Aims and Guidance Notes for Local Highway Authority requirements in Development Management, Parking Guidelines and Pre-application charging

- 5.1 The Select Committee received the report by the Executive Director of Community and Environmental Services which sets out general guidance for use by local authorities, developers, designers, councillors and the community what would be likely to be acceptable to the Local Highway Authority in terms of new developments and their effects on the transport network.
- 5.2 The Select Committee:
1. **REVIEWED** and **CONSIDERED** the updated Safe, Sustainable Development 2022 document and Parking Guidelines 2022.
 2. **REVIEWED** and **CONSIDERED** the new proposed pre-app charges.
 3. **RECOMMENDED** that Cabinet approve and adopt the updated Safe, Sustainable Development and Parking Guidelines documents with enhancements to visitor parking requirements on new development and agree that any necessary minor future changes be delegated to the Cabinet Member for Highways, Infrastructure & Transport.
 4. **RECOMMENDED** that Cabinet approve and adopt the pre-app charges and agree that any necessary minor future changes be delegated to the Cabinet Member for Highways, Infrastructure & Transport.

6. Policy and Strategy Framework – Annual Review

- 6.1 The Committee received the report which set out information on the policies and strategies aligned to the work of this Select Committee, in the form of a policy and strategy framework. The framework was scheduled to be reviewed by the Committee annually.
- 6.2 Having reviewed the policy and strategy framework, the Select Committee identified no further appropriate items for inclusion on the Forward Work Programme.

7. Forward Work Programme

- 7.1 The Select Committee received the report by the Executive Director of Community and Environmental Services which set out the Forward Work Programme for the Committee to enable the Committee to review and shape.
- 7.2 Having reviewed the report, the Select Committee **AGREED** the Forward Work Programme for the Select Committee set out in Appendix A.

B Report from the meeting held on 13 July 2022

1. Blue Badge Policy Update

- 1.1 The Committee received the report which outlined the Blue Badge Policy which was due for review, having been approved by Cabinet in February 2020. The report outlined the changes that would be made to the policy reflecting internal practices and changes of national guidelines.

- 1.2 The Select Committee, having reviewed and commented on the proposed changes to the policy as set out in appendix 1 of the report, **NOTED** that it was intended to review the policy at least every four years, with reviews before then if there were any changes to the national guidelines or other significant operational learning changes that may be beneficial.

2. Highway and Transport Network Performance

- 2.1 The Committee received the report which provided an annual summary of how NCC managed their highway assets and the highway network overall. It noted that the report did not include the A11 and A47 which were managed by National Highways.
- 2.2 The Select Committee;
1. **NOTED** the progress against the Asset Management Strategy Performance framework (Appendix C of the report) and the refreshment of targets, policy and strategy (Appendix C, D and E of the report).
 2. **NOTED** the progress in the development of congestion and reliability indicators.

3. Performance of Key Highway Contracts

- 3.1 The Select Committee received the annexed report which summarised the active contracts the Council's Highways Service had procured in terms of services provided, performance and value for money. The Highway Service Contracts reviewed in the report were Tarmac, Norse Highways, WSP, Swarco (formerly Dynniq), Amey, and Eastern Highways Alliance (EHA).
- 3.2 Having reviewed and commented on key highway contract performance and arrangements, the Select Committee **NOTED** the report.

4. Forward Work Programme

- 4.1 The Select Committee received the report by the Executive Director of Community and Environmental Services which set out the Forward Work Programme for the Committee to enable the Committee to review and shape.
- 4.2 Having reviewed the report, the Select Committee **AGREED** the Forward Work Programme set out in Appendix A and **AGREED** the suggested items for the programme as discussed.

C: Report from the meeting held on 26 September 2022

1. Norfolk Fire and Rescue Service Community Risk Management Plan 2023-2026

- 1.1 The Select Committee received the report setting out an update on the work carried out and planned to develop the Community Risk Management Plan 2023-26 for Norfolk County Council, the Fire and Rescue Authority for Norfolk.

- 1.2 The Select Committee:
1. **Noted** the work carried out so far, and the further work planned, to develop the Norfolk Fire and Rescue Service Community Risk management Plan for 2023-26.
 2. **Reviewed** and commented on the draft Community Risk Management Plan 2023-26, in particular the areas for development and change detailed in this report and at Appendix A of the report, in advance of a public consultation.

2. **Bus Improvement Plan**

- 2.1 The Select Committee received the report setting out the Bus Service Improvement Plan proposals that Norfolk County Council put to the Department for Transport, what we have delivered so far without funding, and what the public and stakeholders said about our Bus Service Improvement Plan when we carried out a county-wide consultation earlier this year.

- 2.1 The Select Committee:
1. **Noted** what we have delivered so far without funding
 2. **Commented** on the proposals for the funding
 3. **Noted** the results from the recent consultation

3. **Transport East Transport Strategy Endorsement**

- 3.1 The Select Committee received the report setting out the transport strategy prepared by Transport East, of which Norfolk is a partner. This strategy aligned with the Council's corporate plan, Better Together for Norfolk, and the recently adopted fourth Local Transport Plan. Transport East is seeking partner endorsement of its strategy prior to submission to Government.

- 3.2 With 7 votes for, 2 against and 1 abstention, the Select Committee:
1. **Noted** the contents of the Transport East Strategy.
 2. **Recommended** that Cabinet endorses the Transport East Transport Strategy

4. **Great Yarmouth Library, Learning and University Centre and King's Lynn Multi-User Community Hub update paper**

- 4.1 The Select Committee received the report providing an update on the The King's Lynn "Multi-User Community Hub" and the Great Yarmouth "Library and Learning and University Centre" projects with the aim of driving forward skills, aspiration, and achievement in both Great Yarmouth and King's Lynn, enabling residents in these areas to access sustainable employment, enhance mental health and wellbeing and make it as simple as possible to access the services residents need to achieve this.

- 4.2 The Select Committee
1. **Reviewed** and commented on the continued progress of both projects
 2. **Noted** the business case for the "Multi User Community Hub" in King's Lynn

5. **Forward Work Programme**

- 5.1 The Select Committee reviewed and agreed the forward work programme as set out in the agenda.

Cllr James Bensly, Chair
Infrastructure and Development Select Committee

Report of the People and Communities Select Committee meeting held on 27 May and 12 July 2022

A: Meeting held on Friday 27 May 2022

1. Urgent Business

- 1.1 The Executive Director of Adult Social Services gave an update to the Committee:
- At the November 2021 meeting of People and Communities Committee, engagement work with the disabled community about the approach to charging following a judicial review and changes to the minimum income guarantee was outlined.
 - At this meeting the Committee heard from the Disability Norfolk Network Group and other community groups about the impact of this policy development on them.
 - The outcome of this Committee meeting was that a learning event would be established for Committee Members to hear about the experience of disabled people and people using social care. Engagement events had been held and there was the potential for a face-to-face event to be held with the Committee on the 18 July 2022.
 - The Executive Director of Adult Social Services asked the Committee if they agreed to join this event which would be co-designed with people with experience of social care. He felt it would also be helpful to work with some Committee Members on the structure of this session which would be a learning event and was planned to take place at The Nest, Horsford. The Committee agreed with this suggestion.

2. Strategic and Financial Planning 2023-24

- 2.1 The Committee received the report forming an important part of the process of developing the 2023-24 Budget and representing a key opportunity for the Select Committee to provide its views on priorities and the approach to preparing budget proposals for the services within its remit.
- 2.2 The Committee:
1. **Considered** the Budget and Medium-Term Financial Strategy position as reported to Cabinet in April 2022 (Appendix 1 of the report), noting in particular the following elements as set out in the appended report, which form the context for 2023-24 budget setting:
 - a. the budget gap for 2023-24 and the Medium-Term Financial Strategy (MTFS) period.
 - b. The Departmental saving targets.
 - c. The outline timetable and approach to developing the 2023-24 Budget.
 2. **Considered** and **commented** on the overall service strategies as set out within the 2022-23 Budget Book.
 3. **Considered** and **commented** on the key issues for 2023-24 budget setting and the broad areas the Select Committee would recommend exploring for savings

development as they pertain to the services within the Select Committee's remit, in order to provide input to the 2023-24 budget process and inform the saving proposals put forward to Cabinet later in the year. In particular the Committee is asked to consider savings opportunities under the following headings:

- a. New initiatives which would deliver savings;
- b. Activities which could be ceased in order to deliver a saving;
- c. Activities which the Council should seek to maintain at the current level as far as possible (i.e. areas where the Committee considers there is limited scope for savings);
- d. Commercialisation opportunities.

3. ASD Winter and Covid Recovery

- 3.1 The Committee received the report setting out the approach to recovery from the long period of sustained pressure experienced in the health and care system which had impacted on workload and backlogs for Adult Social Services.
- 3.2 The Committee **considered** the report and recommendations to develop or refine the approach set out for recovery planning

4. Social Care Reform: Implications of the National Charging Proposals

- 4.1 The Committee received the report setting out the Implications of the Charging Reform aspects of the wider proposed Social Care Policy Reform being undertaken and heard a presentation.
- 4.2 The Committee **discussed** and **considered** the strategic implications of the implementation of the proposed National Social Care Charging Reform for Norfolk Adult Social Care

5. Health Improvement

- 5.1 The Committee received the report and heard a presentation setting out the work of the Council's Public Health Team on health improvement focusing on healthy lifestyles, a key priority for the Council as set out in 'Better Together, For Norfolk' 2021-2025 which states our ambition for all Norfolk residents to achieve 'healthy, fulfilling, and independent lives'.
- 5.2 The Committee **agreed** to:
 1. **Affirm** the importance of healthy lifestyles to improve health outcomes, and the crucial role of prevention.
 2. **Support** the continuation of the services currently commissioned by public health and the provision of continued investment in health checks and healthy lifestyle services that support Norfolk residents live healthier lives.
 3. **Receive** a further report on how we intend to develop services to make them more effective.

6. Special Educational Needs (SEND): Performance Framework

- 6.1 The Committee received the regular report providing a range of performance data regarding services and provision for Special Educational Needs & Disability (SEND). This was being reported to Committee over a 2 year period (which began in November 2020) following recommendations by the Local Government & Social Care Ombudsman (LGSCO) in 2020 following their published investigation report.

- 6.2 The Committee **agreed**:
1. To **note** the ongoing content of the SEND performance framework and agree ongoing reporting at all subsequent meetings through to Summer 2022; complying with the outcome of the LGSCO report.
 2. To **agree** that the range of performance measures will directly assist with decision making regarding any policy changes needed over time as part of the range of SEND improvement programmes.

7. Forward Work Programme

- 7.1 The Committee considered and **AGREED** the forward work programme.

B: Meeting held on Friday 12 July 2022

1. Education White Paper

- 1.1 This item was withdrawn from the agenda and would be delayed to a later meeting.

2. Post 16 Transport Policy

- 2.1 This item was withdrawn from the agenda and would be delayed to a later meeting.

3. Special Educational Needs (SEND): Performance Framework & DfE SEND Review Green Paper

- 3.1 The Select Committee received the regular report providing a range of performance data regarding services and provision for Special Educational Needs & Disability (SEND). Children's Services were reporting to the Committee over a 2 year period (which began in November 2020) following recommendations by the Local Government & Social Care Ombudsman (LGSCO) in 2020 following their published investigation report. The report also included updates on tribunals, cost savings from the first two new special schools and further information on the SEND Green paper as requested during the 27 May 2022 committee discussion.

- 3.2 The Select Committee **agreed**:

1. To **note** the ongoing content of a new SEND performance framework and agree ongoing reporting at all subsequent meetings for a period of two years in total; complying with the outcome of the LGSCO report.
2. To **agree** that the range of performance measures will directly assist with decision making regarding any policy changes needed over time as part of the range of SEND improvement programmes.

4. Delivering a social care quality framework

- 4.1 The Select Committee received the report setting out the context for the work to review care quality and develop the care quality framework. The report gave an update on the actions that had been undertaken to date and the proposed direction and governance to build a system approach for social care quality improvement across Norfolk.

- 4.2 The Select Committee

- a) **Discussed** and **noted** the actions that have been taken to develop the care quality approach to extend engagement and actions across the integrated care system
- b) **identified** further areas of focus that should be considered as part of the

continuing development and implementation of the strategic framework to support care quality improvement in Norfolk:

- staffing, including ensuring care staff receive adequate recognition for their role

5. Market Position Statement

5.1 The Select Committee received the report setting out the Council's Market Position Statement, which is an essential document detailing what a Council must do to ensure that there is a vibrant and sustainable care market. A Market Position Statement is required to ensure local authorities meet their market shaping duties under the Care Act 2014.

5.2 The select committee:

- a) **Identified** further actions or areas of focus that should be considered as part of the continuing development and implementation of the Market Position Statement to support market shaping in Norfolk:
 - Ensure domestic abuse provision is focussed on.
- b) **Considered** and **approved** the Adult Social Care Market Position Statement update (Appendix 1 of the report) for publication

6. Forward Work Plan

6.1 The Select Committee **agreed** the forward plan.

**Cllr Fabian Eagle, Chair
People and Communities Select Committee**

Report of the Norfolk Joint Museums Committee meeting held on 22 July 2022

1. Election of Chair

- 1.1 **Cllr John Ward was duly elected as Chair for the ensuing Council year.**

2 Election of Vice-Chair

- 2.1 **Cllr Robert Kybird was duly elected as Vice-Chairman for the ensuing Council year**

3 Area Museums Committees

- 3.1 The Joint Committee received updates about NMS activities in Breckland, King's Lynn and West Norfolk and Norwich. The Joint Committee's attention was drawn to numerous new and exciting exhibitions at museums across the county, special event days, Norfolk school holiday activities, ticketed events and Kick the Dust: Norfolk project activities.

4 Norfolk Museums Service - Finance Monitoring Report for 2022/23

- 4.1 The Joint Committee received a report that covered the Norfolk Museums Service (NMS) forecast budget out-turn for 2022/23 and details about the latest monitoring position of the revenue budget, capital programme, reserves and provisions.
- 4.2 The Committee's attention was drawn to the following issues:
- All NMS sites were currently open to the public and the Service was projected to meet its revenue targets. The Service was, however, currently operating at approximately 75% of pre-pandemic visitor numbers and experiencing a loss of income from admissions and commercial activity.
 - NMS budgetary pressures were being managed by the County Council at CES departmental level.
 - The take up of museum passes had remained at a consistent level throughout the pandemic despite an initial drop. The new NMS marketing manager had instigated a new marketing campaign aimed at rebuilding and increasing the number of museum pass holders. There were further opportunities to develop the museum pass offer through increased use of incentives available exclusively to pass holders which helped with membership retention and recruitment.
 - School visits had also held up very well throughout the pandemic. As soon as they were legally able to do so, many schools had returned to requesting physical museum visits which showed the high educational value that they placed on the work of the NMS learning team.
 - It was pointed out that NMS had taken steps to improve energy efficiency and reduce its carbon footprint throughout all its museum sites. This was being done through such measures as fitting LED lighting and new forms of roof

insulation whilst at the same time remaining mindful of the many restrictions that were placed on historic buildings. This work was being achieved through external funding applications where possible and through making use of the corporate initiatives that were available to the NMS, including partnership projects with the Council's environment team. NMS was also making full use of the new Environment Hub based at Gressenhall and promoting environmental issues through its work with schools and community groups.

- The Joint Committee noted suggestions from Cllr Ben Price that Members should be provided with an opportunity to view an audit report on energy efficiency measures within the NMS and that the Joint Committee should receive an annual report on progress to achieve carbon neutrality across the Service. He also suggested that achieving net zero by 2030 should be added to the risk register.

4.3 The Joint Committee resolved:

To note the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2022/23.

5 Norfolk Museums Service - Risk Management Report

5.1 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at July 2022.

5.2 The Committee's attention was drawn to the following issues:

- There was a new risk pertaining to future NPO funding from the Arts Council England (ACE), which if not agreed, would have major implications for the delivery of museum services and projects. This was a short-term risk that needed to be accounted for until the decision for future funding for the Norfolk Museums Service was made by ACE which should be known by the end of October 2022.
- NMS had responded to the new ACE 10-year strategy by demonstrating how it could meet their targets which were fully aligned with the NMS five-year strategic framework. NMS had a strong track record of working with ACE.
- Officers remained confident that they would be able to manage the impact of rising construction costs for the Norwich Castle Gateway to Medieval England project. This work was being overseen by a project board which included the Chair of the Joint Committee. The rolling risk would be reassessed in September 2022 and continue to be reviewed on a 6-month basis thereafter.
- Management of the NMS risk register complied with the way in which the risk register was managed for other services across the County Council.

5.3 The Joint Committee resolved:

To agree the active and dormant risks as per appendices A and B of the report, noting the new risk RM14499-Future Arts Council England Funding.

6 Norfolk Museums Service – Performance & Strategic Update Report

6.1 The Joint Committee received a report that provided progress with performance of Norfolk Museums Service over the current financial year 2022/23 including the Service's award-winning learning programmes and the Service's work with groups

including Looked After Children, carers and foster families. The report also provided an update on all major projects, including the National Lottery Heritage Fund supported Norwich Castle: Gateway to Medieval England project and youth development programme, Kick the Dust Norfolk.

6.2 In response to Members questions, the following points were discussed and noted:

- The structural engineers for the Norwich Castle Gateway to Medieval England project had now taken the necessary steps to support the glass roof at the Castle Museum entrance while preserving the impact this work had on the historic flint fabric of the building. A way forward for this work was agreed with the City Council and others including Historic England.
- The changing place at the Castle Museum was compliant with national standards and would help make this new visitor experience accessible to everyone.
- Members spoke about the retro games exhibition at Time & Tide Museum from 9 July 2022 - 20 March 2023 which charted the rise of computer gaming through the boom of the 1980s to the present day. Starting with the early days of the '70s games arcades – like those on Great Yarmouth seafront – visitors were able to see key pieces of vintage hardware in retro room settings and have the chance to play games using vintage and contemporary technology for an immersive experience.
- Members heard about how NMS continued to have a strong leadership role for the wider museums sector across the East of England through its work with SHARE Museums East which had sought the support of the Joint Museums Committee for an application to the National Lottery Heritage Fund for a project to support the development of the region's museum's environmental sustainability.

6.3 **The Joint Committee resolved:**

1. To note the update on the 2022/23 position to date.
2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project.
3. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2022/23 and the Service's planning relating to its future Arts Council England funding.
4. For the Joint Museums Committee to give its support for the submission of an Expression of Interest (EOI) to the National Lottery Heritage Fund (NLHF) by Thetford Town Council for a Heritage Masterplan for Thetford, with NMS listed as a partner for a future funding application.
5. For the Joint Museums Committee to give its support for NMS to put forward a project enquiry form to the National Lottery Heritage Fund (NLHF) to explore funding opportunities to increase the Duleep Singh interpretation at Ancient House Museum.
6. For the Joint Museums Committee to give its support for an application by SHARE Museums East to apply to the National Lottery Heritage Fund (NLHF) for an additional funded programme of training and development support to East of England museums.
7. To note the submission of an Expression of Interest (EOI) to the National Lottery Heritage Fund (NLHF) to develop an application for a capital investment in Time and Tide Museum, Great Yarmouth.
8. That because it was unfeasible for the County Council (the NMS

governing body) to provide Arts Council England with a monthly cash flow statement for NMS's National Portfolio Organisation grant for 2018-23 and for NMS' Subject Specialist Organisation grant for Museum Development for 2018-24, the Joint Committee ask ACE to waive this payment requirement on the understanding that the County Council will commit to provide ACE with an assurance to underwrite any cash shortfalls across the life of the funding agreements.

7 The Kick the Dust Project

7.1 The Chair introduced Christine Marsden, Project Coordinator for the Kick the Dust Project (funded through the National Lottery Heritage Fund) that had continued to engage with young people throughout the COVID-19 period and thereafter. The presentation (which can be found on the County Council's Committee pages website) highlighted the work of the Kick the Dust team in terms of how it had adapted its approach to accommodate activity to continue to support existing groups across Norfolk.

7.2 The Joint Committee resolved:

- 1. To thank Christine Marsden, Project Coordinator for the Kick the Dust Project, for an interesting presentation.**
- 2. Look forward to receiving further update reports about this important project at future meetings.**

**John Ward
Chair**

Recommendations from the Cabinet Meeting held on 8 August and 5 September 2022

C: Meeting held on Monday 8 August 2022

1 Finance Monitoring Report 2022-23 P3: June 2022

1.1 Cabinet received the report giving a summary of the forecast financial position for the 2022-23 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2023, together with related financial information.

1.2 Cabinet **RESOLVED**:

1. **To recommend to County Council** the addition of **£52.146m** to the capital programme to address capital funding requirements funded from various external sources as set out in detail in capital Appendix 3, paragraph 4.1 of the report as follows:

- £27.292m Department for Education Basic Need Grant funding for 2022-2025
- £19.321m Department for Education High Needs Grant funding for 2022-2024
- £4.875m Department for Education Condition Grant Funding profiled into 2023-24
- £0.989m Department for Education Schools Grant funding for 2022-23
- Offset by £0.330m release of capital budget in Fire Services

2. **To recommend to County Council** the addition of £0.201m to the capital programme to fund the installation of electric vehicle charging points across the Council estate as set out in the Capital Appendix 3 paragraph 4.4 of the report and £3m for the Kings Lynn Multi User Hub (Replacement Library Lyn LL1058) to fund the additional costs identified by the project team as set out in paragraph 4.5 of the report.

[Please click here to view the reports considered by Cabinet at its meeting on 8 August 2022 and the minutes of that meeting](#)

D: Meeting held on Monday 5 September 2022

1. Norfolk Youth Justice Plan

1.1 Cabinet received the report setting out the updated Norfolk Youth Justice Strategic Plan.

1.2 Cabinet **RESOLVED** to:

1. **recommend that Council** adopts the updated Norfolk Youth Justice Strategic Plan as part of the policy framework

2. Finance Monitoring Report 2022-23 P4: July 2022

- 2.1 Cabinet received the report giving a summary of the forecast financial position for the 2022-23 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2023, together with related financial information.
- 2.2 Cabinet **RESOLVED:**
1. **To recommend to County Council** the addition of **£95.952m** to the capital programme to address capital funding requirements funded from various external sources as set out in detail in capital Appendix 3, paragraph 4.1 of the report as follows:
 - Disabled Facilities Grant funding received from the Department of Health £9.158m
 - £86.764m grant funding from the Department of Transport for various capital projects include £14.6m for the 3rd River crossing
 2. To note the key member decision **and to recommend to County Council** the addition of £3.4m to the capital programme to fund the additional costs for the Great Yarmouth Operations and Maintenance Campus as outlined in paragraph 4.3 of the report and that the County Council's contribution towards this is £0.5m.

[Please click here to view the reports considered by Cabinet at its meeting on 5 September 2022 and the minutes of that meeting](#)

Cllr Andrew Proctor
Chairman, Cabinet

Report from the Cabinet
meetings held on 3 May, 6 June, 4 July, 8 August and 5 September 2022

A: Meeting held on Tuesday 3 May 2022

1. Introduction

- 1.1 The Chairman made an announcement on the award for County Hall:
- The previous Thursday night in Manchester at the Blue Badge Access Awards, County Hall won the prestigious Leonard Cheshire Award for “Most Inclusive venue or organization”.
 - This is a Global award, and the council were competing against national and international projects and organisations. For example, amongst the seven nominees County Hall was up against a project in Romania and a Gaudi building, the CASA Batlló, in Spain.
 - The award was received on the council's behalf by Neil Howard, Norfolk County Council's Senior Advisor on access and inclusion. Neil was a member of the project team and his advice and testing of designs contributed massively to our overall success.
 - This success was the result of great teamwork and in addition to Neil, the Chairman congratulated Jeannine de Souza, the Project manager, and the entire Project Team.
 - On the same evening at the Constructing Excellence Awards, the Architects Purcell also received a certificate of commendation for agile and inclusive working changes made at County Hall.
 - County Hall was also nominated at two upcoming award ceremonies, the BCO (British Council of Offices) awards in Birmingham in May and RICS (Royal Institution of Chartered Surveyors) Awards. County Hall Phase Two project has been shortlisted in the category 'Public Sector'. Here we are up against the great Tapestry of Scotland Gallery, the Steam Academy in Wales and Nottingham Castle, so even a nomination against these prestigious competitors is a great achievement.
- 1.2 The Cabinet Member for Adult Social Care, Public Health and Prevention made an announcement about the Norfolk and Suffolk Foundation Trust (NSFT):
- On 28 April 2022, the Care Quality Commission reported the outcome of its inspection into NSFT. The overall rating was “inadequate”
 - The Cabinet Member for Adult Social Care, Public Health and Prevention was disappointed to see the outcome of the inspection, particularly given that despite support from NHS England and partners the organisation did not maintain improvement.
 - Vulnerable people and people with mental health deserve better and the Cabinet Member for Adult Social Care, Public Health and Prevention had written to the Chairman of the Mental Health Trust. He would keep Cabinet appraised of the outcome.

- As partners would play a constructive part in the improvement process, the county council were entitled to expect radical steps that would deliver improvement and sustained improvement.
- The Cabinet Member for Adult Social Care, Public Health and Prevention would talk to NSFT colleagues to see how the council could receive oversight of improvements, including reports to Committees.

2. Items of Urgent Business

Shareholder approval of appointment of Norse group Ltd Chief Executive Officer

- 2.1 Cabinet received the report setting out the intention to offer the position of Norse Group Ltd Chief Executive Officer to Justin Galliford, who was carrying out the role on an interim basis, following a recruitment process carried out by the Council and the Company.
- 2.2 Cabinet **RESOLVED** to give approval as shareholder to Norse Group Ltd to appoint Justin Galliford as Chief Executive Officer and as a Director of the Company.

3. Carbon reduction in the Council's wholly owned companies

- 3.1 Cabinet received the report setting out current actions under way in relation to carbon governance for the Council's companies. These were the early stages in aligning the Council's companies to a low carbon future.
- 3.2 Cabinet **RESOLVED**
- A. To agree that the Executive Director of Finance and Commercial Services should write to the Council's wholly owned companies setting out, on behalf of the council as shareholder, objectives as set out below to facilitate carbon reductions.
 - B. To receive a further report in due course setting numerical targets for each company.

4 NFRS Community Risk Management Plan (CRMP 2023-2026) Development Plan

- 4.1 Cabinet received the report setting out the proposed steps and timetable to develop the Norfolk Fire and Rescue Service (NFRS) Community Risk Management Plan (CRMP) 2023/26 and an update on work to further enhance the NFRS Community Safety service.
- 4.2 Cabinet **RESOLVED**
1. To approve the timetable and approach for developing the Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26 as set out in this report.
 2. To note the key considerations that will be explored as part of the development of the Community Risk Management Plan.
 3. To note the work to further enhance the Community Safety service, including the Development Plan which is set out in Appendix C of the report.

4. To agree that the terms of reference of the NFRS Strategic Development Oversight Group should be amended to task the Group to oversee the development and implementation of the CRMP.

B: Meeting held on Monday 6 June 2022

1. Local Transport Plan 4

- 1.1 *This recommendation to Council was dealt with at the Full Council meeting on the 19 July 2022*

2. Norfolk Investment Framework

- 2.1 Cabinet received the report setting out the evidence base and proposed Investment Framework.
- 2.2 Cabinet **RESOLVED** to endorse the Investment Framework, prioritise the four areas for county investment, and encourage partners to invest in these shared objectives.

3. Delivering a social care quality framework for Norfolk

- 3.1 Cabinet received the report setting out an update on the actions that have been undertaken to date and the proposed direction and governance to build a system approach for social care quality improvement across Norfolk.
- 3.2 Cabinet **RESOLVED**
 - a) To agree the approach for building a system wide strategic framework to secure care quality improvement in Norfolk
 - b) To endorse the proposed governance arrangements for the oversight of this work

4 Capital Schools Programme

- 4.1 Cabinet received the report setting out a refreshed schools' capital programme and the updated financial position on other funding income and borrowing implications for Norfolk County Council.
- 4.2 Cabinet **RESOLVED** to:
 - Agree the proposed Schools' Capital Programme for the next three years and beyond, and agree the inclusion of new schemes added
 - Review annually the funding gap taking into account other sources of external funding which have come forward
 - Note the impact of external grant funding received and revised financial profiling for NCC borrowing.

5. Creation of GNGB Strategic Investment Fund

- 5.1 Cabinet received the report providing the background to the Greater Norwich Growth Board (GNGB) recommendation to drawdown £20m City Deal Borrowing to

create a cyclable programme of funding to bring forward the delivery of major community infrastructure projects.

5.2 Cabinet **RESOLVED**

1. To acknowledge the GNGB proposal to set up the Strategic Investment Fund as set out in Annex 1 of the report.
2. To agree that the County Council will act on behalf of the members of the GNGB as administrator of the £20m City Deal borrowing.

6. **Annual Treasury Management Outturn Report 2021-22**

6.1 *This recommendation to Council was dealt with at the Full Council meeting on the 19 July 2022*

7. **Finance Monitoring Report 2021-22 Outturn**

7.2 Cabinet received the report giving a summary of the forecast financial position for the 2021-22 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2022, together with related financial information.

7.2 Cabinet **RESOLVED**

1. To recognise that the revenue outturn for 2021-22 is a **balanced budget after transferring £0.077m to the general fund**
2. To note the COVID-19 funding available of **£106.490m**, including £27.382m brought forward from 2020-21 and the carry forward of **£31.125m** COVID-19 funding to 2022-23 to mitigate the on-going cost pressures and risks associated with infection prevention;
3. To recognise the saving shortfall of **£3.830m**; being 91% savings delivery in 2021-22, as described in Appendix 1 paragraph 6 of the report;
4. To note that the General Balances at 31 March 2022 be increased to **£23.840m** after a transfer of £0.077m from non-COVID related savings and underspends in Finance General.
5. To note the expenditure and funding of the revised current and future 2022-26 capital programmes, including the addition of £10.653m to the capital programme to address the capital funding requirements from various external sources as set out in Appendix 3, paragraph 1.3 of the report.

8. **Disposal, Acquisition & Exploitation of Property**

8.1 Cabinet received the report setting out proposals aimed at supporting Norfolk County Council priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County.

8.2 Cabinet **RESOLVED**

1. To reaffirm the current procedures and principles as detailed in Appendix 1 of the report for:
 - Declaring Norfolk County Council property assets (land and buildings) surplus.
 - Disposal, overage and clawback for the disposal of property assets (land and buildings) owned by Norfolk County Council.

- Third party occupation of Norfolk County Council property assets (land and buildings).
 - Acquisition - Leased in/licensed in property assets (land and buildings), acquisition of freehold property assets (land and buildings).
2. To agree to the extension of the Service Level Agreement (SLA) with NPS Property Consultants for a further three years from 1 April 2023 terminating on 31 March 2026.
 3. To formally declare the 8 Land and property holdings from the County Farms estate, as listed in Table 1 of the report, surplus to Council requirements and instruct the Director of Property to dispose. In the event of a disposal receipt for an individual property exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance & Commercial Services and Cabinet Member for Commercial Services & Asset Management is authorised to accept the most advantageous offer.
 4. To agree to the granting of a supplemental lease of Thorpe Hamlet Day Care Nursery, 63 Wolfe Road, Thorpe Hamlet Norwich NR1 4HT (4114/043) to Inclusive Schools Trust for use as nursery and early years provision on the agreed terms.

9. Appointments to joint committees and internal bodies

- 9.1 Cabinet received the report setting out appointments to Joint Committees, Internal and External bodies; authority to appoint to these bodies had been delegated to the Leader of the Council by the Council.
- 9.2 Cabinet **RESOLVED** to note that the Leader has made appointments to the appropriate joint committees, internal panels/boards/working groups and external bodies, consulting with Group Leaders as to their appointees, where appropriate.

C: Meeting held on Monday 4 July 2022

1. Norwich Western Link Update

- 1.1 Cabinet received the report providing an update on work undertaken on the project since the 7 June 2021 and March 2022 Cabinet meetings and including the development of the scheme design and the need to complete this work before undertaking a pre-application consultation.
- 1.2 Cabinet **RESOLVED** to:
 1. Take account of the details presented in this report and approve the continued delivery of the Norwich Western Link (NWL) project.
 2. Following the above, delegate to the Executive Director of Community and Environmental Services in consultation with the Cabinet Member for Highways, Infrastructure & Transport, the authority to approve the details of an Addendum to the Outline Business Case, on the basis of the financial costs presented in this report, to be submitted to the Department for Transport (DfT), in order to secure up to c.£213.4m of government funding for the project for Norfolk.
 3. To acknowledge the revenue implications of the scheme, as outlined in paragraphs 6.4, 6.5 and 6.6 of the report, should the scheme not proceed.

(4. This recommendation to Council was dealt with at the Full Council meeting on the 19 July 2022.)

5. For the purpose of consultation to take forward the alignment refinement of the preferred route that is recommended in the Alignment Refinement Appraisal Report.
6. To reapprove the commencement of the non-statutory pre-planning application consultation for the NWL project on the basis of that alignment, and to approve the details of the consultation as described by the updated Pre-application Consultation Plan included in Appendix D to the report (noting that the summary of the results of this consultation and the completion of the necessary assessment work, including consideration of alternatives in the Environmental Statement, will be reported to a future Cabinet meeting where approval will be sought to submit a planning application for the finalised scheme).
7. To reaffirm authorisation granted to the Executive Director of Community and Environmental Services to take all appropriate actions necessary for the purpose of negotiating the terms and conditions to acquire by agreement (in advance of the compulsory purchase order) the land and new rights over land which are needed to allow the construction, operation and maintenance of the NWL project.
8. To reaffirm agreement to acquire land required for the delivery of the NWL project by negotiated agreement and if this is not achievable in the timescales required, to agree in principle to the Council's use of compulsory purchase powers, and for authority to be delegated to the Executive Director of Community and Environmental Services to proceed with preparatory work (including land referencing and requisitions for information) to facilitate the drafting of, and all necessary steps to prepare for the making, publication and submission to the DfT for confirmation, of a compulsory purchase order (CPO) in support of the NWL project (noting that a further Cabinet resolution will be sought in due course, to authorise the making, publication and submission of the CPO and confirming the final details therein).
9. To reaffirm agreement in principle to the Council's making of a side roads order (SRO) under the Highways Act 1980 to authorise works necessary in connection with the delivery of the NWL project, and to the subsequent making, publication and submission of the SRO to DfT for confirmation, and for authority to be delegated to the Executive Director of Community and Environmental Services to proceed with preparatory work to facilitate the drafting of, and all necessary steps to prepare for the making, publication and submission of the SRO to the DfT for confirmation (noting that a further Cabinet resolution will be sought in due course, to authorise the making, publication and submission of the SRO and confirming the final details therein).

2. **Norfolk Social Infrastructure Fund**

- 2.1 Cabinet received the report setting out the work of the Norfolk Social Infrastructure Fund and setting out proposals for the process in 2022.
- 2.2 Cabinet **RESOLVED**:
 1. To acknowledge the positive impacts that have been made possible by the County Council's £1m investment in social and community infrastructure through the 2021 grants, as set out in Annex 1 of the report.
 2. To agree the proposed changes to the Social Infrastructure Fund scheme criteria and process for 2022, as set out in detail in Section 2 of the report, aimed to improve the support we offer and therefore the quality of applications.

3. To agree the timetable for the 2022 Fund, as set out in para 2.4 of the report, which would see Expressions of Interest for 2022 open on 25 July 2022.

3. Norfolk Minerals and Waste Local Plan

- 3.1 Cabinet received the report setting out Norfolk County Council's statutory duty to produce and maintain an up-to-date Minerals and Waste Local Plan, forming the basis for determining any relevant planning applications that are lodged with the authority and setting out the revised schemes for approval and recommendation to Full Council.

- 3.2 *Recommendations 1 and 2 were dealt with at the Full Council meeting on the 19 July 2022*

Cabinet RESOLVED:

3. To authorise the Head of Planning to make any further necessary minor corrections, factual updates, formatting changes and other non-material changes that are identified prior to the publication of the Norfolk Minerals and Waste Local Plan (NM&WLP);
4. To agree to publish the NM&WLP (incorporating any later suggested modifications approved under recommendation 3b) for representations to be made, over a six-week period starting in September 2022, in accordance with Regulations 19 and 20 of the Town and Country Planning (Local Planning) (England) Regulations 2012;
5. To authorise the Executive Director of CES, in consultation with the Cabinet Member for Environment and Waste, to review the Pre-Submission representations made. If no fundamental weaknesses are identified, agree to submit the NM&WLP (and supporting/background information) to the Secretary of State for independent examination in accordance with Regulation 22 of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended);
6. To agree to formally request that the appointed independent Planning Inspector makes any necessary Main Modifications under section 20 (7C) of the Planning and Compulsory Purchase Act 2004 (as amended) that he/she judges necessary to make the NM&WLP sound and legally compliant; and
7. To authorise the Executive Director of CES to agree minor modifications to the NM&WLP prior to its submission and to negotiate any modifications necessary to the NM&WLP as part of the Independent Examination.

4 Safe, Sustainable Development Aims and Guidance notes for Local Highway Authority requirements in Development Management, Parking Guidelines and Pre- application charging

- 4.1 Cabinet received the report setting out an update of the Council's Safe Sustainable Development aims and guidance notes, and review of the Council's Parking Guidelines for new developments in Norfolk.

- 4.2 Cabinet **RESOLVED** to:

1. Review and consider the updated Safe, Sustainable Development 2022 document and Parking Guidelines 2022.
2. Review and consider the new proposed pre-app charges.

3. Approve and adopt the updated Safe, Sustainable Development and Parking Guidelines documents and agree that any necessary minor future changes be delegated to the Cabinet Member for Highways, Infrastructure & Transport.
4. Approve and adopt the pre-app charges and agree that any necessary minor future changes be delegated to the Cabinet Member for Highways, Infrastructure & Transport.

5. Market Position Statement

- 5.1 Cabinet received the report setting out Norfolk's Market Position Statement, developed with key messages to providers up-front with greater detail about the types of service needed, where they are needed and volume required in the market analysis section of the Market Position Statement.
- 5.2 Cabinet **RESOLVED** to approve the Adult Social Care Market Positions Statement update (Appendix 1 of the report) for publication.

6. Norfolk Fire and Rescue Service - Significant Incident Review Policy

- 6.1 Cabinet received the report setting out the Norfolk Fire and Rescue (NFRS) Significant Incident Review Policy, the purpose of which was to detail NFRS's actions following incidents resulting in a fatality or fire related life threatening or life changing injuries, detailing the follow up action and collaborative engagement with relevant partner agencies to educate, reassure and reduce the risks from fire to the communities of Norfolk.
- 6.2 Cabinet **RESOLVED**:
 1. To approve the NFRS Significant Incident Review Policy set out in Appendix A of the report.
 2. To delegate authority to the Chief Fire Officer to approve minor and consequential changes to the policy to reflect operational experience and learning.

7. Health, Safety and Well-being Annual Report 2021-22

- 7.2 Cabinet received the report providing data and analysis on the Health, Safety and Well-being (HSW) performance of Norfolk County Council (NCC) as an employer for the reporting period 2021/22.
- 7.2 Cabinet **RESOLVED** to endorse the proposed actions:
 1. The focus and priorities for Executive Directors are to ensure the approach to health, safety and wellbeing in their services reflect and supports new ways of working and supports employees through forthcoming change by:
 - a. Supporting and encouraging line managers to develop their conversational practice skills and prioritise supporting team and individual wellbeing
 - b. Utilising the data available in the employee survey, this report and other sources to better understand the areas for focus
 - c. Focussing on the fundamentals such as training, risk assessments, incident investigations and DSE assessments
 2. The focus and priorities for the Health, Safety and Wellbeing Service for the forthcoming year are to:

- a. Develop and deliver a communications and promotion plan that supports managers to understand and deliver the fundamentals of good health, safety and wellbeing management and demonstrate their commitment to it.
- b. Review and improve the tools, training and services available to managers to support them to improve take up of services that support good health, safety and wellbeing such as the employee training offer and wellbeing services
- c. Work with services to understand the health, safety and wellbeing data and focus resources on improving performance including understanding the underlying causes of increasing slip, trip and fall and violent incidents, mental health and musculoskeletal absence and reducing the number of long term open incidents in schools
- d. Continue to re-establish the health, safety and wellbeing core activity such as the monitoring programme following the suspension of services during the pandemic.

8. Corporately Significant Vital Signs

8.1 Cabinet received the quarter four report providing an update on the Council's performance against its Corporately Significant Vital Signs.

8.2 Cabinet **RESOLVED** to:

- 1. Review and comment on the end of quarter three performance data.
- 2. Review the considerations and next steps.
- 3. Agree the planned actions as set out.

9. Authority to Enact Revenue Pipeline

9.1 Cabinet received the report asking them to take the necessary executive decisions in respect of the council's larger revenue contracts, with expiry dates and break points in the next 12 month period.

9.2 Cabinet **RESOLVED** to agree:

- A. To proceed with the procurement actions set out in Annex A of the report.
- B. To delegate to each responsible chief officer authority to discuss with the contractors concerned the issues around extension of contracts designated herein as open for extension and to determine whether to extend the contracts (with such modifications as the chief officer considers necessary) or whether to conduct a procurement exercise to replace them.
- C. To delegate to the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any); to shortlist bidders; to make provisional award decisions; to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary.
- D. That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Contract Standing Orders and Public Contract Regulations 2015 and in consultation, as appropriate, with the responsible Cabinet Member.

10. Strategic and Financial Planning 2023-24

- 10.1 Cabinet received the report setting out details of the initial savings proposals for 2023-24 and explaining the broad approaches planned to enable further options to be brought forward in order to contribute to a balanced budget being proposed for 2023-24.
- 10.2 Cabinet **RESOLVED**:
1. To agree the initial package of budget proposals as set out in section 2 (Table 3) of the report to be incorporated into the Council's 2023-24 Budget planning for further consideration and ultimately recommendation to Full Council as part of Cabinet's overall budget recommendation in January 2023.
 2. To agree that:
 - a. public consultation will be undertaken over the summer in relation to the following proposal with service delivery implications in order to support in shaping the specific saving proposal:
 - Review of Norfolk's Mobile Library Service
 - b. public consultation in relation to all other proposals will be undertaken later in the year, alongside the consultation on any additional savings proposals brought forward for consideration by Cabinet in October 2022.
 3. To note that Children's Services has conducted a review of its property portfolio and the analysis from that work has determined that the functions currently delivered at the Professional Development Centre could in future be delivered from alternate locations and, as such, the site can be released from its current use. Therefore, the site will be considered by the Corporate Property Steering group to A) assess if another use for the site is appropriate or B) if members should consider it surplus to requirements and for it to be disposed of.

11. Finance Monitoring Report 2022-23 P12: May 2022

- 11.1 Cabinet received the report giving a summary of the forecast financial position for the 2022-23 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2023, together with related financial information.
- 11.2 Cabinet **RESOLVED**:
1. To recognise the period 2 general fund forecast revenue **of a balanced position**, noting also that Executive Directors will take measures to reduce or eliminate potential over-spends where these occur within services;
 2. To note the brought forward COVID-19 of £31.125m from 2021-22;
 3. To recognise the period 2 forecast of 100% savings delivery in 2022-23, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
 4. To note the forecast General Balances at 31 March 2023 of **£23.840m**.
 5. To note the expenditure and funding of the revised current and future 2021-26 capital programmes.

D: Meeting held on Monday 8 August 2022

1. Items of Urgent Business

- 1.1 The Chairman gave an announcement on UK 100

- On 4 April 2022, Cabinet agreed that Norfolk County Council would be a member of UK100, an organisation who coordinated action on climate change.
- The Council could now sign the Membership Pledge and would do so after the Cabinet meeting.
- The elements of this pledge were: “we will continue to lead the UK’s response to climate change”, “we will continue to lead the UK’s response to climate change”, “we pledge to understand our impact on climate change, prioritise where action needs to be taken and monitor progress towards our goals” and “we are closer to the people who live and work in our communities, so we have a better understanding of their needs”.
- These aims would help address the impact of humans on the environment.

2. Customer Experience Programme

- 2.1 Cabinet received the report outlining an element of the scope of the Customer Experience Transformation Programme and the business case relating to the technology required for consideration by Cabinet and seeking approval to proceed with procurement of a replacement customer experience platform, within existing revenue and capital budgets.
- 2.2 Cabinet **RESOLVED**:
1. To agree to proceed with a procurement exercise to purchase a replacement customer experience platform in line with the previously agreed Customer Experience Strategy
 2. To delegate award of new contract(s), up to £6m over a period of 5 years (and within existing revenue and capital budgets), to the Director of IMT and Chief Digital Officer and Director of Community, Information and Learning in collaboration with the Cabinet Member for Innovation, Transformation and Performance and the Cabinet Member for Communities and Partnerships

3. Forum Trust

- 3.1 Cabinet received the report setting out proposals by the Trustees of the Forum Trust to update the Project Purpose, developed as part of the initial funding bids for the project, requiring the agreement of the original partners - Norfolk County Council, Norwich City Council, and the Millennium Commission (now the Big Lottery).
- 3.2 Cabinet **RESOLVED** to:
1. Approve the revised Project Purpose for the Norwich Forum.
 2. Offer comment and input on the key strategic pledges.

4 Finance Monitoring Report 2022-23 P3: June 2022

- 4.1 Cabinet received the report giving a summary of the forecast financial position for the 2022-23 Revenue and Capital Budgets, General Balances, and the Council’s Reserves at 31 March 2023, together with related financial information.
- 4.2 *For recommendations 1 and 2 please refer to the “Cabinet recommendations to full council” report.*

Cabinet **RESOLVED**:

3. Subject to County Council approval of recommendation 1 and 2 to delegate:
 - 2.1) To the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any) and the award criteria; to shortlist bidders; to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme); to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary;
 - 2.2) To the Director of Property authority (notwithstanding the limits set out at 5.13.6 and 5.13.7 of Financial Regulations) to negotiate or tender for or otherwise acquire the required land to deliver the schemes (including temporary land required for delivery of the works) and to dispose of land so acquired that is no longer required upon completion of the scheme;
 - 2.3) To each responsible chief officer authority to:
 - (in the case of two-stage design and build contracts) agree the price for the works upon completion of the design stage and direct that the works proceed; or alternatively direct that the works be recompeted
 - approve purchase orders, employer's instructions, compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope
 - subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme or programme budget.
 - That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.
4. To recognise the period 3 general fund revenue forecast of a £4m overspend, noting also that Executive Directors will take measures to reduce or eliminate potential over-spends where these occur within services;
5. To recognise the period 3 forecast of 100% savings delivery in 2022-23, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
6. To note the forecast General Balances at 31 March 2023 of **£23.840m**, assuming the Council will mitigate the overspends reported in P3.
7. To note the expenditure and funding of the revised current and future 2021-26 capital programmes.

5. Disposal, acquisition and exploitation of property

- 5.1 Cabinet received the report setting out proposals aimed at supporting Norfolk County Council priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County.
- 5.2 Cabinet **RESOLVED:**

1. To formally declare part of the site named Land at Plantation Road, Blofield (5009/105) (hatched red on plan), amounting to approximately 0.52 hectares, surplus to County Council requirements and instruct the Director of Property to dispose of the property. In the event of the disposal receipt exceeding the valuation figure the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
2. To agree to the appropriation of part of the site named Land at Plantation Road, Blofield (5009/105) (edged red on plan) amounting to approximately 1.2 hectares to Children's Services (from the County Farms Estate).
3. To formally declare Blofield Primary School site, North Street NR13 4RH (5009/011) (edged blue and hatched blue on plan) surplus to County Council requirements.
4. To instruct the Director of Property to agree terms and dispose of part of the Blofield Primary School site, North Street NR13 4RH (5009/011) property (edged blue on plan) amounting to approximately 0.91 hectares to Blofield Parish Council. In the event of the disposal receipt exceeding the valuation figure the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
5. To instruct the Director of Property to dispose of part of the Blofield Primary School site, North Street NR13 4RH (5009/011) (hatched blue on plan) amounting to approximately 0.41 hectares. In the event of the disposal receipt exceeding the valuation figure the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
6. To approve the acquisition of the additional land north of Farman Way, (shaded pink on plan), amounting to approximately 1.3 hectares on terms agreed and instruct the Director of property to implement the acquisition.
7. To consent to the transfer of the freehold of the new Gayton Primary School building and hard play area shaded pink/orange on plan at nil consideration to the Norwich Diocesan Board of Finance Ltd in return for the proceeds of the sale of the existing school site.
8. To agree to the letting of the house and garden at Money Hill Farmhouse, Deopham Road, Hingham NR9 4NL (7055/100) to Tenant RB on the terms agreed as detailed in Appendix A of the report (exempt).
9. To formally declare the Land at Terrington Fern House Estate (part), Terrington St Clement (2078/108A) (edged red on plan) amounting to 0.93 hectares surplus to County Council requirements and instruct the Director of Property to dispose of the property. In the event of the disposal receipt exceeding the valuation figure limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.

E: Meeting held on Monday 5 September 2022

1. Norfolk Fire and Rescue Service – HMICFRS Improvement Plan

- 1.1 Cabinet received the report providing updates on the outcomes of the most recent inspection of the Norfolk Fire and Rescue Service by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and setting out the plans being put in place to respond to these findings.
- 1.2 Cabinet **RESOLVED** to:
1. Note the progress already made, and the further actions being progressed, to address the Cause of Concern recommendations through the Community Safety Development Plan (Appendix A of the report).
 2. To agree that the delivery of the Community Safety Development Plan is a priority for the service.
 3. To review and endorse the work carried out to implement and develop actions to address the identified Areas for Improvement (Appendix B of the report).
 4. Agree to receive a further update on progress against these plans at a Cabinet meeting in early 2023.
 5. Agree to amend the terms of reference of the Strategic Development Oversight Group, Chaired by the Cabinet Member, to task them to oversee the work to develop and deliver the Community Safety Development Plan (Appendix A of the report) and the Improvement Plan (Appendix B of the report).

2. Norfolk Youth Justice Plan

- 2.1 Cabinet received the report setting out the updated Norfolk Youth Justice Strategic Plan.
- 2.2 *For recommendation 1 please refer to the "Cabinet recommendations to full council" report.*

Cabinet **RESOLVED** to:

2. endorse the Youth Justice Board's vision for a child first youth justice system as follows:

- Prioritise the best interests of children, recognising their particular needs, capacities, rights and potential and ensure all work is child focused, developmentally informed, acknowledges structural barriers, and meets responsibilities towards children.
Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
- Encourage children's active participation, engagement and wider social inclusion, making sure meaningful collaboration with children and their carers is at the heart of our work with them.
- Promote a childhood that avoids coming into contact with the criminal justice system, using pre-emptive prevention, diversion and minimal proportionate intervention, minimising criminogenic stigma.

3. Long Stratton Bypass

- 3.1 Cabinet received the report providing an update on the Long Stratton Bypass project, outlining the next stages for the project including revisions to the budget and delivery

programme, and seeking Cabinet's approval to the proposed delivery of detailed design services, the procurement process for the construction works, the use of section 203 of Housing and Planning Act 2016 and the making of the Side Roads Order (SRO) to the timescales as set out.

3.2 Cabinet **RESOLVED** to:

1. Take account of the details presented in this report and approve the continued delivery of the LSB (Long Stratton Bypass) project.
2. Delegate to the Executive Director of Community and Environmental Services, in consultation with the Cabinet Member for Highways, Infrastructure & Transport, the authority to approve the details of the award criteria associated with the procurement of the preferred Contractor.
3. To approve the contracting strategy outlined in this report noting that a further report will be presented to Cabinet prior to the award of the contract.
4. To approve the strategy for delivery of the detailed design of the LSB project.
5. To agree the proposed approach to social value.
6. To authorise the making of a SRO under sections 14 and 125 of and in accordance with Schedule 1 of the Highways Act 1980 to enable the improvement and stopping up of existing highways, to construct new highways and to stop up and provide replacement private means of access where necessary for the construction of the LSB.
7. To delegate authority to the Executive Director of Community and Environmental Services to:
 - a. Determine the form and contents of the Schedules to the SRO and the associated plans which identify the highway to be improved, stopped up and constructed and the private accesses to be stopped up and where necessary replaced with a new access
 - b. Determine the form and contents of the statement of reasons accompanying the SRO (Side Roads Order) and to finalise the same.
 - c. Take all necessary steps to secure the making, submission for confirmation to the DfT and implementation of the SRO including (but not limited to) the publication and service of all statutory notices on relevant parties, the investigation of and response to objections (including the negotiation and completion of any necessary agreement and undertakings in order to secure removal of the objections to the SRO), and the presentation of the Council's case at any public inquiry or via written representations
 - d. Take all appropriate actions for making amendments, modifications and deletions to the SRO and plans including updates and corrections to the draft as necessary to finalise and secure the confirmation of the SRO.
8. To authorise the Executive Director of Community and Environmental Services to take all appropriate actions necessary for the purpose of negotiating the terms and conditions for the acquisition by agreement of the land and new rights over land (permanent and temporary) which are needed to allow the construction, operation and ongoing maintenance of the LSB.
9. To authorise the Executive Director of Communities and Environmental Services to use the Council's powers under Section 203 of the Housing and Planning Act 2016 to override the existing rights and covenants on land that would be infringed by or impede the construction, operation or maintenance of the LSB.

- 4.1 Cabinet received the report giving a summary of the forecast financial position for the 2022-23 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2023, together with related financial information.
- 4.2 *For recommendations 1 and 2 please refer to the "Cabinet recommendations to full council" report.*

Cabinet **RESOLVED:**

3. Subject to County Council approval of recommendation 1 and 2 to delegate:
- 3.1) To the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any) and the award criteria; to shortlist bidders; to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme); to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary;
- 3.2) To the Director of Property authority (notwithstanding the limits set out at 5.13.6 and 5.13.7 of Financial Regulations) to negotiate or tender for or otherwise acquire the required land to deliver the schemes (including temporary land required for delivery of the works) and to dispose of land so acquired that is no longer required upon completion of the scheme;
- 3.3) To each responsible chief officer authority to:
- (in the case of two-stage design and build contracts) agree the price for the works upon completion of the design stage and direct that the works proceed; or alternatively direct that the works be recompeted
 - approve purchase orders, employer's instructions, compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope
 - subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme or programme budget.
 - That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.
4. To recognise the period 4 general fund revenue forecast of a £3.888m overspend (0.86% of net budget), noting also that Executive Directors will take measures to reduce or eliminate potential over-spends where these occur within services;
5. To recognise the period 4 forecast of 97% savings delivery in 2022-23, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
6. To note the forecast General Balances at 31 March 2023 of **£23.840m**, assuming the Council will mitigate the overspends reported in P4.
7. To note the expenditure and funding of the revised current and future 2021-26 capital programmes.

8. To approve the appointment of Tom Thornley as an Independent (Non-Executive) Director of Independence Matters CIC.

5. Notifications of Exemptions Under Contract Standing Orders

- 5.1 Cabinet received the report setting out exemptions to standing orders granted for the award of contracts valued in excess of £250,000, which are required to be reported to Cabinet.
- 5.2 Cabinet **RESOLVED** as required by paragraph 10.b of Contract Standing Orders, to note the exemptions over £250,000 that have been granted under paragraph 10.a.ii of those orders by the Director of Procurement and Director of Governance in consultation with the Leader of the Council.

Cllr Andrew Proctor
Chairman, Cabinet

Procedure for Questions to Cabinet Members

Questions to the Cabinet Members for:

- Strategy & Governance
- Growing the Economy
- Adult Social Care, Public Health and Prevention
- Children's Services
- Commercial Services & Asset Management
- Communities and Partnerships
- Environment & Waste
- Finance
- Highways, Infrastructure & Transportation
- Innovation, Transformation & Performance

A maximum overall period of 30 minutes shall be allowed for questions to Cabinet Members, with a maximum of 5 minutes for questions to an individual Cabinet Member, both periods to be extendable at the discretion of the Chair. Questions to Cabinet Members can relate to anything within the remit of the Cabinet Member's portfolio and are not limited to items in the Cabinet reports.

1. The Chair will begin Questions by inviting members to indicate if they wish to ask a question.
2. The Chair will select a member to ask their question and all other members wait until the Chair next invites questions. Questions will not be taken in a prescribed portfolio order and can be to any Cabinet Member.
3. For the first round, the Chair will follow the principle of selecting the first questioner from the Labour Group, followed by the Liberal Democrat Group, the Green Group, the Independent Group, the Conservative Group, then the Non-aligned Member. For the second round, the Chair will then revert to the Labour Group, the Liberal Democrat Group, the Green Group, the Independent Group and the Conservative Group. For the third round, the Chair will revert to the Labour Group, the Liberal Democrat Group, the Green Group and the Conservative Group, etc.
4. The session will be timed by Democratic Services officers, who will notify the Chair if questions to an individual Cabinet Member has in total exceeded 5 minutes or that the overall time is up. If a question is being asked at the point at which time is up, the Chair will allow the question to be completed and the answer to be given.
5. Questions should be asked succinctly and in a business-like manner. They should not be preceded by lengthy preambles. Similarly, answers should be given succinctly, so that there is sufficient time for a reasonable number of questions to be dealt with. The Chair of the Council will be prepared to intervene if they consider this principle is not being adhered to.

Report of the Audit Committee Meeting held on 28 July 2022

1 Urgent Business.

- 1.1 The Chairman advised that following constitutional changes agreed by Full Council on 19th of July 2022 the Audit and Standards Committee have merged. Further details and training would be available to members as and when matters were agreed.

2. Norfolk County Council and Norfolk Pension Fund External Audit Plan 2021-22

- 2.1 Mark Hodgson, External Auditor Ernst & Young LLP presented the report to the committee and advised that all audit risks were consistent and in line with the discussions held in April 2022. One new risk had been added as Infrastructure and Assets, as alluded to in April 2022. The risk relating to Covid 19 grants had been removed and downgraded to an inherent risk. There was one new inherent risk concerning group consolidation as the Council's subsidiary Repton Property Developments was to be consolidated into the audit process for the first time. The value for money assessment, to be considered before the audit plan is approved, has not changed since April 2022. Due to rotation requirements this was the last year of Mark Hodgson's involvement in the audit process as a signing partner, following a two-year extension and that this disclosure was covered in the report. The pension fund audit followed the same process and risks were consistent with discussions in April 2022. The Chairman on behalf of the committee thanked Mark Hodgson for all his hard work, advice and support given to the Council in his tenure as External Auditor.
- 2.2 The Committee considered the report and **RESOLVED** to:
Note and **agree** the Norfolk County Council Initial External Audit Plan and the Norfolk Pension Fund Provisional External Audit Plan for 2021- 22 .

3 Norfolk Pension Fund Governance Arrangements 2021-22

- 3.1 The Committee received the report by the Executive Director of Finance & Commercial Services and the Director of the Norfolk Pension Fund outlining the ongoing governance arrangements of the Norfolk Pension Fund.
- 3.2 Alex Younger, Head of Funding & Investment, Norfolk Pension Fund undertook a presentation that can be found on the [committee's website pages](#).
- 3.3 The Committee considered the report and **RESOLVED** to:
1. **Agree** the report, which detailed to the Committee the Norfolk Pension Fund governance arrangements, which are fully compliant with legislative requirements, regulatory guidance and recognised best practice

4. Senior Information Risk Officer Annual Report 2021-22

- 4.1 The Committee received the report by the Executive Director of Strategy and Transformation and it was presented by Nigel Gollop Head of Information Governance Service.

- 4.2 The report provided the annual assurance statement to confirm adequate systems and processes are in place around Information Governance and that activity had taken place to ensure a robust information governance culture.
- 4.3 The committee considered the report and **RESOLVED** to:
1. Agree the SIRO's annual statement on Information Governance and that appropriate actions had been taken and a clear plan for further improvement was in place.
 2. Agree that the SIRO role, as described in the Council's Information Governance Framework, had been adequately discharged.
 3. Request that data concerning complaint levels was added to future reports
- 5 Norfolk County Council's Insurance Strategy**
- 5.1 The Committee received the report by the Executive Director of Finance and Commercial Services which formally provided the Council with a strategy for insurance procedures and practice. The strategy had been reviewed and compared against other similar local authorities to ensure industry standards are maintained. This has provided the Council with an assurance that competency around procurement and delivery of insurance services was in place.
- 5.2 The Committee considered the report and **RESOLVED** to agree the following:
1. That the Insurance Strategy provided proper insurance provision for the Council and subsidiary companies.
 2. The strategy to be reviewed in three years' time.
 3. The strategy will be considered by the committee before approval and adoption.
- 6 Norfolk Audit Services Annual Report for 2021/22 and Quarterly Report for period ending 30 June 2022**
- 6.1 The Committee received the report by the Executive Director of Finance and Commercial Services setting out the work carried out to support the County Council's vision and strategy and reporting measures.
- 6.2 The Chief Internal Auditor confirmed that the system of internal control, that included the management of risk, during 2021/22 was acceptable and therefore considered sound. In addition, the inclusion of new tracker software to ensure when recommendations had been completed and closed down was now in place. This had made the process easier to monitor and to control the workflow.
- 6.3 The Committee considered the report and **RESOLVED** to agree:
1. The opinion on the overall adequacy and effectiveness of the County Council's framework of risk management, governance and control for 2021/22 and for the quarter ending 30 June 2022 is 'Acceptable'.
 2. The audit service provided by NAS continues to conform with the International Standards for the Professional Practice of Internal Auditing (Public Sector Internal Auditing Standards (PSIAS)) and complies with the Accounts and Audit Regulations 2015 (as amended).
 3. The Annual Governance Statement (AGS) for 2021/22 will refer to this report and will be reported to this Committee in October 2022 for its approval.
 4. The impact of Covid-19 for ongoing ways of working including hybrid working, internal controls, risks and governance were continually monitored and managed and assurance was provided to the Committee through regular reporting.

5. That the Committee continue to review information on the effectiveness of the management processes and corporate control functions (legal, financial, information, health and safety and human resources services performed) as provided by internal audits, self-assessment, customer feedback and any existing external performance reviews.

7 Risk Management Annual Report 2021/22

7.1

The Committee received the report by the Executive Director of Finance & Commercial Services. The report outlined the key messages for risk management from the last financial year and looked at the current financial year for the risk management function.

The Risk Management Officer advised that the quarterly report was not available since the corporate risk register was undergoing a strategic review. The Committee considered the report and **RESOLVED** to agree:

The key messages from the Annual Risk Management 2021/22 Report (Appendix A):

1. The overall opinion on the effectiveness of Risk Management for 2021/22 is 'Acceptable' and therefore considered 'Sound' (part 3 of the report)
2. The Risk Management Function complies with the Accounts and Audit (England) Regulations 2015 (as amended in 2020) and recognised Public Sector Internal Audit standards.
3. Risk management has continued to play a prominent role in the Council's response to the pandemic over the last financial year, in considering risk-based decisions at every level of the Council.
4. The Annual Governance Statement for 2021/22 will refer to this report and will be reported to this Committee in October 2022 for its approval.

8. Annual Anti-Fraud, Bribery and Corruption Report 2021-22

8.1

The Director of Governance had sent her apologies and the report was presented by the Chief Internal Auditor. The Committee received the report by the Director of Governance summarising the internal governance work carried out in 2021-22 that provided assurance that the organisation's control environment, in the areas which are the responsibility of the Monitoring Officer was adequate and effective.

8.2

The Chief Internal Auditor confirmed that the Council does have a robust strategy and robust action plans to tackle fraud.

The Chairman thanked the Director of Governance and Monitoring Officer for her work, in her absence and was pleased to note the assurance of an adequate and effective governance environment.

8.3

The Committee considered the report and **RESOLVED** to agree:

The key messages featured in the Annual Report at Appendix A, that the work and assurance are satisfactory, effective and meet their requirements; and advised if further information was required.

9 Work Programme

9.1

The Committee received the report by the Executive Director of Finance and Commercial Services setting out the work programme. The Chairman requested that the Director of Governance and Assistant Director of Governance (Audit) considers how items relating to the Standards committee

will be placed on the forward work programme and any potential committee needs or training that arise. The report was **agreed**.

Ian Mackie
Chairman, Audit Committee

Report of the Norfolk Health and Wellbeing Board Meetings held on 8 June 2022, 21 July 2022 & 21 September 2022

A Items from 8 June 2022

1. Election of Chair and Vice Chair

- 1.1 Cllr Bill Borrett was elected as Chair of the Health & Wellbeing Board (HWB) for the ensuing year. The HWB has three Vice Chair positions. Cllr Alison Thomas was elected as a Vice Chair. The remaining election of Vice Chairs will take place at the next meeting on 21st July 2022.

2. Director of Public Health Annual Report

- 2.1 The HWB received the report which was introduced by Dr Louise Smith, Director of Public Health for Norfolk.
- 2.2 Dr Smith advised that although Covid was still prevalent, cases had dropped to around 1 in 70 and the current variant caused only mild symptoms in most people. The report provided a data-based summary of the two-year period of Covid and its effects. Diane Steiner, Deputy Director of Public Health, undertook a presentation which can be [viewed on the committee's website pages](#).
- 2.3 The HWB **agreed to**:
- endorse the Director of Public Health's Annual report.

3. Domestic Abuse, Early Intervention and Prevention

- 3.1 The HWB received the report which was introduced by Dr Gavin Thompson, Director of Policy, Commissioning and Communications, Office of the Police and Crime Commissioner for Norfolk. The report introduced and advised the HWB on the new Domestic Abuse Strategy for Norfolk, which is in the final phases of consultation and completion. The new strategy reflected the changing landscape in the county, including a growth in reported levels of abuse, new policy drivers and legislation coming into force, and learning from the impact of a concerted range of actions over the past five years.
- 3.2 A presentation was undertaken which can be [viewed on the Committee's website pages](#).
- 3.3 The HWB **agreed to**:
- endorse and support the Domestic Abuse Strategy.

- identify specific areas where improved or new collaborations between the Board and Norfolk County Community Safety Partnership, can contribute to the delivery of the strategy and the outcomes.

4. Prevention Research, Feedback from Healthwatch Norfolk

- 4.1 The HWB received the report which was introduced by Patrick Peal, CEO Healthwatch Norfolk. The Chair congratulated Mr. Peal, on behalf of the committee, on being awarded a CBE in the recent honours list.
- 4.2 Healthwatch Norfolk (HWN) was commissioned by Norfolk County Council, on behalf of the HWB, to explore prevention activity in line with the refresh of the Joint Health & Wellbeing Strategy for 2018-22. The report gave an insight into the experiences of Norfolk and Waveney residents in relation to prevention activity and also highlights some of the prevention activity and best practice that had been taking place.
- 4.3 Emily Woodhouse, Business Development Manager, HWN, gave a presentation which can be [viewed at the committee's website pages](#).
- 4.4 The HWB **agreed to:**
 - endorse the findings of the report.
 - create an action plan for incorporating findings into the Strategy refresh.

B Items from 21 July 2022

1. Urgent Matters Arising

- 1.1 Since the Health and Wellbeing Board (HWB) last met the Integrated Care Board (ICB) had come into being. The HWB had agreed to have a representative of the ICB as one of its Vice-Chairs; the Chair moved an election of this Vice-Chair.

The Chair, seconded by Cllr Mary Rudd, proposed Rt. Hon Patricia Hewitt. Rt. Hon Patricia Hewitt was duly elected as Vice-Chair of the HWB for the ensuing council year.

A further Vice-Chair had been agreed to be elected from the Primary Care representatives on the HWB however they had not completed their selection process. The Chair hoped the election of this Vice-Chair election would be carried out by September 2022.

2. Joint Strategic Need Assessment (JSNA) - Statutory responsibilities and Forward work programme (HWB)

- 2.1 The HWB received the report giving a recap on the statutory responsibilities of the HWB in respect of the Joint Strategic Needs Assessment, summarising recent Norfolk Joint Strategic Needs Assessment updates and outlining the 2022/23 work programme for approval.
- 2.2 The Deputy Director of Public Health (Healthcare Services) gave a presentation to the board; see appendix A of these minutes:
- The Joint Strategic Needs Assessment would help partners assess current and future health needs of the population to inform strategy and planning.
 - The link to Norfolk Insight, where the Joint Strategic Needs Assessment data was available, was provided within the report and in the presentation.
 - Information analysis reports would in future be accompanied by a set of infographics and slide decks.
 - All data analysis moving forward would include data related to Waveney if available, to reflect the new Integrated Care System and incorporation of Waveney.
 - All new published products would include dissemination plans.
 - A Norfolk and Waveney population overview pack and life expectancy briefing paper had been published.
 - Information was available on lifestyle, behaviour and intervention opportunities.
 - An analysis on tobacco had been published, an analysis on alcohol was due to be published soon and an analysis on obesity would be produced.
 - The draft work programme for 2022-23 was also set out in the report
 - Partners were asked for feedback, to help share and disseminate the information, and for involvement in steering groups
- 2.3 The HWB: **agreed to:**
- a) Acknowledge the revised statutory responsibilities of the HWB in respect of the JSNA required by the Health and Care Act 2022.
 - b) Approve the 2022-23 Norfolk JSNA work programme
 - c) Make suggestions for the JSNA (set out in full in the discussion above):
 - Information on the prevalence of vaping in young people and its effects
 - Information to support prevention, for example through themed reports on particular issues
 - Regularly collating information on issues impacting the population such as cost of living, falling private rental, household debt increases and foodbank dependency
 - Focussed work on groups such as the homeless population and those in the criminal justice system

- Looking at lifestyle issues at different life stages, taking advantage to talk about wider determinants of health at these points
- Where Waveney data is not available indicating where it can be found

C Items from 21 September 2022

1.1 Actions arising

There was one action arising from the minutes of the 21 July 2022: Identify specific areas where improved or new collaborations between the Health and Wellbeing Board (HWB) and Norfolk County Community Safety Partnership, can contribute to the delivery of the Domestic Abuse strategy and the outcomes. Stephanie Butcher provided an update.

1.2 Norfolk Adults Safeguarding Board (NASB) Annual Report for 2021/22

The HWB received the annual report which is a statutory requirement to be produced under the Care Act 2014. The HWB considered the contents and how they can improve their contributions to both safeguarding throughout their own organisation and the joint work of the board.

1.3 The Chair of the Board presented the report and advised:

- There had been a year-on-year increase of concerns being reported to NASB. 2021/22 saw an increase of over 600 cases, to 4928 in total.
- The largest percentage of cases relate to neglect or acts of omission. Cases of physical abuse also feature highly in the list.
- The number of safeguarding Adult Reviews (SAR) has also significantly increased. These reviews tended to be generated after a death and concerns raised on how local partners and agencies have worked together. NASB has had 20 SARs in 2021/22. This upward trend has been seen nationwide.
- A webinar had been produced to tackle the issue of self-neglect and hoarding. This area often produces reviews but does not feature highly in concerns raised with the Board.
- A short, animated film had been produced entitled “Tricky Friends” to highlight to people with learning disabilities and autism to help raise awareness of exploitation. The film has been well received and many other Boards across the country have adopted and promoted the film and its contents.
- There has been a focus in the consistency of reporting of concerns to the Board. Working with health partners NASB are developing guidance and a matrix to help reporting, particularly in respect of key areas such as patient on patient assaults and medication errors.
- The Board had also ensured that actions from reviews were undertaken and that partners were held to account by the Board following reviews.

- The highest profile review was on care commissioned by the NHS which followed the deaths of Jon, Joanna and Ben at Cawston Park Hospital. It was published in 2021, and made 13 recommendations at both local and national level.
- A “progress summit” was organised by NASB, on 6 September 2022, and invited all agencies with a responsibility for the delivery of the recommendations from the review.
- The summit heard how individuals removed from Cawston Park Hospital, had made good progress in their new environments.
- Work had progressed on the recommendation around ‘Ethical Commissioning’, but it was recognised there was more to be done to achieve the aims of the recommendation across both the NHS and Local Authority colleagues.
- A “Coalition for Change” group had been set up under the leadership of the Board’s previous Chair to co-produce a strategy to improve services for people with behaviors that are challenging.
- A local recommendation from the review was to tackle the racism expressed by people with challenging behaviours. This piece of work involved the EDI team and Children’s Services from NCC, working with the Board to provide practical guidance and procedures to workers and supervisors.
- The Board has had several discussions with the Law Commission following a national recommendation from the Cawston Park review. These have centered around new legislation concerning neglect and strengthening regulation around the fit and proper person test.
- The Board had also been involved in discussions concerning changes to the Mental Health Act following a national recommendation from the review. These discussions included a new duty for ICBs to hold an overview of those patients who might become at risk of detention.
- NHS England have been heavily involved since the review and in response to recommendations have undertaken over 2000 safe and well checks of all people in similar situations to Jon, Joanna and Ben, updated commissioner oversight guidance, reviewed their treatment and care policy, and will publish new guidance around the use of CPAP.
- The CQC had refused 11 applications for new hospitals, as well as seen 50 requests being withdrawn. These follows the strict implementation of their guidance about support and care.
- The summit was well attended, and great momentum had been generated in tackling the recommendations many of which were on a national scale.

1.4

The HWB: **Agreed to:**

- Endorse the contents of the NSAB 2021/22 annual report.
- Agree to promote the work of NSAB to partner organisations and stakeholders.
- Agree to use media and communications channels to promote the safeguarding messages.

2. **Better Care Fund (BCF) 2022/23**

2.1 The HWB received the report which provided an update on the development of the 22/23 BCF plan. Bethany Small presented the report and advised:

- The Better Care Fund sits only on the Norfolk County footprint, unlike the ICS which included the Waveney area.
- The BCF is made up of 3 core funding streams. The core BCF relates to £73m, the Disabled Facilities Grant (DFG) is £9m, and the iBCF is £39m. The total of the fund for 22/23 is £111m.
- The BCF must meet 4 national metrics (avoidable admissions, discharge to normal place of residence, residential admissions, and reablement) as well as the locally defined priorities agreed by HWB.
- It was agreed that the BCF should support whole services so that the impact of the fund could be better understood.
- The BCF should also focus on services that are joint funded by health and social care, or have a joint impact on health and social care, or have benefit from health and social care oversight.
- The focus for the year also included strengthening the integration aims, continuing system recover through the pandemic, focus on person centered outcomes, and people staying well at home.
- The BCF submission is formed by a narrative plan, finance and metrics plan and a capacity and demand plan.
- The submission has been produced by considering three areas:
 1. Place Boards and Health and Wellbeing Partnerships.
 2. Thematically by considering prevention, discharge, a high impact change model, intermediate care, the disabled facilities grant, and carers.

Individual service level to ensure priorities and metrics of the fund are met.

- A draft submission of the BCF will be undertaken by 26 September 2022 and the final draft will be agreed by HWB in November 2022.

Place level is a new area for 22/23 for the BCF. To help this support this commitment the team have attended Place forums to understand how the fund can be used to achieve the aims at Place level. £82k has been set aside for each of the seven Health and Wellbeing Partnerships in Norfolk to jointly agree spending on how the BCF can meet their priorities. This funding will be concurrent allowing concentration on long-term work. Health and Wellbeing Partnerships have been asked to work on collaborative working to bring partners together to achieve the outcomes of the fund.

2.2 The HWB: **Agreed to:**

- Note the progress of the Better Care Fund (BCF) planning approach, including the local priorities and alignment with Place.
- Endorse the Norfolk BCF 2022/23 Plan at the November HWB, for full and final submission.

Cllr Bill Borrett
Chair, Health and Wellbeing Board

Report of the Pensions Committee meeting held on 27 September 2022

1 Administration Report

- 1.1 The Committee received a report by the Executive Director of Finance and Commercial Services and the Director of the Norfolk Pension Fund that was the quarterly update for the Pensions Committee on operational and administration matters relating to the Fund.

1.2 It was RESOLVED

To note the content of the report which included four admission agreements.

2 Update from the Pensions Oversight Board

- 2.1 The Committee received an update the work of the Board.

2.2 It was RESOLVED

To note the report.

3 Draft Norfolk Pension Fund Annual Report & Accounts 2021 – 2022

- 3.1 The Committee received a report by the Executive Director of Finance and Commercial Services and the Director of the Norfolk Pension Fund that presented the draft Annual Report and Accounts of the Norfolk Pension Fund for the year-ended 31 March 2022 based on the agreed service plan.

3.2 It was RESOLVED

That In accordance with the terms of reference the Committee:

i) Notes the draft 2021-22 Annual Report and Accounts of the Norfolk Pension Fund.

ii) Notes the Financial Statements and makes a recommendation to the Audit Committee that they be approved subject to any matters arising in the ISA 260 Audit Results Report and the LOR being delegated to the Chair of the Pension Committee and Executive Director of Finance and Commercial Services to sign the letter on behalf of the Pension Fund.

4 Corporate Governance and Shareholder Engagement Report

- 4.1 The Committee received a report by the Executive Director of Finance and Commercial Services and the Director of the Norfolk Pension Fund on corporate governance and shareholder engagement matters relating to the Fund including

ESG matters relating to the ACCESS Pool. The report covered the period 1 January 2022 to 30 June 2022.

4.2 It was RESOLVED

That the Committee note the report.

5 Local Government Pension Scheme (England and Wales): Governance and reporting of climate change risks (TCFD) - open consultation

5.1 The Committee received a report by the Executive Director of Finance and Commercial Services and the Director of the Norfolk Pension Fund about consultation on the application of TCFD (Taskforce on Climate Related Financial Disclosure) to the LGPS which was published on 1 September. Formally this was titled "Local Government Pension Scheme (England and Wales): Governance and reporting of climate change risks". The Fund would prepare a response to the open consultation. This would be shared with Pensions Committee for comment prior to submission.

5.2 It was RESOLVED

That the Committee note the content of the report.

6 ACCESS Update Unrestricted and Restricted items

6.1 The Committee received a report by the Executive Director of Finance and Commercial Services and the Director of the Norfolk Pension Fund about the work of ACCESS (A Collaboration of Central, Eastern and Southern Shires) Pool. The ACCESS Funds are Cambridge, East Sussex, Essex, Hampshire, Hertfordshire, Isle of Wight, Kent, Norfolk, West Northamptonshire, Suffolk, and West Sussex.

6.2 RESOLVED

That the Committee note the content of the public and exempt reports.

7 2022 Triennial Valuation – Fund Level Results

7.1 The Committee received a report (containing exempt information) by the Executive Director of Finance and Commercial Services and the Director of the Norfolk Pension Fund that set out the initial "whole fund" results of the Triennial Valuation of the Fund at 31 March 2022. The report was presented in accordance with the 2022 Valuation timetable considered at the December 2021 meeting of the Committee. As well as being a "health check" on the funding position, the valuation would set employer contribution rates payable for the period 1 April 2023 to 31 March 2026. The report was accompanied by a presentation from the Fund Actuary.

7.2 It was RESOLVED

That the Committee note the content of the report.

8 Hymans Quarterly Performance Report

8.1 The Committee received a detailed booklet and presentation on investment performance (containing exempt information) by Hymans Robertson.

8.2 **RESOLVED**

That the Committee note the detailed booklet and the work undertaken by Hymans.

9 **Investment Update**

9.1 The Committee received a report (containing exempt information) by the Executive Director of Finance and Commercial Services and the Director of the Norfolk Pension Fund that dealt with items relating to the investment strategy and assets of the Fund.

9.2 **RESOLVED**

That the Committee note the content of the report.

10 **Investment Manager presentation**

10.1 The Committee received an investment manager presentation (containing exempt information).

10.2 **RESOLVED**

To note the presentation by the Fund Manager.

**Judy Oliver
Chair**

Report of the Planning (Regulatory) Committee Meetings held on 20 May and 23 September 2022

A: Meeting held on 20 May 2022

1. **FUL/2021/0010: Welcome Pit, Butt Lane, Burgh Castle, Great Yarmouth & FUL/2019/0040: Northern Extension to Welcome Pit, Butt Lane, Burgh Castle, Great Yarmouth**
 - 1.1 The Committee received the applications for continued use of Operational Area to service the existing and proposed extended Quarry with retrospective erection and use of Two-Storey Portakabin as an Office/Mess, importation of up to 1500 tonnes of aggregate per year for the purposes of blending with extracted Quarry material (Folkes Plant & Aggregates Ltd) and a Northern extension to the existing approved pit with extraction of sand and gravel, restoration to a lake with landscaped slopes and reed beds, and retrospective erection of a perimeter bund for security purposes (Mr Kevin Lee – Folkes Plant).
 - 1.2.1 Cllr Duffin, seconded by Cllr Sands, **proposed** to take the recommendation in the report subject to including a condition to include motion sensed/eco friendly lighting for the prevention of excess light pollution (*with final wording for the condition to be finalised with the Senior Lawyer and Chairman after the meeting*)
 - 1.2.2 With 8 votes for, 1 vote against and 1 abstention, the Committee **AGREED** that:
 - if they were minded to approve the recommendations a condition would be included for the applicant to install motion sensed/eco-friendly lighting for the prevention of excess light pollution (*with final wording for the condition to be finalised with the Senior Lawyer and Chairman after the meeting*).
 - 1.3 With 9 votes for and one abstention, the Committee **AGREED** that the Executive Director of Community and Environmental Services be authorised to:
 - I. Grant planning permission subject to the conditions outlined in section 12 and the signing of a unilateral undertaking for the suspension of the existing skip lorry and plant hire operations.
 - II. Discharge conditions where those detailed below require the submission and implementation of a scheme, or further details, either before development commences, or within a specified date of planning permission being granted.
 - III. Delegate powers to officers to deal with any non-material amendments to the application that may be submitted.
2. **FUL/2021/0021 Marsh Road, Walpole St Andrew, PE14 7JN**
 - 2.1 The Committee received the retrospective application for an the Extension to open skip storage area with 3.5-metre-high earth bund. The unauthorised use of the

application area the subject of this permission commenced in April 2017. The key issues related to: Development within the open countryside; development on grade 1 agricultural land that was considered best and most versatile (BMV); and insufficient and conflicting information provided in regard to the annual throughput of the site and associated HGV movements.

- 2.2 Following discussion, Cllr Steve Riley **PROPOSED** to move to the recommendation to refuse the application. The Chairman seconded this proposal by moving to the recommendation to refuse, as set out in the report.
- 2.3 With 10 votes for and 1 abstention, the Committee **AGREED** that the Executive Director of Community and Environmental Services be authorised to refuse planning permission for FUL/2021/0021 on the following grounds:
 - 1. On the basis that the proposal is a departure from policy CS6: General waste management considerations and CS7: Recycling, composting, anaerobic digestion and waste transfer stations of the Norfolk Minerals and Waste Local Development Framework (2011) as the proposal falls on undeveloped land in the open countryside and is therefore not acceptable in land use terms in relation to the policy which seeks to direct waste development to land already in waste management use, existing industrial/employment land, contaminated or previously developed land only with no unacceptable environmental impacts.
 - 2. On the basis that the proposal is contrary to the National Planning Policy for Waste which requires need to be demonstrated where an application does not

B: Meeting held on Friday 23 September 2022

1. Urgent Business

- 1.1 A regular reporting system to the Committee was discussed to provide updates to the Committee on applications previously dealt with for example, updates on enforcement action, appeals or resubmissions.
- 2. **FUL/2020/0043: Anglian Business Centre, West Carr Road, Attleborough, NR17 1AN**
 - 2.1 The committee received the report setting out an application for continuation of existing commercial waste recycling facility for construction, demolition and excavation waste, and a change of use on the adjacent site from fuel storage depot to an additional extended working area for the recycling of metals, construction, demolition and excavation waste (Anglian Demolition & Asbestos Ltd)
 - 2.2 The Committee **AGREED** that the Executive Director of Community and Environmental Services be authorised to:
 - 1. Grant planning permission subject to the conditions outlined in section 11.
 - 2. Discharge conditions where those detailed above require the submission and implementation of a scheme, or further details, either before development commences, or within a specified date of planning permission being granted.
 - 3. Delegate powers to officers to deal with any non-material amendments to the application that may be submitted.

3. FUL/2020/0079 & FUL/2020/0080: Spixworth Quarry, Church Lane, Spixworth; FUL/2022/0018: Land at former Quaker Lane, Spixworth

- 3.1 The Committee received the report setting out three applications for: continued sand & gravel extraction and restoration by infilling to agricultural use by 31 October 2024 without compliance with condition 1 of permission ref. C/5/2014/5008 (Tarmac Trading Ltd); continued extraction of sand and gravel without compliance with condition 1 of permission ref. C/5/2014/5007 to enable mineral extraction to take place until 30 April 2023 and the site restored by 31 October 2024 (Tarmac Trading Ltd); and change of use to enable the establishment and operation of a new means of access into Spixworth Quarry using existing bellmouth onto the Broadland Northway (A1270) from the former Quaker Lane and the route of Bridleway Horsham St Faith and Newton St Faith BW7 for a temporary period until 31 October 2024 to enable the restoration of the quarry. Erection of site office, and 1.2m post and wire fence (to segregate HGV traffic from other users), installation of splitter island (on bellmouth) and passing place, and upgrade/renewal of existing surfaces (Tarmac Trading Ltd)
- 3.2 The Committee **AGREED** that the Executive Director of Community and Environmental Services be authorized to:
- I. Grant planning permission subject to the conditions outlined in section 12 and the signing of a Section 106 Agreement relating to the management of Spixworth Park.
 - II. Discharge conditions where those detailed below require the submission and implementation of a scheme, or further details, either before development commences, or within a specified date of planning permission being granted.
 - III. Delegate powers to officers to deal with any non-material amendments to the application that may be submitted.

4. Larkshall Mill, Thetford Road, East Wretham, Thetford, Norfolk, IP24 1QY

- 4.1 The committee received the report setting out an application for change of use from waste transfer station/materials recovery facility to a facility for the manufacturing of carbon-negative aggregates for use in the construction industry including demolition of existing storage shed, construction of feed hopper and conveyor, curing bay shed, covered aggregate conveyor system, 7 no. silos, CO2 tank and associated site works (OCO Technology Ltd).
- 4.2 With 7 votes for and 3 abstentions from Cllrs Paul Neale, Steve Riley and Rob Colwell, the Committee **AGREED** that the Executive Director of Community and Environmental Services be authorized to:
1. Grant planning permission subject to the conditions outlined in section 11;
 2. Discharge conditions where those detailed above require the submission and implementation of a scheme, or further details, either before development commences, or within a specified date of planning permission being granted;
 3. Delegate powers to officers to deal with any non-material amendments to the application that may be submitted.

Brian Long
Chair, Planning (Regulatory) Committee

County Council

Item No: 12.1

Report Title: Minerals and Waste Development Scheme and Norfolk Statement of Community Involvement

Date of Meeting: 11 October 2022

Responsible Cabinet Member: Cllr Eric Vardy (Cabinet Member for Environment & Waste)

Responsible Director: Tom McCabe, Executive Director of Community and Environmental Services

Executive Summary

Norfolk County Council, as Minerals and Waste Planning Authority, has a statutory duty to produce and maintain an up-to-date Minerals and Waste Local Plan which forms the basis for determining any relevant planning applications that are lodged with the authority. The Minerals and Waste Local Plan also forms part of the Development Plan for Norfolk. A new Norfolk Minerals and Waste Local Plan (NM&WLP) is being produced to cover the period up to 2038.

The Council must also prepare and maintain a Minerals and Waste Development Scheme (MWDS) and a Statement of Community Involvement (SCI). The MWDS specifies the Development Plan Documents (DPDs) that the Council will produce together with the timetable for the preparation and revision of the DPDs. The MWDS is required to be kept up to date. The remaining stages in the production of the NM&WLP will not be in accordance with the adopted timetable in the MWDS. A formal revision to the MWDS is, therefore, necessary and attached as Appendix A. The SCI sets out who, how and when we will engage with individuals and groups on planning applications and the preparation and review of the Minerals and Waste Local Plan. The existing SCI was adopted in December 2018 and has been reviewed to ensure that it remains up to date. The revised 2022 SCI is attached as Appendix B.

Recommendations

- 1. To resolve that the 2022 Minerals and Waste Development Scheme (Appendix A to this report) shall have effect from 11 October 2022 and that this replaces the current MWDS (2019)**
- 2. To resolve to formally adopt the 2022 Norfolk Statement of Community Involvement (appendix B to this report) and that this replaces the current SCI.**

1. Background and Purpose

- 1.1 At Cabinet on 4 July 2022, members received a report and were asked to approve and recommend to Full Council that the MWDS and the SCI are adopted and that they will replace the current MWDS and SCI.
- 1.2 The [minutes of the 4 July 2022 Cabinet meeting can be found here](#).
- 1.3 The current Minerals and Waste Development Scheme (MWDS) came into effect on 1 September 2019. The MWDS contains the timetable for the stages of the new Minerals and Waste Local Plan which is currently being produced. This report provides information about the proposed changes to the MWDS.
- 1.4 The current Norfolk SCI was adopted in December 2018. The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) also requires SCIs to be reviewed every five years, starting with the date of adoption of the SCI. The revised 2022 SCI takes into account changes in legislation, national planning regulations, national and local planning policy and guidance that have taken place since 2018. The Planning and Compulsory Purchase Act 2004 states that the SCI must be adopted by resolution of the local planning authority.
- 1.5 At the Scrutiny Committee meeting on 22 September 2022, members received a report and were asked to consider the proposed MWDS and SCI and provide feedback and recommendations where appropriate. [The report to Scrutiny Committee can be found here](#) The report from the Scrutiny Committee to the Leader of the Council is Appendix C to this report.

2. Proposal

2.1 Statement of Community Involvement

Under the Planning and Compulsory Purchase Act 2004 (as amended) Norfolk County Council, as a County Planning Authority (CPA) is required to prepare an SCI. The SCI sets out how the CPA will involve the community in the preparation and review of minerals and waste planning policy documents and in the consideration of planning applications being determined by the CPA.

- 2.2 The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) required SCIs to be reviewed every five years, starting with the date of adoption of the SCI. Since the existing SCI was adopted in 2018, there have been several changes to national planning legislation, policy and guidance. The main changes between the existing 2018 SCI and the 2022 SCI recommended for adoption cover the following areas: the use of electronic communications, amendments to reflect data protection legislation and guidance and the impact of unforeseen circumstances such as covid-19. The SCI has also been expanded to reflect the full range of planning authorisations

dealt with by the authority and includes community engagement post determination such as during monitoring and in response to breaches of planning control.

- 2.3 The revised 2022 SCI is, therefore, recommended for adoption and is attached as Appendix B to this report.

2.4 Minerals and Waste Development Scheme (MWDS)

The MWDS has been updated and it is recommended to bring the Scheme into effect on 11 October 2022. The Scheme sets out a timetable for producing minerals and waste planning policy documents, specifically the NM&WLP

- 2.5 Changes are required to the timetable in the MWDS for the NM&WLP. The existing MWDS planned for the Publication stage to take place in May and June 2020. However due to several factors, including the large volume of responses (over 5,000) received at the Preferred Options consultation stage in 2019, an increased mineral safeguarding workload providing consultations to non-mineral planning applications submitted to Local Planning Authorities and significantly the Covid-19 pandemic, it has not been possible to undertake the Publication stage at the time anticipated in the adopted MWDS. The Publication stage is now planned to take place in September and October 2022 as detailed in this report. The revised date of the Publication stage means that the subsequent stages of the NM&WLP process cannot now take place in accordance with the timescales set out in the current adopted MWDS. Accordingly, a revised timescale is required to provide a realistic timeframe to undertake the processes of Publication, submission, examination and adoption.
- 2.6 A revision of the MWDS is therefore necessary and has been prepared by officers; this is attached as Appendix A. The 2004 Act states that a revision to the MWDS is brought into effect by the Minerals and Waste Planning Authority resolving that the revision is to have effect from a specified date.
- 2.7 A table comparing the current MWDS timetable for the NM&WLP with the proposed changes in the revised MWDS is below:

Stage	Date timetabled in the adopted MWDS	Date timetabled in the revised MWDS
Pre-Submission representations period (Regulation 19)	May/June 2020	September 2022
Submission (Regulation 22)	September 2020	December 2022
Hearing commencement (Regulation 24)	January 2021	April 2023
Inspector's report	July 2021	October 2023
Adoption (Regulation 26)	September 2021	December 2023

3. Impact of the Proposal

- 3.1 The English planning system is Plan-led, and an up to date and regularly reviewed Plan means that planning applications are determined using policies that address local issues, rather than just relying on national policies. Norfolk County Council, as Minerals and Waste Planning Authority, has a statutory duty to produce and maintain an up-to-date Minerals and Waste Local Plan which forms the basis for determining and relevant planning applications that are lodged with the authority.
- 3.2 As part of the examination of the NM&WLP a Planning Inspector will assess whether the NM&WLP satisfies various statutory requirements imposed by the 2004 Act, including the requirement that the plan has been prepared in accordance with the adopted MWDS. Therefore, a revised MWDS needs to be brought into effect to enable the NM&WLP to be legally compliant. Implementation of the MWDS is reported annually in Monitoring Reports which are published on the Norfolk County Council website.
- 3.3 Under the Planning and Compulsory Purchase Act 2004 (as amended) Norfolk County Council, as a County Planning Authority (CPA) is required to prepare an SCI. The existing SCI was adopted in December 2018 and has been reviewed to ensure that it remains up to date. The 2022 SCI recommended for adoption includes additional information on: the use of electronic communications, data protection legislation and guidance, the impact of unforeseen circumstances such as covid-19 and community engagement after operations have commenced. The expanded scope of the SCI is intended to provide greater clarity to individuals and communities as to when and how they can engage in the planning process. In this way it is anticipated that communities can have greater influence on both emerging policy and the operation of permitted sites within the County.

4. Evidence and Reasons for Decision

- 4.1 As explained earlier in this report, the remaining stages of NM&WLP process will not take place in accordance with the timetable set out in the current adopted MWDS. Therefore, a revised MWDS containing a revised timetable for the stages of publication, submission, examination and adoption needs to be brought into effect to enable the emerging NM&WLP to be legally compliant when it is examined by a Planning Inspector. The revised timescales set out in the MWDS envisage adoption of the local plan in line with the December 2023 deadline set by government.
- 4.2 As explained earlier in this report, since the existing SCI was adopted in 2018, there have been several changes to national planning legislation, policy and

guidance. Therefore, the SCI has been revised to keep it up to date and it has also been expanded to reflect the full range of planning authorisations dealt with by the authority and includes community engagement post determination such as during monitoring and in response to breaches of planning control.

5. Alternative Options

- 5.1 As stated earlier in this report Norfolk County Council, has a statutory duty to produce and maintain an up-to-date Minerals and Waste Local Plan, MWDS and SCI. Without an updated MWDS or SCI the existing MWDS and SCI will remain in place.
- 5.2 Therefore, the only alternative options would be to amend the contents of the MWDS (Appendix A) or SCI (Appendix B) before adoption. However, the contents of the MWDS and SCI are considered the most appropriate at the current time by the Head of Planning. The SCI is required to be reviewed every 5 years from adoption and the MWDS is required to be regularly reviewed to remain up to date.

6. Financial Implications

- 6.1 The financial implication of the NM&WLP process were included in the EDT Committee Report of May 2018. Amending the MWDS does not change the costs of the remaining stages of the NM&WLP process, but it does change the financial year in which some of these costs will take place, with the most significant costs (associated with the examination of the NM&WLP) occurring in the financial year 2023/24.
- 6.2 The timetable for the NM&WLP process is included within the MWDS (Appendix A). To minimise publication costs going forward, all stakeholders, including parish councils, will be contacted on-line wherever possible. Notwithstanding these savings, the NM&WLP will give rise to additional costs as follows:
- 6.3 Based on the experience of previous planning policy production, costs for the remaining stages of the NM&WLP process, including officer time in the collation of evidence, formation of policy, processing and assessment of representations received and

Activity	Year	Estimated costs
Publication stage printing costs	2022/23	£4,000
Publication stage advertising costs	2022/23	£500
Planning Inspector costs for examination	2023/24	£100,000
Programme officer costs for examination	2023/24	£8,000*
Venue hire for examination hearings	2023/24	£2,400

Activity	Year	Estimated costs
Examination advertising costs	2023/24	£500
Adoption advertising costs	2023/24	£500
Adoption printing costs	2023/24	£4,000
Total estimated costs	N/A	£119,900

*These costs are unavoidable as part of the NM&WLP process and as one-off costs we are anticipating funding these from service specific reserves.

- 6.4 These costs will vary depending on the level of public engagement with the process and the duration of the examination hearings. The estimated costs are based on eight days of examination hearings. Whilst the daily amount charged for a Planning Inspector has not changed since 2007, it appears that the number of days' work being charged for an examination has increased.
- 6.5 The Publication and formal representations stage will be carried out via the internet and email wherever possible as this maximised efficiencies in both cost and time. However, there will still be a need for some hard copies of consultation documents to be produced and for some correspondence by letter to ensure that the representations stage and examination process is accessible to all.
- 6.6 No additional costs will be incurred through the production of the NM&WLP in accordance with the consultation standards in the revised 2022 SCI. No additional costs will be incurred in the determination of planning applications from the consultation standards set out in the 2022 SCI.

7. Resource Implications

7.1 Staff:

None under the proposed service level.

7.2 Property:

None arising from this report.

7.3 IT:

None arising from this report.

8. Other Implications

8.1 Legal Implications:

There is a legal duty under Section 16 of the Planning and Compulsory Purchase Act 2004 ("the 2004 Act") to prepare and maintain a MWDS. The Scheme must specify the development plan documents (DPDs) that the County Council will produce, their subject matter, geographical area and the timetable for the preparation and revision of the DPDs. The 2004 Act requires the Council to revise the Scheme when appropriate, and in practice this duty includes ensuring that the scheme is kept up to date.

There is a legal duty under Section 18 of the 2004 Act to prepare an SCI. In addition, the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) also requires SCIs to be reviewed every five years, starting with the date of adoption of the SCI.

The MWDS and the 2022 SCI will be published on Norfolk County Council's website and made available for inspection as required by the relevant legislation.

The process of producing the NM&WLP must be carried out in accordance with the 2004 Act and other relevant planning legislation. As part of the examination of the NM&WLP a Planning Inspector will assess not only whether the NM&WLP is sound, but also whether it satisfies various statutory requirements imposed by the 2004 Act. These include the requirement that it has been prepared in accordance with the adopted MWDS and SCI. Therefore, a revised MWDS needs to be brought into effect to enable the NM&WLP to be legally compliant.

Appendix 12 of the Norfolk County Council constitution sets out the process for the adoptions of the policy framework documents, which includes the Norfolk Minerals and Waste Development Framework. The Leader has published a timetable for making proposals to the Council and the stages that the MWDS and the SCI will go through prior to being received by Full Council. The timetable can be found in the [4 July 2022 Cabinet papers](#) on page 369.

8.2 Human Rights Implications:

The human rights of the local residents are engaged under Article 8, the right to respect for private and family life and Article 1 of the First Protocol, the right of enjoyment of property. When adopted, the policies within the NM&WLP will be used in the determination of planning applications for mineral extraction and associated development and for waste management facilities. A grant of planning permission may infringe those human rights, but they are qualified rights, that is they can be balanced against the interests of the community as a whole and the human rights of other individuals. In making that balance it may also be taken into account that the amenity of local residents could be adequately safeguarded by planning conditions.

The human rights of the owners of the proposed sites for allocation or development may be engaged under the First Protocol Article 1, that is the right to make use of their land. However, the right is a qualified right and may be balanced against the need to protect the environment and the amenity of local residents.

It is not considered that the human rights of local residents or the owners of proposed sites would be infringed by the adoption of the 2022 SCI or the MWDS.

8.3 Equality Impact Assessment (EqIA):

The Council's planning functions are subject to Equality Impact Assessments. No EqIA issues have been identified with regard to amending the MWDS or the SCI.

8.4 Data Protection Impact Assessments (DPIA):

Not applicable. The data protection implications of the Statement of Community Involvement are covered by the adopted privacy notices.

8.5 Health and Safety implications (where appropriate):

Not applicable

8.6 Sustainability implications (where appropriate):

There are no sustainability implications arising from the revised MWDS or the 2022 SCI.

8.7 Any Other Implications:

Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.

9. Risk Implications / Assessment

9.1 Risks to delivering against the programme contained within the revised MWDS arise from delays by the Planning Inspectorate once the final plan has been submitted to the Secretary of State, changes to planning legislation as proposed in the recent Levelling Up and Regeneration Bill and, given the small size of the planning policy team, loss of staff.

9.2 With regards to the Planning Inspectorate, it is considered that the period allowed within the programme for the Secretary of State to examine the plan is reasonable and pragmatic. With regards to staff, this risk can be mitigated by creating increased flexibility between planning functions within the service, and if necessary, drawing on planning resource from external teams or our partner organisations if and when required.

9.3 For the SCI, the principal risk to the planning process stems from the document becoming out-of-date due to changes in policy and legislation that have taken place since the existing SCI was adopted in December 2018. It is considered that the proposed revised SCI will mitigate this risk through including additional information on electronic communications, data protection, the impact of unforeseen circumstances such as covid-19 and expanding the content of the SCI to reflect the full range of planning authorisations dealt with by the authority which will clearly set out when members of the public and organisations can engage with the planning system and also manage public expectations.

10. Select Committee Comments

- 10.1 The Infrastructure and Development Select Committee considered a report on the NM&WLP, MWDS and SCI at their meeting on 25 May 2022.
- 10.2 There were no comments from the Select Committee regarding the revised 2022 MWDS.
- 10.3 With regards to the 2022 SCI, a Member of the Select Committee requested that the Bus Service Improvement Board (officially called the Enhanced Partnership Management Board) be added to the list of consultees for planning applications for schools and other developments which would lead to the movement of people around the County but excluding minerals and waste development. Appendix 2 of the SCI has been amended to add this consultee as requested.
- 10.4 The Committee agreed with the recommendations in the report. The minutes of the Infrastructure and Development Committee meeting can be viewed [here](#).

11. Recommendations

- 1. To resolve that the 2022 Minerals and Waste Development Scheme (Appendix A to this report) shall have effect from 11 October 2022 and that this replaces the current MWDS (2019).**
- 2. To resolve to formally adopt the 2022 Norfolk Statement of Community Involvement (Appendix B to this report) and that this replaces the current SCI (2018).**

12. Background Papers

- 12.1 Appendix A: Minerals and Waste Development Scheme 2022
- 12.2 Appendix B: Statement of Community Involvement 2022
- 12.3 Appendix C: Report from the Scrutiny Committee to the Leader of the Council
- 12.4 Norfolk County Council Statement of Community Involvement 2018
<https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/minerals-and-waste-planning/adopted-statement-of-community-involvement.pdf>
- 12.5 Norfolk Minerals and Waste Development Scheme 2019
<https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/minerals-and-waste-planning/adopted-minerals-and-waste-development-scheme.pdf>

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Norfolk County Council

Norfolk Minerals and Waste Local Plan

Minerals and Waste Development Scheme

May 2022

www.norfolk.gov.uk



Norfolk County Council

Norfolk Minerals and Waste Local Plan

Minerals and Waste Development Scheme

May 2022

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1. Introduction

- 1.1** Norfolk County Council is the planning authority for minerals and waste matters within the county. Under the Planning & Compulsory Purchase Act 2004 as amended, all local planning authorities must prepare a Local Development Scheme. Similarly, a Minerals and Waste Development Scheme is prepared by a Minerals and Waste Planning Authority and sets out the programme for preparing planning documents.
- 1.2** The County Council has prepared this Minerals and Waste Development Scheme (MWDS) in accordance with the Act.
- 1.3** The National Planning Policy Framework requires all Local Planning Authorities to produce a Local Plan for their area. Norfolk County Council has produced the following development plan documents (DPDs) to meet this requirement: Core Strategy and Minerals and Waste Development Management Policies, Minerals Site Specific Allocations and Waste Site Specific Allocations. All of these documents have been adopted by Norfolk County Council along with a Policies Map. The adopted Local Plan (consisting of DPDs) is the statutory development plan and the basis on which all minerals and waste planning decisions will be made in Norfolk.
- 1.4** The Council has also produced a Statement of Community Involvement, this Minerals and Waste Development Scheme and Monitoring Reports.
- 1.5** The Minerals and Waste Development Scheme is primarily a programme for the preparation of Development Plan Documents. The Scheme sets out which Development Plan Documents will be produced, in what order and when.

2. Existing Norfolk Minerals and Waste Development Framework

- 2.1 The statutory plans for minerals and waste planning in Norfolk are contained in the Norfolk Minerals and Waste Development Framework. This framework consists of four planning policy documents which together form the Minerals and Waste Local Plan for Norfolk:
- 2.2 **Core Strategy and Minerals and Waste Development Management Policies DPD (the 'Core Strategy')** - This planning policy document contains the vision, objectives and strategic planning policies for minerals and waste development in Norfolk until 2026. The Minerals and Waste Core Strategy also includes Development Management policies which are used in the determination of planning applications to ensure that minerals extraction and associated development and waste management facilities can happen in a sustainable way. The DPD contains measurable objectives to enable successful monitoring. This document was adopted in September 2011.
- 2.3 **Waste Site Specific Allocations DPD** allocates specific sites which are available and acceptable in principle for waste management facilities, to meet the requirements of Core Strategy Policy CS4, until the end of 2026. This document was adopted in October 2013.
- 2.4 **Minerals Site Specific Allocations DPD** allocates specific sites which are available and acceptable in principle for mineral extraction and associated development, to meet the requirements of Core Strategy Policy CS1 until the end of 2026. This document was adopted in October 2013 and updated with the adoption of the Single Issue Silica Sand Review in December 2017. The Single Issue Silica Sand Review allocated an additional site and areas of search for future silica sand extraction until the end of 2026.
- 2.5 **The Policies Map** accompanies the Minerals and Waste Local Plan (currently the Core Strategy, Minerals SSA and Waste SSA DPDs). The Policies Map illustrates on an Ordnance Survey base map all of the policies contained in the adopted plans. The Policies Map will be revised and adopted successively each time a DPD that includes a policy requiring spatial expression is adopted. An interactive version of the policies map is available on Norfolk County Council's website: www.norfolk.gov.uk/nmwdf. The interactive map is the most up to date version of the map available.
- 2.6 The Norfolk Minerals and Waste Development Framework also includes the following documents produced by Norfolk County Council:
- 2.7 **The Statement of Community Involvement (SCI)** sets out Norfolk County Council's consultation strategy for involving local communities in the preparation of Norfolk's minerals and waste DPDs and in the determination of planning applications submitted to the County Council.
- 2.8 **This Minerals and Waste Development Scheme (MWDS)** which sets out what documents are being produced as part of the Local Plan and the timetable for their production, including consultation stages. The previous MWDS came into force in June 2018.

- 2.9 The County Council is required to prepare **Monitoring Reports** to assess the implementation of the Minerals and Waste Development Scheme and the extent to which policies in the development plan documents are being achieved. In accordance with Part 8 of the 'Town and Country Planning (Local Planning) (England) Regulations 2012' the County Council must make available any information collected as soon as possible after the information becomes available.
- 2.10 The County Council assesses:
- progress made in the preparation of the authority's local plans and whether progress made is in accordance with the timetable contained in the development scheme;
 - what action has been taken in accordance with the duty to co-operate with other local planning authorities during the monitoring period;
 - whether it is meeting, or is on track to meet, the targets set out in the development plan documents and, if not, the reasons why;
 - whether any policies need to be replaced to meet sustainable development objectives; and
 - what action needs to be taken if policies need to be replaced.
- 2.11 **Local Aggregate Assessment and Silica Sand Assessment** which is produced annually and includes information on the rolling average of 10 years' sales data, the landbank of permitted reserves and other relevant local information, taking into account the advice of the East of England Aggregates Working Party.

3. Norfolk Minerals and Waste Local Plan

Overview

Role and Subject	To provide the strategic and development management policies for minerals and waste planning in Norfolk until 2036. To allocate specific sites, preferred areas and/or areas of search for mineral extraction in Norfolk until 2038. To provide criteria-based policies for waste management facilities in Norfolk until 2038.
Coverage	The administrative area of Norfolk
Status	Development plan document

Timetable for Review

The Core Strategy and Minerals and Waste Development Management Policies DPD was adopted in September 2011. The Minerals Site Specific Allocations DPD and the Waste Site Specific Allocations DPD were both adopted in October 2013.

The National Planning Policy Framework (paragraph 33) states that “Policies in local plans ... should be reviewed to assess whether they need updating at least once every five years and should then be updated as necessary. Reviews should be completed no later than five years from the adoption date of a plan and should take into account changing circumstances affecting the area, or any relevant changes in national policy.”

Therefore, a joint update of all three of the adopted DPDs is being carried out to ensure that the policies within them remain up to date, to extend the plan period from 2026 to 2038 and to consolidate the three existing DPDs into one Norfolk Minerals and Waste Local Plan, in accordance with national planning policy.

Local Plan milestones

Local Plan stage	Dates
Preparation of Local Plan consultation (Regulation 18)	Initial Consultation: June / August 2018 Preferred Options: Sept / Oct 2019
Pre-Submission representations period (Regulation 19)	September / October 2022
Submission (Regulation 22)	December 2022
Hearing (Regulation 24)	April 2023
Inspector's Report	October 2023
Adoption (Regulation 26)	December 2023

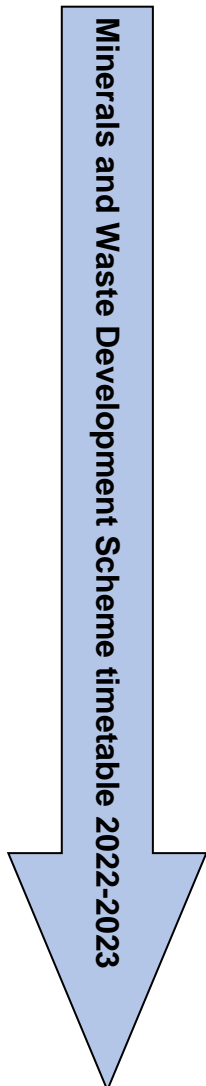
4. Glossary

Local Development Documents - A term brought in by the Planning and Compulsory Purchase Act 2004. These are all documents which form part of the Local Plan, both spatial and non-spatial.

Development plan documents – A term brought in by the Planning and Compulsory Purchase Act 2004. These are the spatial planning documents that form part of the Local Plan. These set out spatial planning policies and proposals for an area or topic. They include the core strategy, development management policies, specific site allocations of land and area action plans (where needed).

Local Plan - The plan for the future development of the local area, drawn up by the local planning authority in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004 (as amended). Current core strategies or other planning policies, which under the regulations would be considered to be development plan documents, form part of the Local Plan.

Minerals and Waste Development Scheme timetable 2022-2023



Date	Local Plan stage
April 2022	
May 2022	
June 2022	
July 2022	
August 2022	
September 2022	Pre-Submission representations period (Regulation 19)
October 2022	Pre-Submission representations period (Regulation 19)
November 2022	
December 2022	Submission (Regulation 22)
January 2023	Independent examination process starts
February 2023	Examination process continues
March 2023	Examination process continues
April 2023	Independent examination hearings (Regulation 24)
May 2023	Examination process continues
June 2023	Examination process continues
July 2023	Examination process continues
August 2023	Examination process continues
September 2023	Examination process continues
October 2023	Inspector's report
November 2023	
December 2023	Adoption (Regulation 16)



Norfolk County Council

Statement of Community Involvement

2022

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If you would need this document in large print, audio, braille, an alternative format or a different language please contact Norfolk County Council on 0344 800 8020 or 18001 0344 8020 (textphone) and we will do our best to help.

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1. Introduction

1.1 What is a Statement of Community Involvement?

1.1.1 The Statement of Community Involvement (SCI) sets out who, how and when we will engage with individuals and groups. It explains how you can comment on planning applications and how you can influence the content of future planning policy documents.

1.1.2 Norfolk County Council is the County Planning Authority (CPA) responsible for minerals and waste planning policy and determining planning applications for minerals, waste and the Council's own development, such as schools, libraries, fire stations and road schemes. Planning applications for other types of development are dealt with by the district and borough councils.

1.1.3 This means that our Statement of Community Involvement sets out how you can participate in:

- Developing new Local Plans and planning policies that will influence the way future minerals and waste development is carried out in Norfolk
- Determining planning applications for minerals, waste and County Council development.
- Ongoing monitoring of mineral and waste facilities once they are up and running

1.1.4 It is a legal requirement for a planning authority to adopt an SCI. This adopted SCI ensures that we conform to the statutory requirements imposed on planning authorities and takes account of the governments planning practice guidance.

1.2 Who we will involve

1.2.1 Most consultations are open to all, but in order to participate in the consultation process individuals, communities and organisations need to be aware that it is taking place.

1.2.2 Details of who we will notify, in policy making and planning applications, is provided in the relevant sections of this document, but as a general principle we will seek to engage the following where they are directly or indirectly affected by the planning decision:

- Individuals located in the immediate proximity to proposals
- Local community groups, action groups and other voluntary organisations who have topic or local interests in a matter
- Commercial organisations (such as minerals or waste companies and their trade bodies); and
- Statutory bodies such as the Environment Agency, Natural England and district and parish councils who play a critical role ensuring the public voice is heard.

1.2.3 We will endeavour to identify all relevant parties, but we also recommend that voluntary and non-statutory bodies who want to be engaged directly contact us setting out the circumstances in which they would like to participate in the planning process.

1.3 Electronic Communications

1.3.1 By the end of 2020 more than 95% of premises in Norfolk had access to Superfast Broadband. By Spring 2023 this will have increased further to over 97%. This will make it easier for people to access information on planning applications, minerals and waste planning policy documents, and make representations to the Council.

1.3.2 Electronic communication provides a quick, efficient and more sustainable way to circulate large documents. This is especially the case in Norfolk where, due to the rural nature of the county, it can be difficult for some individuals to access Local Authority offices.

1.3.3 The Planning Authority is committed to making the most appropriate use of electronic communication when undertaking consultation and notification activities. By default, email or the use of the internet will be the primary method of communication when engaging communities during the plan making process or consulting on planning applications.

1.3.4 Nevertheless, reliance solely on electronic communication will not always be appropriate. We will use site notices and letters where these are necessary to augment electronic communication channels, to ensure effective engagement.

1.4 Data Protection

1.4.1 The data you give us is only used to help us make the best decisions on planning matters and while we hold your data, it is kept secure. Planning is a statutory function, and any information is held on the lawful basis of public task (in accordance with the Town and Country Planning Act 1990, as amended, related orders and regulations).

1.4.2 We hold a complete copy of all submissions including the names, addresses and contact details of those who have submitted a planning application, made a comment on a planning application, or responded to a consultation on planning policy. We do this so we can notify you about subsequent stages in the local plan process or the relevant planning application process such as amendments to the proposal, the outcome of the application and if an appeal is lodged against the application.

1.4.3 In accordance with the requirements of the government regulations on openness in local government decision making, we will hold the information for use in the planning process for a 4-year period following the decision. We also publish redacted versions of comments received without your signature, email and phone

number, to prevent fraud. Full details of how we manage your information are contained on the [Planning Services privacy notice](https://www.norfolk.gov.uk/what-we-do-and-how-we-work/open-data-fois-and-data-protection/data-protection/privacy-notice/planning-services-privacy-notice) <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/open-data-fois-and-data-protection/data-protection/privacy-notice/planning-services-privacy-notice>

1.5 The Impact of COVID-19 and emergency provisions

1.5.1 In light of the Covid-19 pandemic and in any comparable situation in the future, there may be circumstances when the Council will be unable to fully comply with this Statement of Community Involvement. This is particularly the case where consultation documents are usually placed in the Council offices for inspection. The Council is committed to effective consultation and communication with its residents, and in order to do this, some consultation methods may have to change temporarily. This is to protect both our community and staff in line with Government advice and guidance. Where we are unable to meet all of the requirements set out in this document, due to circumstances outside our control, but have made every reasonable effort to do so, we will consider that the conditions of the SCI have been met.

1.6 Hard to Reach Groups

1.6.1 For some people it may be difficult to get involved in the planning process for a wide range of reasons. These people are often referred to as belonging to “hard to reach groups”. These groups may change over time but can include people who speak little or no English, people who have no access to the internet and people who have disabilities.

1.6.2 Where appropriate we will do the following to facilitate the involvement of “hard to reach” communities during the production of planning policy documents and the determination of planning applications:

- We will assess the potential for impact on hard-to-reach groups, and so the need for involvement on the planning matter.
- We will ensure our online documents and information can be accessed using assistive technologies.
- We will provide a range of ways to contact the service.

2. Community Involvement in Planning Applications and related decisions

2.1 Planning Applications

2.1.1 Application types

Whom we engage, and how we engage the community and other parties on planning applications, will be determined by the scale and location of the application. The following section is set out so that you can understand what we will do based on the type of application and the stage in the planning process.

At a county level there are three main types of application based on the scale of what is being proposed. Other types of applications that we may receive are explained in section 2.2.

2.1.1.1 Environmental Impact Assessment applications

A planning application which is accompanied by an Environmental Statement (known as an EIA application). EIA applications will be determined under the Environmental Impact Assessment Regulations 2017. These proposals have the greatest potential to impact the environment and are subject to the widest degree of public engagement. Consultation periods are also longer for these types of development.

2.1.1.2 Major applications

A planning application which does not come under EIA applications and is defined as a major development according to the Town and Country Planning (Development Management Procedures) (England) Order 2015. Development involving any one or more of the following:

- The winning and working of minerals or the use of land for mineral-working deposits
- Waste development
- The provision of a building or buildings where the floor space to be created by the development is 1,000 square metres or more
- Development carried out on a site having an area of one hectare or more.

2.1.1.3 Minor applications

A planning application that is not covered by EIA or major applications as above.

2.1.2 Planning Applications made by Norfolk County Council

Some of the planning applications determined by the County Council relate to development to be carried out by the County Council, such as schools, fire stations, roads and libraries. How and who we engage will depend upon which of the above application types the proposal falls into. Many of NCC's own proposals are classified as "public service infrastructure", and provided they are not of such a scale to require an Environmental Impact Assessment, they are subject to shorter consultation periods.

2.1.3 The Application Process

Planning applications go through several stages. Typically, applications start with pre application advice and finish with the discharging of planning conditions, or a decision to refuse the application. In some cases, an appeal may be made by the applicant to the planning inspector.

This section sets out whom we engage and how we engage the community and other parties at each stage of the process, which will vary depending on the scale and the nature of the proposal.

- pre-application discussions (wherever possible and practical)
- submission of a planning application
- consultation, publicity and making comments on an application
- negotiation of potential amendments to a scheme where appropriate
- determining whether the application should be approved or refused, and if permission is given, what conditions should be imposed on the development
- making the results of decisions available.

2.1.4 Pre-Application Stage

2.1.4.1 Requests for Informal Pre-Application advice

Potential applicants are not required to engage with the Planning Authority or anyone else prior to submitting an application. However, the Authority strongly recommends that they do both for all types of planning applications. For a fee, NCC will provide informal pre-application advice to potential applicants from the Highway Authority, Lead Local Flood Authority and other services internal to the County Council. We will not consult the public as at this stage the pre-application proposal is confidential, as this is a fee-paying service the level of engagement with public bodies will be dependent upon the service procured by the would-be developer.

2.1.4.2 Requests for screening and scoping opinion under the EIA Regulations

This is not a legal requirement, but before potential applicants submit an application, they can formally request that the County Council determines whether or not the

planning application will be subject to the requirements of the Environmental Impact Assessment. This is referred to as a screening request.

Again, there is no legal requirement to submit a request to identify the scope of issues that should be included in such an Environmental Impact Assessment. This is referred to as a Scoping Opinion. Before giving either a screening or a scoping opinion, the authority will, as a minimum, consult a range of organisations set out on [The Town and Country Planning \(Environmental Impact Assessment\) Regulations 2017](#), referred to as consultation bodies. We will not consult the general public or representative bodies, such as the Parish Council, at this stage.

2.1.5 Application Stage

2.1.5.1 Validation

When an application is received, we will check to ensure that it contains all the relevant information needed to process the application. This is referred to as validation. Only when we are satisfied that we have all the necessary information will we formally register the application and publish it on our website. There are both national requirements and local information requirements. Norfolk County Council's local information requirements are detailed in the [Local List for the Validation of Planning Applications](#)

2.1.5.2 Notification and Consultation

Once we have validated the application, we will engage the following:

- **Statutory consultees** - These are the bodies or persons set out in planning legislation which we must directly consult and who are obliged to respond. Consultation takes place via email notification and responses can range from a detailed written response to standing advice.
- **General Consultees** - These are the bodies set out in planning legislation which we must directly consult but who are not obliged to respond, this includes parish and town councils. Consultation takes place via email notification in the case of a parish council, this is sent to the clerk.
- **other appropriate groups** - These are the bodies and organisations which represent the interests of various groups and residents in the county. This type of consultee includes local businesses, industry representatives, local community and action groups etc. We will consult those which we consider to be appropriate to the particular planning application under consideration. We recommend that groups who want to engage in the planning system pro-actively contact us to agree the type of development and the locations on which they are interested, so we can ensure that they are consulted.
- **Direct neighbour notification** – We will write directly to all postal addresses where known (dwellings and commercial properties) that immediately abut the application boundary (shown with a red line in the planning application site plan).

2.1.5.3 Publicity on Planning applications

In addition to direct neighbour notification, writing to all properties immediately abutting the application boundary; we may also carry out indirect notification by publicising the application through erecting site notice(s) near the site of the planning application. For County Council's own development this will be carried out by the developer. As required by the legislation we will place press adverts in the Eastern Daily Press for all minerals and waste management development and all County Council development that:

- is a "major" or EIA development;
- would affect the setting of a listed building,
- would affect the character or appearance of a conservation area;
- would affect a Public Right of Way (PROW); or
- constitutes a departure from the development plan

2.1.5.4 Initial Consultation period

The period for public consultation used by Norfolk County Council will be that set out in the relevant legislation and regulations. The actual period varies slightly depending upon the nature and scale of the proposal.

Applications that are subject to the **Environmental Impact Assessment (EIA) regulations** will be consulted on for a period of 30 days.

For **minor** and **major** applications, the initial consultation period will be 21 days. This period includes weekends but excludes bank holidays. If a consultation period includes a bank holiday it will be extended accordingly.

Applications for **public service infrastructure** have an initial consultation period of 18 days. Unless they are also subject to the EIA Regulations, in which case the period will be 30 days.

As most consultations include several different publicity methods, there can be several different deadlines for consultation. For example, the press notice may appear in the paper several days after letters have been posted to, and received by, neighbours to the proposal site. In this case we will always take the longest deadline which can be found on our [eplanning website](#). We recommend if you are worried that you may struggle to respond in time, you consult our website in the first instance, as you may have more time than you think. If after looking at the website, you are still concerned that you will not have enough time, please contact the team by email at mawp@norfolk.gov.uk, or contact the case officer by phone as per the consultation letter.

It is an important point to note that, although we set a consultation deadline, it does **not** mean that any comments received after the deadline will be ignored. The deadline is the date by which we guarantee we will have not determined the application, and so any comments made in that time will be considered. If you submit comments after the deadline date, but before we have determined the application, we will consider your comments.

2.1.5.6 Re-consultation

Once the initial round of public consultation has finished, officers will consider the comments raised before coming to a view on the proposal. Ideally this view would be to approve or refuse the proposal, or to recommend to the Planning Committee that the application should be refused or approved.

The National Planning Policy Framework (NPPF) asks that planning authorities work in a positive and creative way, including working proactively with applicants to secure developments that will improve the economic, social, and environmental conditions of the area.

In a number of cases, it is unclear following the initial consultation what the correct approach should be, and additional information is required before a view can be formed. In line with the requirement to work proactively with applicants, we will seek this information before coming to a view. Once we have received this additional information, we will reconsult through a second round of public consultation. Re-consultations are generally shorter and involve more limited notifications. Whom we consult will depend upon the issues in question. Our approach is to consult only with those parties that have raised concerns about that element of the proposal. The default period for consultation will be 14 days, or 30 days if the proposal is an EIA development. Notwithstanding the above, anyone can still make comments that will be considered, and our website will show the re-consultation deadline date.

2.1.6 How you can be involved

2.1.6.1 Availability of Documents

While the application remains undetermined and throughout the consultation period, applications, including all the documents submitted with them, are available for inspection and to download from the County Council's [e-planning website](#). To access a specific application please use the search criteria. It is best to use the site reference number which will be shown on all notices and correspondence we produce, but if you do not have the reference number you can narrow your search by using the district and parish fields.

Please note all comments made in response to public consultations can also be viewed on the website. All documents will be subject to redaction to remove any sensitive personal information, such health status, and contact data such as signatures, email addresses and telephone numbers, to prevent fraud. Individual names and addresses will be retained. Unredacted copies of documents are available for inspection upon request.

While the use of computers, tablets and mobile phones is now widespread, we appreciate that not everyone has access to the internet or has the confidence to navigate or access the documents online. The County Council provides internet access at its main offices, County Hall and all public libraries. If you wish to use these facilities, please contact the planning department by email at mawp@norfolk.gov.uk, or contact the case office by phone, or visit your local library.

Once you have seen the application you can send us your comments:

- Online – [Planning Search \(eplanning.norfolk.gov.uk\)](http://eplanning.norfolk.gov.uk)
- Email – mawp@norfolk.gov.uk
- Post – Head of Planning, Planning Services, Norfolk County Council, County Hall, Martineau Lane, Norwich, NR1 2DH

Field Code Changed

Those who wish to submit a petition or e-petition rather than an individual response should check the NCC website for the current corporate Petitions Policy [Petitions - Norfolk County Council](#)

You will receive acknowledgement once your comment has been received. You will also be notified as an interested party should the application be decided at the Planning Regulatory Committee, and once the application has been determined.

2.1.6.2 Committee Reports

The [Council Constitution](#) sets out when decisions can be delegated to officers for determination and when they will be decided at committee by members. When a case is to be considered by committee, the report will be published on our website 7 days before the committee sits, and everyone who has commented on the application will be written to informing them that the case is to be considered by the planning committee. Letters will also explain how to register to speak at the committee. Please note that you if you do not register by the stated deadline, you may not be given the opportunity to speak at the committee. It is not a requirement to have made a previous comment on a proposal in order to speak. Full details of how the committee runs can be found in Section 26 of our constitution.

2.1.7 Post Decision

A planning permission is only deemed to be granted once the decision notice is dispatched to the applicant. This usually takes place by email as soon as practicably possible after the committee has made its recommendation. We will publish the decision online, both on our website and the district council's website. At this stage there are no further community engagement exercises. Following the decision, an applicant has 6 months to appeal against a refusal to grant planning permission, and if the application was approved, 6 months to appeal against any conditions we have imposed on the permission. There is currently no right of appeal for third parties.

If an appeal is lodged, we will forward all documents, including previous consultation comments, to the Planning Inspectorate.

2.2 Other types of applications and submissions

As the County Planning Authority for Norfolk, we also process several other types of submission or applications. These are set out below along with the level of engagement we undertake in each case. It should be noted that there are no statutory requirements to engage the general public on these matters, however we will from time to time carry out some consultation. The level of consultation and the reasons for doing so are also set out below.

2.2.1 Submission of Details to Discharge a Planning Condition

If an application is granted, it is common practice to attach conditions. Conditions attached to a planning permission impose restrictions and/or require the submission of further details before and/or once a development is implemented. If conditions are imposed on a planning permission, this is an application seeking approval of such details.

Engagement method: Public consultation is not normally undertaken. Statutory consultees, and other bodies and organisations, are consulted if they requested a particular condition or are likely to have comments. The decision is sent to the relevant district/borough/city council, parish/town council and local member, if appropriate.

2.2.2 Minor and Non-material amendments

An applicant can request a minor amendment or a non-material (inconsequential) variation to a scheme (which does not raise any new issues for consideration) after planning permission has been granted.

Engagement method: Public consultation is not normally undertaken due to the scale of the amendment. Statutory consultees, and other bodies and organisations, are consulted if the case officer decides it is relevant. The decision is sent to the relevant district/borough/city council, parish/town council and local member, if appropriate.

2.2.3 EIA Screening and Scoping opinions

These are opinions issued in respect of an Environmental Impact Assessment (EIA). Screening Opinions seek the County Council's opinion as to if an EIA is required for a particular proposal/development. Scoping Opinions seek to advise on what information is required to be supplied in the Environmental Statement should it be considered an EIA is necessary.

Engagement method: Public consultation is not normally undertaken. Statutory consultees, and other bodies and organisations, are consulted if the case officer decides it is relevant. The decision is sent to the relevant district/borough/city council, parish/town council and local member, if appropriate.

2.2.4 Prior Approvals/Notification

Not all development requires a planning permission. The Government have in effect given landowner planning permission to carry out certain developments without the need to obtain planning permission from the local planning authority, these are generally referred to as “permitted development” rights. The details of what you can do under these rights are contained in the [Town and Country Planning \(General Permitted Development Order\) \(England\) Regulations 2015](#). In a number of cases, anyone wishing to exercise these rights is required to seek prior approval from the planning authority. In these cases, considerations are limited to specific criteria and do not involve an assessment of the planning merits of the proposal. As a result, public consultation is not normally undertaken.

2.2.5 Certificate of Lawfulness of Existing Use or Development

These applications are made when an applicant wishes to establish whether a use or development that they are already carrying out is lawful.

Engagement method: As it is the applicant suggesting an existing use, we may consult in an attempt to ascertain alternative views or contrary evidence – classing the application as major for development and minor for County Council projects. Statutory consultees, and other bodies and organisations, are consulted if the case officer decides it is relevant. The decision is sent to the relevant district/borough/city council, parish/town council and local member, if appropriate.

2.2.6 Certificate of Lawfulness of Proposed Use or Development

This application is a method to establish whether a use or development (which has not yet occurred) needs planning permission.

Engagement method: Public consultation is only undertaken in exceptional circumstances. Statutory consultees and other bodies / organisations are consulted if the case officer decides it is relevant. The decision is sent to the relevant district / borough / city council, parish / town council and local member, if appropriate. This is purely a legal interpretation of the General Permitted Development Order so the merits of the case are normally not relevant.

2.2.7 Nationally Significant Infrastructure Projects (NSIPs)

The Planning Act 2008, (the 2008 Act), introduced a development consent process for Nationally Significant Infrastructure Projects (NSIPs). NSIPs are usually large-scale developments (relating to energy, transport, water, or waste) which require a type of consent known as a ‘development consent order’ (DCO). The final decision on granting a DCO rests with the Secretary of State for that field, based on advice from planning inspectors – known as the ‘examining authority’. Therefore, Norfolk County Council are not the determining authority.

Engagement method: If you wish to participate in the examination of an application for development consent for a national infrastructure project, you first need to register with the Planning Inspectorate and make a relevant representation about the application.

2.2.8 Listed Building Applications

An application for Listed Building Consent under the Planning (Listed Buildings and Conservation Areas) Act 1990 is required where an applicant proposes works that would affect a Listed Building or its setting. Whilst Norfolk County Council are not the determining authority, these types of applications are administered by the County Council.

Engagement method: Consultation with statutory consultees, other bodies, organisations and members of the public is undertaken as set out in paragraph 2.1.5. Representations received are forwarded to the relevant district/borough/city council who will determine the application. In certain cases, an application will be referred to the National Planning Casework Unit (NPU) on behalf of the Secretary of State for determination.

3. Community Involvement in Planning Policy Documents

3.1 Minerals and Waste Local Plan

Norfolk County Council has a full set of adopted Development Plan Documents (DPDs) which together make up the County's current Minerals and Waste Local Plan. They are:

- [Norfolk Core Strategy and Minerals and Waste Development Management Policies DPD \(September 2011\)](#)
- [Minerals Site Specific Allocations DPD \(October 2013 and amendments December 2017\)](#)
- [Waste Site Specific Allocations DPD \(October 2013\)](#)

The [Minerals and Waste Development Scheme \(LDS\)](#) details the arrangements for monitoring and reviewing the Local Plan. The key stages in the production of a development plan document are listed below and the following sections detail what we do at each stage and when and how you can engage in each stage of the process.

- Plan Preparation stage (Regulation 18)
- Submission stage (Regulations 19 & 20)
- Public Examination stage (Regulation 24)
- Adoption stage (Regulation 26)

3.1.1 Plan preparation Stage

3.1.1.1 Consultation and Notifications

We will notify specific, general, and other consultation bodies as the County Planning Authority consider appropriate (see Appendix 1) of the consultation by email or letter.

We will make the Local Plan documentation available to view online on our digital consultation platform as part of any consultation. The digital consultation platform has a range of functionalities, such as allowing stakeholders to view and comment on documents and maps.

Depending upon the subject matter of the Local Plan, we may employ further engagement techniques deemed appropriate such as:

- Notify, by email or letter, the occupants of properties located within 250 metres of a proposed site boundary.
- Issue press releases
- Hold public exhibitions or meetings
- Social Media - the council will promote planning policy consultations on its social media platforms such as Twitter and Facebook.

3.1.1.2 When you can be involved

During the Plan Preparation stage, we will hold formal consultation exercises which will run for a minimum period of 6 weeks. At the time of writing, we have already held two such exercises for the current emerging Minerals and Waste Local Plan, in 2018 and 2019, and we do not currently propose to hold any further rounds of plan preparation consultations. Comments received after the closure of the consultation period will not be considered.

3.1.1.3 How you can be involved

You can view and comment on draft local plan documents online on the County Council's website <https://norfolk.oc2.uk/>. If you do not have access to the internet, where possible, we can provide access for you via the Council's principal offices and local public libraries. At this stage you can comment on any aspect of the proposals under consideration or suggest alternative approaches. All responses must be submitted to the County Council in writing, either by email, letter or via the e-consultation website.

3.1.2 Submission Stage

3.1.2.1 Consultation and Notifications

We will make Submission Documents and the statement of the representation's procedure available for inspection in accordance with Regulation 35.

We will send the following information to general and specific consultation bodies invited to make representations under Regulation 19:

- A statement of the representation's procedure.
- A statement of the fact that the Submission Documents are available for inspection and of the places and times at which they can be inspected

3.1.2.2 When you can be involved

The formal representation period will be for no less than 6 weeks and will take place after the submission document has been approved by Cabinet and before submission to the SoS. Only comments submitted during the published representation period will be accepted.

3.1.2.3 How you can be involved

You can make representations about the proposed Development Plan Document which we intend to submit to the SoS. The matters on which comments can be made at this stage of the plan making process are limited. You can make representations on issues of the legal compliance and soundness. The tests of soundness are set out in the [National Planning Policy Framework](#). All representations must be submitted to the County Council in writing, either by email, letter or via the e-consultation website. In your representation you should provide all the information you wish the inspector to consider and also state whether you want to take part in-person in any future hearings. Only parties requesting changes to the plan have a right to speak at hearings.

3.1.3 Public examination

3.1.3.1 Consultation and Notifications

At least 6 weeks before the examination commences, we will publish details of the examination on our website, and notify people who made representations of the date, location, and contact details of the independently appointed programme officer. We will also notify those who have made representations of any pre-examination hearing and details of the full examination when they become available.

3.1.3.2 When you can be involved

In the event that the inspector invites additional written submission prior to the examination you will be given 2-3 weeks to submit any additional information and a further 2-3 weeks to read any information submitted by other parties.

3.1.3.3 How you can be involved

If you have made a representation on the submission version of the Development Plan Document, you will be invited to attend any pre-examination hearing if one is being held and the subsequent examination itself. Administration of the examination is undertaken by an independent programme officer who can advise you on the detailed examination timetable. If you want to speak at the examination, you will need to state this in your representation and let the programme officer know. As stated above, only those parties requesting a modification to the plan have a right to

speak at an examination. However, the inspector does have discretion to allow other parties to speak.

3.2 Other Development Plan documents

3.2.1 Area Action Plans (AAPs)

Currently the County Council has not identified any areas for which an area action plan would be suitable. If work on the Minerals and Waste Local Plan identifies a need for an area action plan or plans, then details would be included in an amended 'Norfolk Minerals and Waste Development Scheme'. Area action plans are development plan documents and any of the methods of community involvement set out in section 3 of this SCI are applicable.

3.2.2 Supplementary Planning Documents (SPDs)

Currently, the County Council has no plans to produce any supplementary planning documents to provide further guidance on issues or policies in the Minerals and Waste Local Plan. If work on the Minerals and Waste Local Plan identifies a need for an SPD, then details would be included in an amended 'Norfolk Minerals and Waste Development Scheme'.

Community involvement on any SPDs will, as a minimum, seek to ensure that the level of community involvement required by Government Regulations takes place. In most cases an SPD will not require a sustainability appraisal. If the County Council decides to produce an SPD, the methods of community involvement set out in section 3 of this SCI are applicable and the County Council will consult those consultees shown in Appendix 1. An SPD must be adopted by council resolution.

3.2.3 Neighbourhood Plans

Minerals and waste planning matters are outside the remit of Neighbourhood Plans. The first point of contact for those communities interested in preparing a neighbourhood plan is the local planning authority. In Norfolk this means the district or borough council or the Broads Authority.

3.3 Minerals and Waste Development Scheme (LDS)

The Minerals and Waste Development Scheme provides the timetable for reviewing, updating and adopting the new Local Plan. It will have an indication as to when the public engagement exercises (both formally and informally) will take place. Looking forward, the scheme will highlight when we expect the final version of the plan to be published, examined and adopted.

3.3.1 Consultation and Notifications, what we will do

There is no legal requirement for public consultation or notification on revisions to the scheme. Any proposed changes to the scheme will be considered by Cabinet before adoption. This means proposals will be published at least one week before consideration. The [LDS](#) will be published on the County Council's website

3.3.2 When you can be involved

The LDS will be monitored on a regular basis and reviewed as required.

3.3.3 How you can be involved

The Council will accept representations seeking changes to the LDS at any time. These will be considered at the time of the LDS review. Members of the public who are residents in Norfolk may ask questions of the Cabinet through the chair through following the [Ask a question to a committee - Norfolk County Council](#) procedure.

3.4 Statement of Community Involvement (SCI)

3.4.1 Consultation and Notifications, what we will do

There is no legal requirement for local planning authorities to consult when reviewing and updating the SCI. Any proposed changes to the SCI will be considered by Cabinet before adoption. This means proposals will be published at least one week before consideration. The adopted [Statement of Community Involvement](#) will be published on the County Council's website. <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/minerals-and-waste-planning-policies/statement-of-community-involvement>

3.4.2 When you can be involved

The SCI will be monitored on a regular basis and reviewed at least every five years.

3.4.3 How you can be involved

The Council will accept representations seeking changes to the SCI at any time. These will be considered at the time of the SCI review. Members of the public who are residents in Norfolk may ask questions of the Cabinet through the chair by following the [Ask a question to a committee procedure](#).

4. Monitoring and Enforcement

4.1 Local Liaison Groups

Once a development has been approved, officers will regularly monitor the site to ensure that the development complies with the planning permission and any conditions that have been imposed. Because of the nature of minerals and waste development, local liaison groups are quite often beneficial. We believe they provide an excellent forum for all stakeholders to influence the ongoing development of a site. Where there is public support for a group and a willingness from the operator, we will provide officers to attend the group meetings. Membership of these groups tends to vary but generally consists of elected members from parish, town, district and county councils along with our officers, and officers from other regulatory bodies such as the Environment Agency. If you want to get involved in setting up a liaison group or joining an existing one you can contact us in the first instance, and we can put you in touch with the relevant organisations.

4.2 Breaches of Planning Control

Instances where operators carry out development without the benefit of planning permission, or where planning permissions exist, carry it out contrary to the permission, are referred to as breaches of planning control. Where you believe there has been a breach you can report using any of the following methods.

- Email – mawp@norfolk.gov.uk
- Post – Head of Planning, Planning Services, Norfolk County Council, County Hall, Martineau Lane, Norwich, NR1 2DH
- Telephone during office hours – 0344 800 8020

We will respond to any complaints in accordance with our [Enforcement Plan](#). We will not ask or expect you undertake any form of surveillance of activities. We may however, depending upon the nature of allegations, ask you make a formal statement. Investigations into alleged breaches of planning control can be highly sensitive and while we notify complaints on key stages and of the overall outcome of our investigations, we are unable to provide you with our detailed findings.

Appendix 1 - Consultees on Norfolk's Minerals and Waste Local Plan

Please note, this list is not exhaustive and also relates to successor bodies where reorganisations occur.

Specific consultation bodies

Coal Authority
Environment Agency
Historic England
East of England Local Government Association
Natural England
The Secretary of State for Transport
Parish and town councils in Norfolk
District and borough councils in Norfolk
County, district, borough, town and parish councils adjoining Norfolk
Broads Authority
Relevant electricity and gas companies
Relevant sewerage and water undertakers
Relevant telecommunications companies
Homes England
Norfolk Police Authority

General Consultation Bodies

- (a) Voluntary bodies some or all of whose activities benefit any part of the authority's area;
- (b) Bodies which represent the interests of different racial, ethnic or national groups in the authority's area.
- (c) Bodies which represent the interests of different religious groups in the authority's area;
- (d) Bodies which represent the interests of disabled persons in the authority's area;
- (e) Bodies which represent the interests of persons carrying on business in the authority's area.

Other Consultation Bodies

Campaign to Protect Rural England
Civil Aviation Authority
Country Land and Business Association
Countryside projects
Defence Infrastructure Organisation
Environmental Services Association
Equality and Human Rights Commission
Friends of the Earth
Greenpeace
Health and Safety Executive

Minerals and waste operators
Minerals and waste trade associations
Mineral Products Association
National Farmers Union
National Highways
National Trust
Network Rail
Norfolk Coast Partnership
Norfolk Association of Local Councils
Norfolk Farming and Wildlife Advisory Group
Norfolk County Council Historic Environment Service
Norfolk Rural Community Council
Norfolk Wildlife Trust
Norfolk's Clinical Commissioning Groups
Norwich International Airport
Abellio Greater Anglia
Planning agents who work for the minerals and waste industry
The Ramblers' Association
Royal Society for the Protection of Birds
Visit East Anglia
Visit Norfolk

Duty to Cooperate bodies

(as specified in the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011))

Environment Agency
Natural England
Local Nature Partnerships
Mayor of London (where applicable)
Civil Aviation Authority
Homes and Communities Agency
Clinical Commissioning Groups
The NHS Commissioning Board
Historic England
The Office of Rail Regulation
National Highways
Transport for London (where applicable)
Integrated Transport Authorities
Highway Authorities
Local Enterprise Partnerships
Marine Management Organisation
Local Planning Authorities

Appendix 2 - Consultees on planning applications

Community involvement will include notification of the district, town and parish councils, and County Councillors and any relevant statutory bodies or consultees which could include one or more of the following:

Bus Service Enhanced Partnership Improvement Board
Civil Aviation Authority
Defence Infrastructure Organisation
Department for Environment, Food and Rural Affairs
Environment Agency
Equality and Human Rights Commission
Friends of the Earth
Forest Enterprise (England)
Health and Safety Executive
Highway Authority
Historic Buildings and Monuments Commission for England (Historic England)
Lead Local Flood Authority
National Farmers Union
National Highways
National Trust
Natural England
Network Rail
Norfolk Wildlife Trust
Norfolk's Clinical Commissioning Groups
The Ramblers' Association
Relevant electricity and gas companies
Relevant sewerage and water undertakers
Relevant telecommunications companies
Royal Society for the Protection of Birds
Secretary of State for Transport
Sport England

Norfolk Minerals and Waste Development Scheme & Statement of Community Involvement - Report from the Scrutiny Committee to the Leader of the Council

1 Background

- 1.1 At the meeting held on the 22 September 2022, members of the Scrutiny Committee received the final draft of the Norfolk Minerals and Waste Development Scheme (MWDS), and Norfolk Minerals and Waste Statement of Community Involvement (SCI). These documents contribute to the development of the Norfolk Minerals and Waste Local Plan and sits among a number of policies that make up the overall NCC policy framework.
- 1.2 The Scrutiny Committee has a clear role in providing challenge to any refresh or amendment to items that make up the policy framework. This is set out in section 11b of the NCC constitution, alongside guidelines around communication with members and the process leading to Full Council approval. The item must be considered by the Scrutiny Committee in good time, and the Committee are asked to provide a report to the Leader of the Council outlining a summary of discussions and any recommendations put forward by the Scrutiny Committee. This report will include details of any minority views expressed as part of the debate at the Scrutiny Committee. Having considered any report by the Scrutiny Committee, the Leader or Executive will agree proposals for submission to the Council and report to Council on how any recommendations from the Scrutiny Committee have been taken into account.
- 1.3 As above, this report will summarise the minutes from the discussion at the Scrutiny Committee, highlighting key points raised by Scrutiny members and outlining the recommendations agreed by the Committee.

2 Summary of discussions

- 2.1 The below is an excerpt from the minutes of the meeting held on the 22 September detailing the issues raised with relation to the draft MWDS and SCI. The full minutes and reports for this meeting can be found [here](#).
- 2.2 Cllr Eric Vardy (Cabinet Member for Environment & Waste) said that while the MWDS and the 2022 SCI did not form the minerals and waste local plan, and so did not refer to policies and sites, they were nevertheless important documents. The SCI set out how NCC would engage with individuals, local communities, and organisations about the wide range of cases relating to planning conditions and detailed opportunities for post decision engagement such as though liaison groups. The MWDS was in essence the timetable for taking the draft minerals and waste local plan through to adoption.

2.3 The Committee considered the following:

- It was suggested that on the County Council's website page relating to planning (as well as the statement of community involvement set out in the report) it should include hyperlinks that directed people looking to engage with the planning process for the first time to where they could access national and local policies about the planning process, alongside further information around expectations.
- It was pointed out that both the MWDS and the SCI were about the regulations and the planning process and not about the submission plan itself which was due to be published shortly. As such neither of the two documents required paragraphs that related specifically to environmental implications. This information would be made clearer to councillors and members of the public in the final plan.

3 Actions and recommendations

- 3.1 No formal revisions to the Scrutiny Committee forward work programme were agreed as a result of discussions.
- 3.2. No formal recommendations were moved or agreed by the committee regarding the content of either the MWDS or the SCI for consideration by the Cabinet Member or the Leader of the Council.

County Council

Item No:12.2

Report Title: Norfolk Youth Justice Plan

Date of Meeting: 11 October 2022

Responsible Cabinet Member: Cllr Fisher (Cabinet Member for Children's Services)

Responsible Director: Sara Tough, Executive Director Children's Services

Executive Summary

Full Council is being asked to agree and adopt Norfolk Youth Justice Plan, a policy framework document for the county council. Once adopted, this will replace the existing Norfolk Youth Justice Plan.

The Youth Justice Board's vision is of a Child First Youth Justice System and this year the requirements of the plan, set by the Youth Justice Board, have included the need to provide significantly more background information about Norfolk and marks a conscious move towards focusing on the system around children as a whole when considering the success of the Youth Justice Service.

The traditional performance indicators such as First Time Entrants to the youth justice system, numbers of children in custody and reoffending rates in Norfolk indicate that Norfolk has a strong performing Youth Justice Service (YJS), but we know that to achieve this the service requires the cooperation and proactive engagement from key partner agencies and stakeholders.

In Norfolk we have a robust track record of working in partnership, something evidenced throughout our response to the pandemic. The legacy of the pandemic, and specifically the impact that it has had on children's lives, means that it is more important than ever to work together.

Recommendations

- 1. Council adopts the updated Norfolk Youth Justice Strategic Plan as part of the policy framework**

2. Council endorses the Youth Justice Board's vision for a child first youth justice system as follows:

- Prioritise the best interests of children, recognising their particular needs, capacities, rights and potential and ensure all work is child focused, developmentally informed, acknowledges structural barriers, and meets responsibilities towards children.
- Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
- Encourage children's active participation, engagement and wider social inclusion, making sure meaningful collaboration with children and their carers is at the heart of our work with them.
- Promote a childhood that avoids coming into contact with the criminal justice system, using pre-emptive prevention, diversion and minimal proportionate intervention, minimising criminogenic stigma.

1. Background and Purpose

1. Local Authorities have a statutory duty to submit an annual Youth Justice Plan relating to the provision of youth justice services including how they will be funded, operate and what functions will be carried out. This plan should be formulated and implemented after consultation with partner agencies.
2. The plan should set out how offending behaviour of young people should be prevented and reduced.
3. Key partner agencies and stakeholders are each represented on the Norfolk Youth Justice Board.
4. Annual plans are an opportunity to review performance and development over a single year period and plan for the next year. This allows for any changes that have taken place over the past year, such as legislative and demographic, to be taken into account.
5. This year the requirements of the plan, set by the Youth Justice Board, have included the need for the service to focus on a strength-based approach and have urged Local Authorities to consider how system wide plans can be put in place to mitigate the effects of Covid 19.
6. Youth Justice Plans are required to be submitted on the template provided by the Youth Justice Board and payment of the youth justice grant is dependent on its timely submission. Norfolk Youth Justice Strategic Plan was signed off by the Board on the 15th July 2022.
7. This year the plan aligns to the FLOURISH framework for children in Norfolk.

2. Proposal

Norfolk Youth Justice Board is proposing the following priority areas over the next 12 months in response to local data, new legislation, statutory guidance and research;

Serious Youth Violence

What will we do	How will we know
<p>Ensure Youth Justice Service (YJS) meets the requirements of the Serious Violence Duty</p> <p>Work alongside relevant agencies in a coordinated approach to prevent and address serious youth violence and exploitation</p> <p>Continue to utilise the Youth Justice Board (YJB) Serious Youth Violence tool, local Power BI data and Child Criminal Exploitation (CCE) dashboard to monitor performance data and challenge the partnership accordingly</p>	<p>Monitor data on children who are subject to Released Under Investigation (RUI) police bail</p> <p>Reduced number of children who are victims and perpetrators of violence</p> <p>Joint working will enable opportunity to tackle and disrupt criminal gangs who make money from exploiting children</p>

Reducing Reoffending

What will we do	How will we know
<p>Analyse the review of the YJS service delivery model and impact on rates of reoffending</p> <p>Continue to work towards becoming a trauma informed service</p> <p>Continue engagement with the Community Safety Partnership</p> <p>Work collaboratively with partner agencies as a system to ensure that the right children get the right help at the right time</p> <p>Work jointly with partners to reduce the risk of children subject to RUI/police bail reoffending during that period</p> <p>Ensure plans/interventions are measurable</p>	<p>Monitor and evaluate the impact of the new service delivery model on our performance indicators</p> <p>Complete an in-depth analysis of softer outcomes</p> <p>Monitor and respond to any disparity affecting children with protected characteristics</p> <p>Evaluate trauma informed work to show improved outcomes for children</p> <p>A reduction in our reoffending rate</p> <p>Monitor data on children who are subject to RUI/police bail</p>

Diversion

What will we do	How will we know
Evaluate the new YJS service delivery model	Maintained a low level of first-time entrants
Continue to implement the recommendations from our Out of Court Disposal and Working with Girls reports	Monitoring and evaluation of diversionary activity will show improvements in the quality of work and outcomes for young people
Continue to implement the recommendations from the YJB work on Disparity	Reduction of reoffending
Ensure robust data is collated on our Diversion activity	Reduction of disparity in the Youth Justice System in Norfolk

Health and Wellbeing

What will we do	How will we know
Adapt and embed our new health offer/strategy	Children who need SLCN, mental health and wellbeing support receive it
Develop a pathway for addressing Speech, Language and Communication Needs (SLCN)	Increase the number of children receiving a trauma informed response through a case formulation approach
Integrate the full-time psychologist into all aspects of YJS work	Become a trauma informed service
Support children around healthy sexual relationships and reduce sexually harmful behaviour in collaboration with Tender.	Monitor data and evaluate the programme
Consolidate the work around substance misuse and harm reduction	Reduction in substance misuse

Data

What will we do	How will we know
Develop a set of data requirements, both qualitative and quantitative, that provides an evidence base to support youth justice outcomes in line with YJB requirements	Develop a logic model of impact, determinant and outcome measurements Utilise partnership data to be able to offer systemic response to children in the youth justice system

Disparity

What will we do	How will we know
Eliminate disparity with regards to the	Through established multi-agency group

<p>experiences of and outcomes for children from minoritised groups in relation to the youth justice system with particular focus on Eastern European children, Gypsy Roma Traveler, Black Asian and Minority Ethnic children and girls</p> <p>Implement the recommendations from the Youth Justice Board work on disparity</p> <p>Ensure work to reduce disparity is at the heart of all our work</p> <p>Work collaboratively with our partner agencies to ensure that as a system all understand the issues, and all are working to address them across the system at the earliest point</p>	<p>and local joint disparity protocol will scrutinise outcomes and processes</p> <p>Staff are skilled in identifying, challenging and eliminating bias in respect of all decisions they make</p> <p>Collect and analyse data to understand where disparity is occurring with a resultant reduction in disparity</p>
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Community of Practice (Adolescents)

What will we do	How will we know
<p>Develop a community of practice around adolescents as a mainstreamed way of working</p> <p>Work collaboratively with partners regarding the transition of children between services</p>	<p>Work with partners to develop shared approach, including culture, practice and desired outcomes for children</p> <p>Agency plans will be cohesive with no duplication and shared understanding of the child's journey and what support is required to meet need</p>

Enhanced Participation as a model for desistance

What will we do	How will we know
<p>Continue to embed and expand participation and co-production opportunities for children in touch with the youth justice system</p> <p>Review best practice including the Youth Justice Board Peer Power resource pack, and co-produce NYJS Participation Strategy utilising the Lundy Model of Participation and Manchester Participatory Youth Practice Framework.</p>	<p>An effective participation and co-production strategy is in place and children in touch with the youth justice system will feel empowered, heard and listened to</p> <p>Suitable feedback and response systems are in place so that feedback informs the way we work with children in the Youth Justice Service</p>

Education, Exclusions, Elective Home Education and SEND

What will we do	How will we know
<p>Reduce the numbers of SEND children who are in touch with the youth justice system</p>	<p>Maintain effective protocols and practices for working with statutory and post-16 education teams, to offer coordinated</p>

<p>Increase the number of children in education, training or employment who are known to the youth justice system</p> <p>Ensure those children receiving home education have positively elected to do so</p> <p>Continue to work with partner agencies to ensure schools and education colleagues understand the risks of exclusion, low school attendance and poor attainment to children and communities, and support them with considering and implementing alternative strategies</p>	<p>support</p> <p>Ensure access to comprehensive data to understand the profile of children in YJS and their educational status</p> <p>Provide coordinated support to children who are NEET</p> <p>Identify the gaps in post-16 provision and work with providers to address them</p> <p>Put an offer in place that provides professional development training for post-16 providers in the management of challenging behaviours</p> <p>Overall numbers of exclusion decrease, whilst attendance and attainment levels increase</p>
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3. Impact of the Proposal

Together with strengthening our relationships with partner agencies, renewed focus on working as a more singular cohesive youth justice system that sees children as children first will;

- reduce offending in the first place
- improve their life outcomes
- create safer communities with fewer victims
- decrease the use of custody and improve the safety and wellbeing of children who do enter the criminal justice system

4. Evidence and Reasons for Decision

- 4.1 There is wide acceptance, including from the Ministry of Justice, that evidence supports the Child First vision and approach to achieving better outcomes for children. Endorsements include the acclaimed Case and Browning 'Child First Justice: The Research Evidence-Base' (2021) report.
- 4.2 Our own data shows us that around 80% of children known to Norfolk Youth Justice Service have suffered abuse or trauma, 50% have suffered domestic abuse, over 60% had been excluded from school. 90% report concerns about

their mental health and 90% are involved in violence and/or criminal exploitation.

- 4.3 There is evidence to suggest that the Black, Asian and Minority Ethnic (BAME) children are overrepresented nationally and in Norfolk's Youth Justice System.
- 4.4 We know that the profile of girls becoming known to the youth justice system and other services is changing and we need to respond to this change.
- 4.5 Whilst there is much to be proud of about the strength of our partnership working in Norfolk, we know there are continued and emerging challenges which drive the need for all organisations working with children, young people, and families to come together to find solutions.
- 4.6 There are also legislative duties, policies and priorities which drive both our overall approach and day to day work. These include the Serious Violence Duty 2022 and Crime and Disorder Act 1988. The Children Act 2004 requires Norfolk County Council to make arrangements to promote co-operation between the authority, each of the authority's relevant partners, and other people and organisations working with Norfolk's children and young people, as well as 'Working Together to Safeguard Children' (2018) which stipulates that local agencies have in place effective ways of identifying emerging problems and potential unmet needs of children and their families.
- 4.7 Our shared responsibilities to adopt a collaborative approach towards children and young people are also reflected in the 'Working Together to Improve Health and Social Care for All' White Paper published in February 2021, which sets out legislative proposals for a Health and Care Bill. This aims to build on the collaboration seen through the pandemic and shape a system that is better able to serve people in a fast-changing world.

5. Alternative Options

- 5.1 None are being proposed.

6. Financial Implications

- 6.1 None

7. Resource Implications

- 7.1 Staff: None

7.2 Property: None

7.3 IT: None

8. Other Implications

8.1 Legal Implications: None

8.2 Human Rights Implications: None

8.3 Equality Impact Assessment (EqIA) (this must be included): N/A

8.4 Data Protection Impact Assessments (DPIA): None

8.5 Health and Safety implications (where appropriate): None

8.6 Sustainability implications (where appropriate): None

8.7 Any Other Implications: None

9. Risk Implications / Assessment

9.1 Given the leadership role that Children's Services holds within the Norfolk Youth Justice Service, not endorsing Child First as a vision and the 2022 annual strategic Youth Justice Plan as a shared ambition, would limit the effectiveness of the strategic partnership, hindering progress in improving outcomes for children and young people.

10. Select Committee, Cabinet and Scrutiny Committee Comments

10.1 The Norfolk Youth Justice Plan was taken to Cabinet on 5 September 2022. Cabinet did not recommend any changes to the Plan as reflected in the minutes which can be found [here](#).

- 10.2 Scrutiny considered the report at its meeting on 22 September 2022. No recommendations to the Norfolk Youth Justice Plan were moved or agreed by the committee for consideration by the Cabinet Member or the Leader of the Council.
- 10.3 No formal revisions to the Scrutiny Committee forward programme were agreed, but the chair agreed to consider how best to liaise with partner committee to monitor progress.
- 10.4 A report has been prepared from the Scrutiny Committee to the Leader of the Council and is shown in Appendix A. The report summarises the minutes from the discussion, highlighting key points raised by Scrutiny members and officers. The full minutes and reports for this meeting can be found [here](#).

11. Recommendations

Council adopts the updated Norfolk Youth Justice Strategic Plan as part of the policy framework

Council endorses the Youth Justice Board's vision for a child first youth justice system as follows:

- Prioritise the best interests of children, recognising their particular needs, capacities, rights and potential and ensure all work is child focused, developmentally informed, acknowledges structural barriers, and meets responsibilities towards children.
- Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
- Encourage children's active participation, engagement and wider social inclusion, making sure meaningful collaboration with children and their carers is at the heart of our work with them.
- Promote a childhood that avoids coming into contact with the criminal justice system, using pre-emptive prevention, diversion and minimal proportionate intervention, minimising criminogenic stigma.

12. Background Papers

12.1 Norfolk Youth Justice Plan

12.2 Youth Justice Plan Report to Council from Scrutiny Committee

Officer Contact

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

Officer name: Hayley Griffin

Email: Hayley.griffin@norfolk.gov.uk



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

Youth justice plan

Service	Norfolk Youth Justice Service
Service Manager / Lead	
Chair of YJS Board	Chris Robson

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1. Introduction, vision and strategy

Welcome and thank you for taking the time to read our annual update for the Norfolk Youth Justice Strategic Plan. Last year we published our plan for 2021-2024. I want to reiterate just how important this plan is as it shapes how we prioritise our work and resources over the next three years. This document will provide you with an opportunity to understand all the work we do to improve outcomes for our children and families. I asked last year that we all took some time to reflect on how we as individuals and agencies contribute to these aims. A year on it is still important that we do this. I have reflected on my foreword for last year's plan, and I believe the following statement remains at the heart of what we do, 'we must continue to act as a collective, working collaboratively and helping each other to deliver improved outcomes for the children, young people and families we encounter'.

This year has seen some significant changes in the way we have all worked. I remain hugely impressed with our Youth Justice Service¹ who continue to provide high quality provision for children and families who become involved in the youth justice system at all levels. I acknowledge the fact that we have a committed strategic Board with a broad multi-agency base. This year I want to develop the relationship between the Board and our front-line practitioners. This will enhance our understanding of their roles, which will allow for the Board to provide informed strategic leadership and support.

It is important that we do not lose sight of the children and families who are impacted by youth offending. We deal with some of the most vulnerable children in Norfolk both in terms of victims and offenders. The work we do can have a positive impact on outcomes at a key stage in many children's lives. This is a strategic document but behind each priority, each aim, each principle, lies the ambition to 'help individuals to build on their strengths so they can make a constructive contribution to society, prevent offending and create safer communities with fewer victims'. We have a child first approach to all that we do and our vision as a partnership is set out later in this document.

Finally, I would like us to consider the impact our work can have, not only on children and families, but on those who support them. It is important that we recognise that the impact can be far reaching. Entire communities can be affected by the work we do. I would also like us to ensure we support the front-line staff who work tirelessly to bring positive change for our children. They deal with traumatic situations, see children and families in times of crisis and difficulties and it is important that we offer them the support they deserve. Thank you for your continued support.

Chris Robson
Independent Chair, Norfolk Youth Justice Board

¹ The organisation is in the process of changing from Norfolk Youth Offending Team to Norfolk Youth Justice Service. As a result, both titles may be referenced in this document.

The Norfolk Youth Justice Board subscribes to the Youth Justice Board's vision for a child first youth justice system as follows:

Our Vision: A youth justice system that sees children as children, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society. This will prevent offending and create safer communities with fewer victims.

Our Aims:

- Reduce the number of children in the youth justice system
- Reduce reoffending by children in the youth justice system
- Reduce the use of custody
- Improve the safety and wellbeing of children in the youth justice system
- Improve outcomes for children in the youth justice system

Our Guiding Principle: All agencies should consider children involved in the youth justice system as a '**child first**'.

Our Ways of Working

1. Prioritise the best interests of children and recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.
2. Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
3. Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their parents/carers.
4. Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.



This year we will ascribe to the FLOURISH framework for Norfolk:

'We want Norfolk to be a county where all children and young people can flourish'

2. Local context

Demographics:



907k
Population growing
to 1m by 2040



450
Schools
(83% good or outstanding)



3
Acute hospitals +18
community hospitals



Police
Co-terminus police
force

1 Ambulance
Trust

1 Clinical Commissioning
Group (was 5)

1 Mental
Health Trust

2 Community
health providers



243,755
people aged under 25
in Norfolk

19%

of the population are
0-17 (2021)

84th ranking in deprivation indices
with concentrations of need in
some coastal and market towns but also in areas
of the city and some rural poverty



5.6%

increase in children and young
people over 10 between 2017 -
27 – 5.1% nationally

Social Care:



1 in 6.6
live in poverty
(1 in 6 nationally)



1092
Children in care



2057
Children in Need (CIN)
(1218 child in need plans)

1959 Family Support cases

592 Children on Child Protection

Education:



35%

of the population has
an NVQ4+ qualification
(43% nationally) and 7% have
no qualifications



60%

KS2 – 60% met the
expect standard in
2019, compared with
65% nationally



3.8%

of 16-17-year-olds
are not in education,
employment or training
(2020) England 2.31%



49.2

KS4 – The average
Attainment 8 score
was 49.2 (50.2
nationally)

22,806

children with special educational needs



3,067
Children in Special and
Complex Needs schools

14.9%

of school pupils are
from a minority ethnic
background (Jan 2020)
33.1% nationally

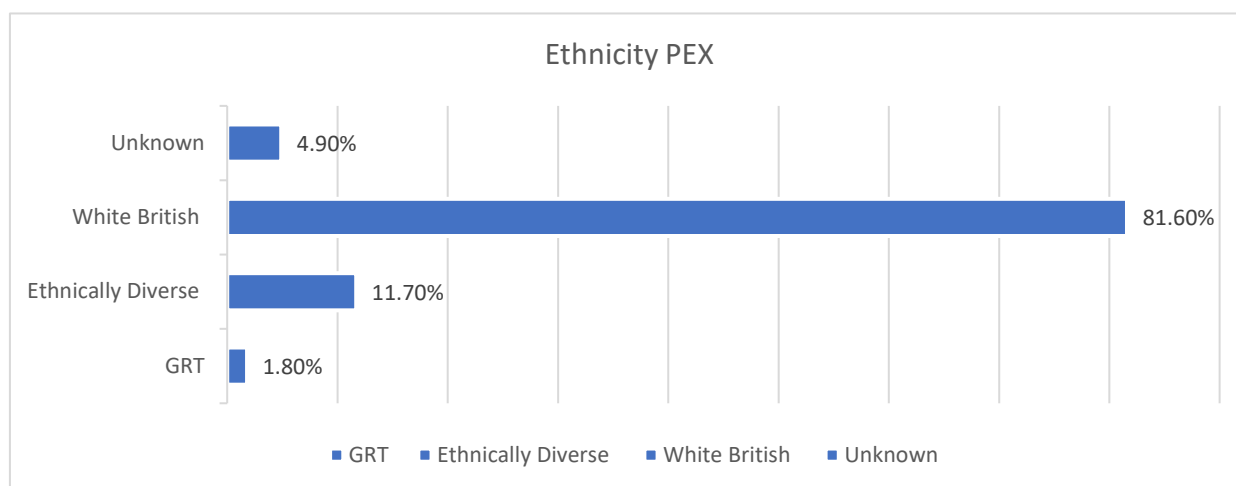


163 confirmed exclusions between
Sept 21 and May 22



105 boys
32 girls

14% SEN Support
4% EHCP



Crime Rate:



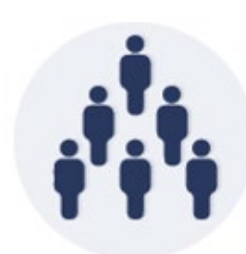
2.8 per 1000
Drug offences



7.7 per 1000
Criminal
Damage



3.0 per 1000
Sexual offences

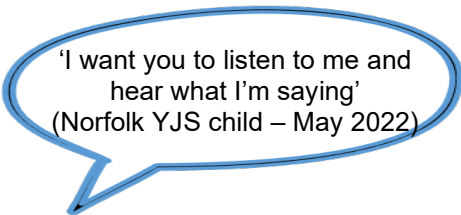


33.1 per 1000
Violence Against
the Person

3. Child First

1. See children as children

- Working to become a trauma informed service (psychological consultations, case formulations, specific training around child and adolescent development, PSRs reflecting the child's experience of trauma and impact on offending).
- Responding to structural barriers in a number of ways, for example working closely with our partners in education to prevent individual children being excluded from school or being educated inappropriately from home; working to reduce the unnecessary criminalisation of children looked after, joint protocol in place recognising unique needs of children looked after.
- Ensuring children in youth justice have supported access to mental health service (HEALIOS).
- Working to minimise disparity in the youth justice system (recording, recruitment, case work, audits).
- Working with partners to ameliorate negative impact of change and transition for a child, for example to ease the child's transition from youth justice into probation, we have agreed that Integrated Offender Management Unit will triage all our transitioning children.



'I want you to listen to me and hear what I'm saying'
(Norfolk YJS child – May 2022)

2. Devise pro-social identity for positive child outcomes

- New panel process which includes representation from Social Care and Early Help to ensure the right service responds to the needs identified and the worker with the best relationship with the child delivers the intervention, ensuring duplication is reduced within the system.
- Bespoke Referral Order packages for children and strong focus on meaningful restorative practice.
- Volunteer Panel Members trained in restorative practice and child first principles which enables them to facilitate outcome focused panels and co-produce contracts with children.
- Community of Practice - building relationships between professionals allows for greater shared understanding of the child and their needs.
- Child-led assessment form developed for non-statutory YJS children.

3. Collaboration with children

- Intervention plans are co-created with the sequencing led by the child, all work is recorded in a variety of ways (photographs, worksheets, poetry etc) and the child keeps the work at the end of their intervention
- Children participate in all Norfolk YJS recruitment
- Involvement of children in the design of the Norfolk Youth Justice Service logo
- Co-design of the participation strategy

4. Promote diversion

- Focus on Out of Court Disposals (OoCD) to ensure that children receive interventions designed to create constructive opportunities to help them realise their potential and divert away from courts. Our work in OoCD is needs-responsive and strengths based
- Interventions are bespoke for each individual child
- Joint disposal protocol developed to ensure maximum uptake

4. Voice of the child

Feedback from children, families, victims and other stakeholders forms a crucial element of how we measure and monitor quality in Norfolk YJS, with a particular focus on considering the impact of work on individuals. This also includes compliments and complaints from those who we work with. Hearing from children directly provides immediate evidence of whether outcomes have been achieved. Feedback from children, parents and victims can be found at Appendices [7](#), [8](#) and [9](#).

In the 2021 plan we highlighted the positive and negative things that children told us. Here are two examples that illustrate how we respond and learn from children's feedback.

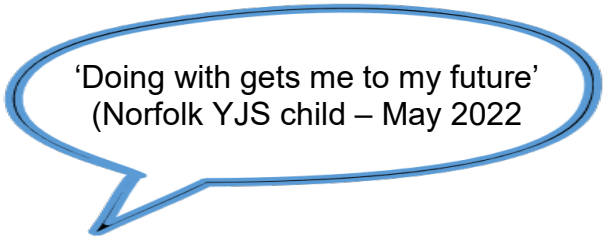
A number of children told us they had difficulty in remembering and prioritising appointments. They also told us they used digital platforms to communicate with their friends. Norfolk YJS provided smartphones to all front facing staff. This meant we could alert children to appointment times in advance using WhatsApp.

Some children disliked the fact that all contact during COVID was virtual. As such, Norfolk YJS has worked hard in the last year to move appointments back to appropriate office space.

The 2021-24 annual plan focused on participation as one of the main priorities. To this end, a Participation and Service User Group meets bi-monthly linking to the Quality Assurance and Service Development Group. These two groups are the main platform to ensure that participation is at the heart of everything we do. It ensures we have the best systems to collate feedback from children to inform future service delivery.

Methods of feedback collation include:

- Exit survey
- Child and Parent review
- Referral Order Panel feedback
- Thematic surveys
- Groupwork
- Self-Assessment



'Doing with gets me to my future'
(Norfolk YJS child – May 2022)

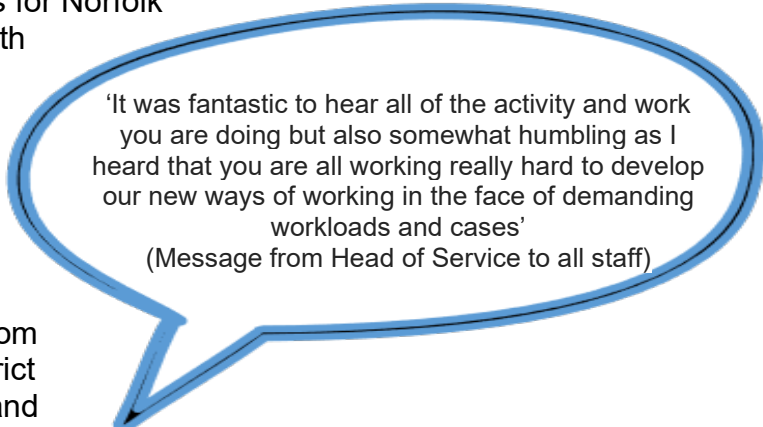
We strive to ensure the child's voice is visible and heard in everything that we do.

- Children recruitment panels are an integral part of all of our recruitment.
- Children assisted in the rebranding design of the Norfolk YJS logo.
- Children are involved in the development of Norfolk YJS's participation strategy.
- Child mentor assisting with groups.
- The child is involved in co-producing their assessment and a plan of work and deciding on sequencing.

The Out of Court Disposal Assessment tool has been designed to encourage children's active participation from the very start and includes many opportunities for children's own words, thoughts and feelings.

5. Governance, leadership and partnership arrangements

Direct governance arrangements for Norfolk YJS are through the Norfolk Youth Justice Board, which is chaired by an Independent Chair. As well as the statutory partners the Board includes additional representation from the Countywide Community Safety Partnership, Housing Services, Public Health, representatives from Norfolk's Borough, City and District Councils, Her Majesty's Courts and Tribunals Service and the Magistracy.



'It was fantastic to hear all of the activity and work you are doing but also somewhat humbling as I heard that you are all working really hard to develop our new ways of working in the face of demanding workloads and cases'
(Message from Head of Service to all staff)

The statutory requirement according to legislation requires practitioners seconded from the Police, Health, NCC Children's Services and the Probation Service. We currently are unable to recruit social workers or Probation staff. We are aware that the difficulty in placing probation staff is a national issue and negotiations are ongoing nationally to find a solution (see Resources and Services section). Our Health offer includes a Clinical Psychologist. We also directly employ practitioners with skills in achieving positive change, reducing substance misuse, delivering restorative justice, including working with victims of youth crime, community reparation and working with parents.

Norfolk YJS sits within the directorate of Children's Services Social Care with line management of the Head of Service provided by an Assistant Director.

The YJS is represented by the Head of Service or nominated YJS strategic lead on a wide range of partnership boards and contributes to their action plans and strategic direction. These currently include the Norfolk Safeguarding Children Partnership, the Local Criminal Justice Board, Norfolk County Community Safety Partnership, the OPCC's Reducing Reoffending Board, Girls and Women in the Justice System Group, the MAPPA Strategic Management Board, the Vulnerable Adolescent Group, the Exploitation Oversight Forum, the Community of Practice around Adolescents and the Channel Panel. The Norfolk Youth Justice Board is represented by its Chair on the Norfolk Public Protection Forum, comprising of all chairs of strategic multi-agency groups, which has a key role to put in place effective arrangements for ensuring that people in Norfolk, particularly the most vulnerable in our society, are properly protected.

All key partners are represented on the Norfolk Youth Justice Board, which can extend its membership to other partners to ensure the progression of a specific development issue. This ensures the Board is best placed to address any barriers to effective multi-agency working and can therefore make an effective contribution to delivering outcomes.

Our primary customers are children in touch with the youth justice system, their families and the victims of youth crime. We also work with children to prevent them entering the youth justice system through our diversionary point of arrest scheme work. Secondary customers would include all communities in Norfolk who are affected by the criminal and anti-social behaviour of children.

We are committed to ensuring that children and their families have a voice and influence in the youth justice system.

Projects and Partnerships

Norfolk YJS hosts and supports the Children's Services Restorative Approaches Team and sits on the Restorative Approaches Strategic Board.

Norfolk YJS is funded by the Addiction, Diversion, Disruption, Enforcement and Recover Project (referred to as ADDER), to deliver a custody pilot project in the Police Investigation Centre at Wymondham.

Jointly with Norfolk Constabulary and Adult Services, Norfolk YJS commissions an Appropriate Adult Service for children to ensure their legal rights are adhered to in Police Investigation Centres.

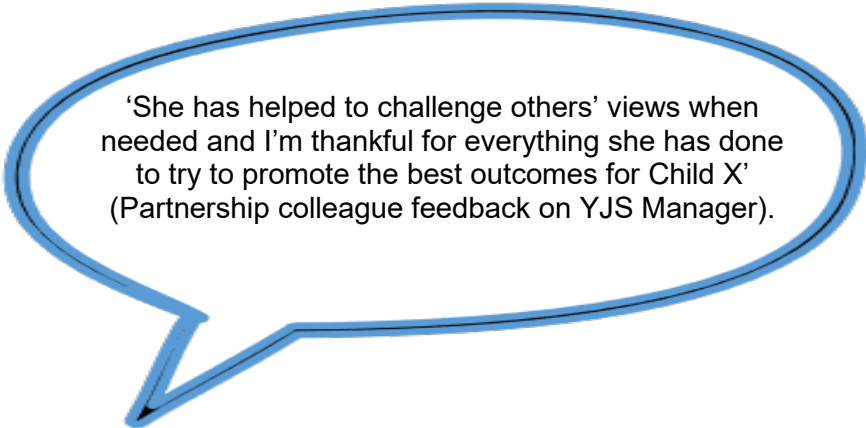
6. Resources and services

Norfolk YJS does not have a base budget, but each year seeks contributions from the four statutory partners. The Norfolk Youth Justice Board oversees the Pooled Partnership Budget quarterly, which is approximately £3,954,247 for 2022-23. This ensures service delivery is carried out effectively, efficiently, and responsively to the demands required. In 2021-22, 89% of the Youth Grant was spent on core staff salary, with the remaining money contributing towards travel, training, case management software and service agreements. This will continue for 2022-23 expenditure. A detailed breakdown of the budget is included at [Appendix 3](#).

In addition to the monetary funds our partners provide, Norfolk YJS receives the following additional resources in the form of seconded staff:

- 4 FTE social workers (currently replaced by Senior Practitioners)
- 3 FTE education workers
- 1.5 FTE probation officers (currently replaced by a Transitions Operations Manager)
- 3 FTE police officers
- 3 FTE health workers/clinical psychologists

It is anticipated that additional funding from Project ADDER will continue. The Norfolk YJS workforce has largely been stable for many years but in 2020-21 it saw an increasing turnover of staff. Reasons for leaving included professional development, professional training and promotion. COVID19 and smarter working have also impacted on staffing levels.

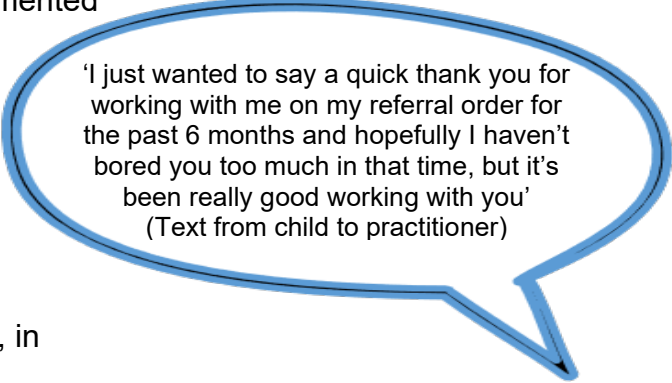


'She has helped to challenge others' views when needed and I'm thankful for everything she has done to try to promote the best outcomes for Child X' (Partnership colleague feedback on YJS Manager).

7. Progress on previous plan

Reducing Reoffending

- The new delivery model was implemented in July 2021 and is due for review between July and September 2022.
- High risk or exploitation caseloads have reduced by 40%.
- Case consultations have been implemented allowing YJS practitioners a space, facilitated by a clinical psychologist, in which to reflect and consider how early life experiences have impacted on a child's offending behaviours.
- Psychological case formulations commenced April 2021, these promote psychological trauma-informed thinking in the entirety of the professional network surrounding the child and are facilitated by a clinical psychologist.



'I just wanted to say a quick thank you for working with me on my referral order for the past 6 months and hopefully I haven't bored you too much in that time, but it's been really good working with you'
(Text from child to practitioner)

Diversion

- Out of Court Disposal specialist strand developed alongside triage and panel.
- Multi-agency joint decision-making panel in place.
- The introduction of scrutiny and escalation around joint decision making.

Health & Wellbeing

- Adapted health offer to suit the children. It includes physical and mental health as well as forensic and clinical psychological input.
- Full-time Clinical Psychologist now in post.

Data

- Logic model of impact, determinant and outcome measurements has been developed. Next steps to include specific data sharing between partner agencies to drive needs analysis.

Disparity

- All YJS staff understand disparity in Norfolk. Partners have been identified to establish a multi-agency group. A YJS working group has been established, looking at all areas of work. Operational Leaders report back on issues of Disparity within their strands and cases are being escalated.
- The Child Centred Policing principles have been adopted in the OoCD joint protocol.
- Quality Assurance: dip sample tool adapted in line with the revised HMIP inspection standards.
- Case management workshop included content re diversity factors and recording expectations.
- Reviewed Workforce Development Strategy includes training on anti-discriminatory practice and cultural competence.
- Restorative circles held for staff focusing on issues of racism.

Community of Practice

- The Community of Practice Charter has been published and plans are in place to develop a Community of Practice within Norfolk adolescent services.

Enhanced Participation

- Introduced Norfolk YJS Participatory framework based on the Lundy Model of participation and Manchester Participatory Youth Practice Framework.
- Participation Strategy currently being co-produced with children.

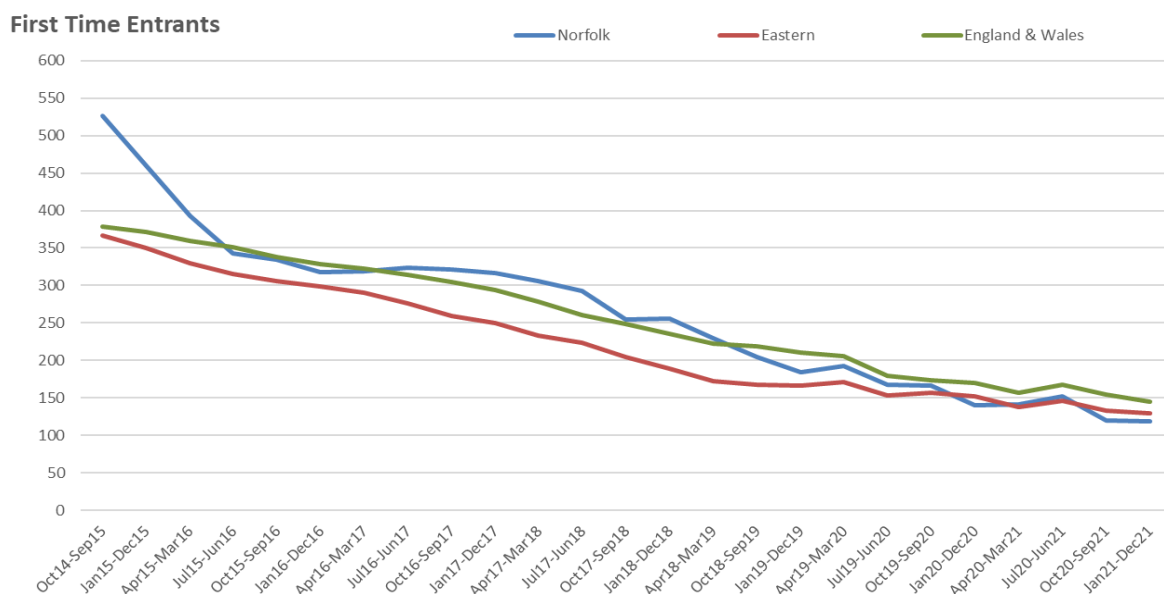
Education

- Norfolk YJS have a clear protocol for working with the Inclusion, Children Missing Education Team, Virtual School and Home Education teams, and the newly established Section 19 team that results in coordinated support for children in touch with the Youth Justice System.
- There is strengthened joint working between Norfolk YJS and the Participation and Transitions Strategy Team as a bridge to post 16 opportunity providers.

8. Performance and priorities

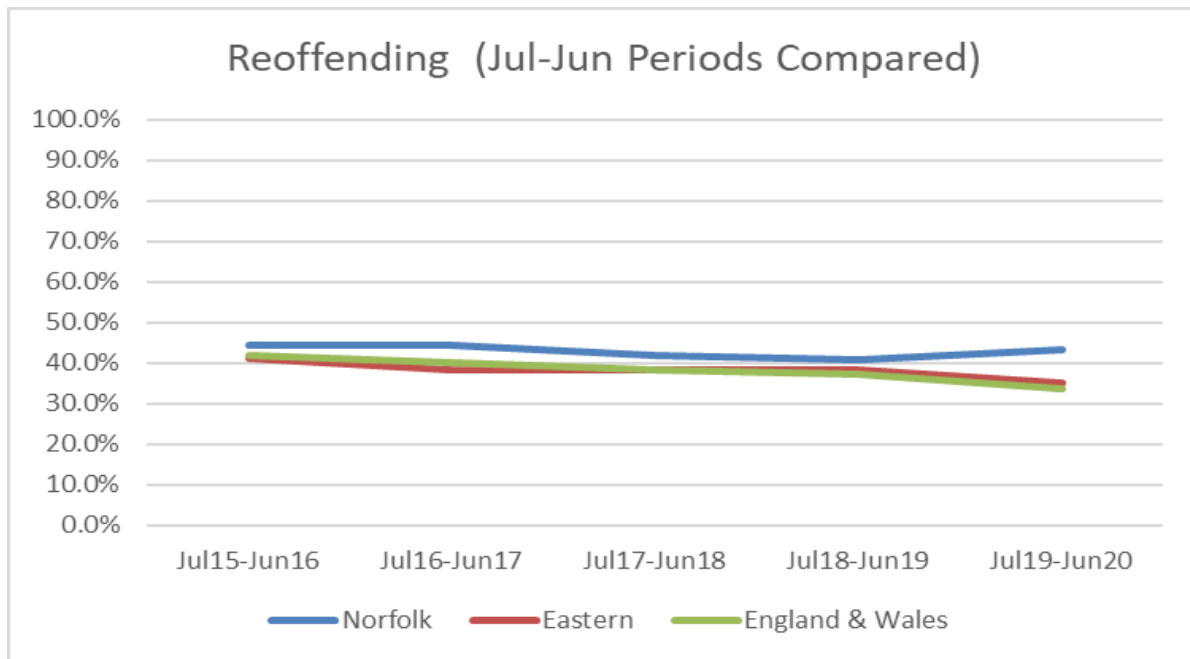
First time entrants (FTEs) to the criminal justice system:

The joint Norfolk YJS and Norfolk Police diversionary Challenge For Change project (also known as C4C) has continued to impact on reductions in FTEs, and forms approximately 60% of the YJS's workload. In the last year concerted focus and development on Out of Court Disposal work has led to a robust joint decision-making panel. It is likely that this stronger working relationship between all agencies has led to continued reduction on first time entrants.



Reoffending:

Reoffending rates continue to track above the regional and national rates. Norfolk YJS continue to produce current local reoffending data which enables monitoring of offending in each of the tiers of intervention. Reoffending remains the key priority area.

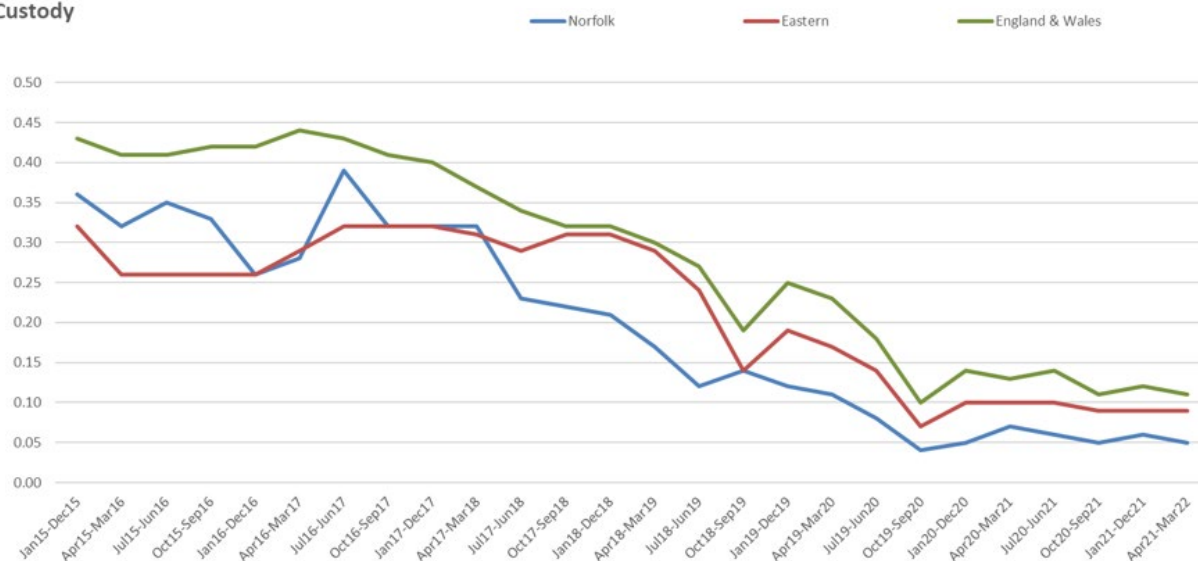


Use of custody, (in both remand and sentencing):

Norfolk continued its successful trend of reducing the custodial rate and compared favourably with the regional and national trends. There is a strong concordance rate (84% in 2021) between Pre-Sentence Report recommendation and sentence. Violent and drug offences remain the most likely reason for children to receive a custodial sentence.

'The author explored every option and provided the Court with the deepest insight into child X and the problems he faces. Would that every PSR I receive were of the quality of this one.'
(HH Judge Shaw).

Custody



There was a fatal stabbing incident in Norwich in January 2022, this led to an escalation in gang activity and violent crime, which in turn has resulted in a number of child remands.

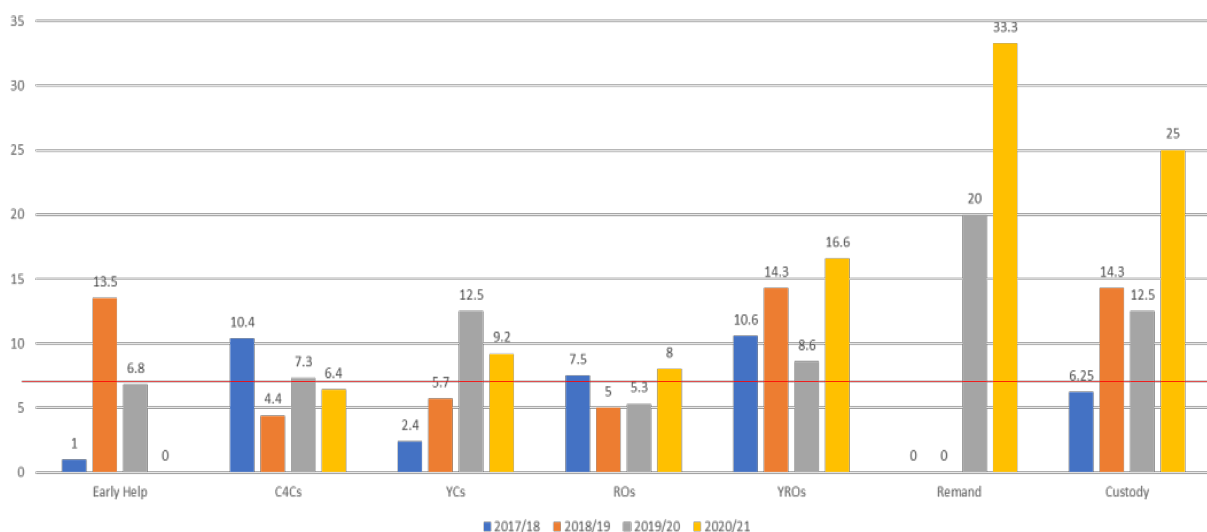
Remands 2021 to 2022



Over-representation within Norfolk YJS cohort:

There is evidence to suggest that the Black, Asian and Minority Ethnic (BAME) data for Norfolk has increased since 2011. The census data is out of date, and we are awaiting the release of the 2021 results. Norfolk school pupil ethnicity data has been obtained from Public Health to provide an alternative and more up-to-date ethnicity comparator. The data shows BAME for Norfolk school pupils as 7% (red line in graph below). The Public Health ethnicity data is based on school pupils in 2019 which should be a more accurate reflection of current ethnic trends within Norfolk.

The graph below shows disparity for years 2017-21. This is largely in line with the national data showing over and under representation of children on different interventions. BAME children disproportionately receive more serious disposal.



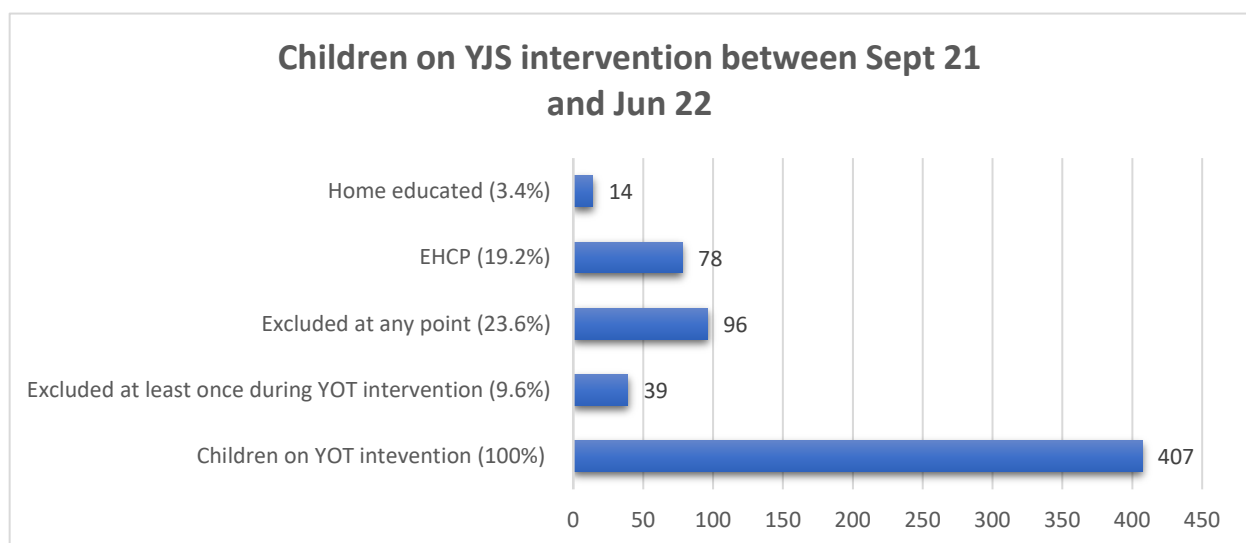
Education:

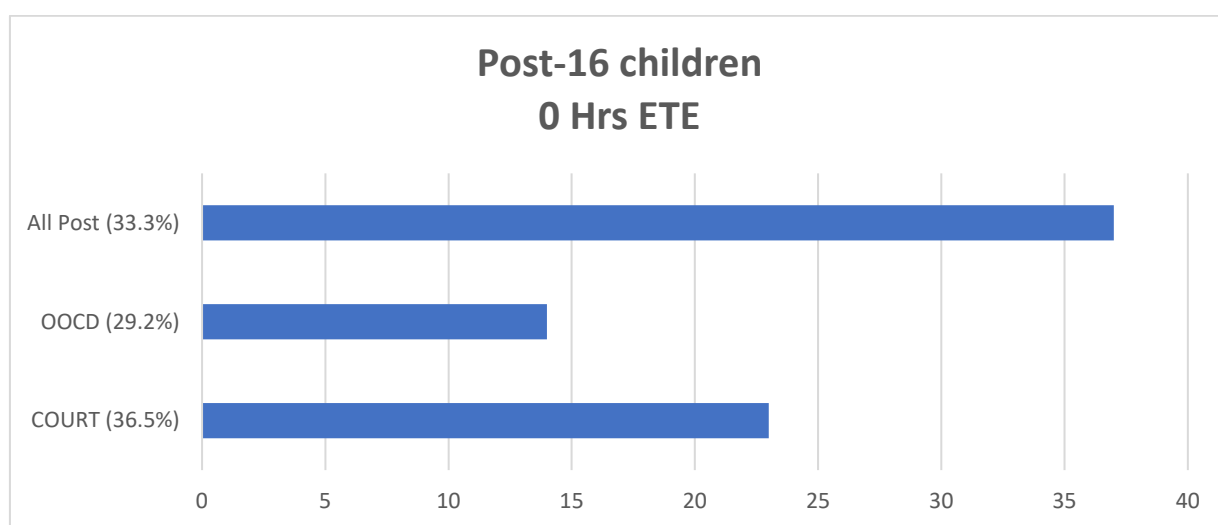
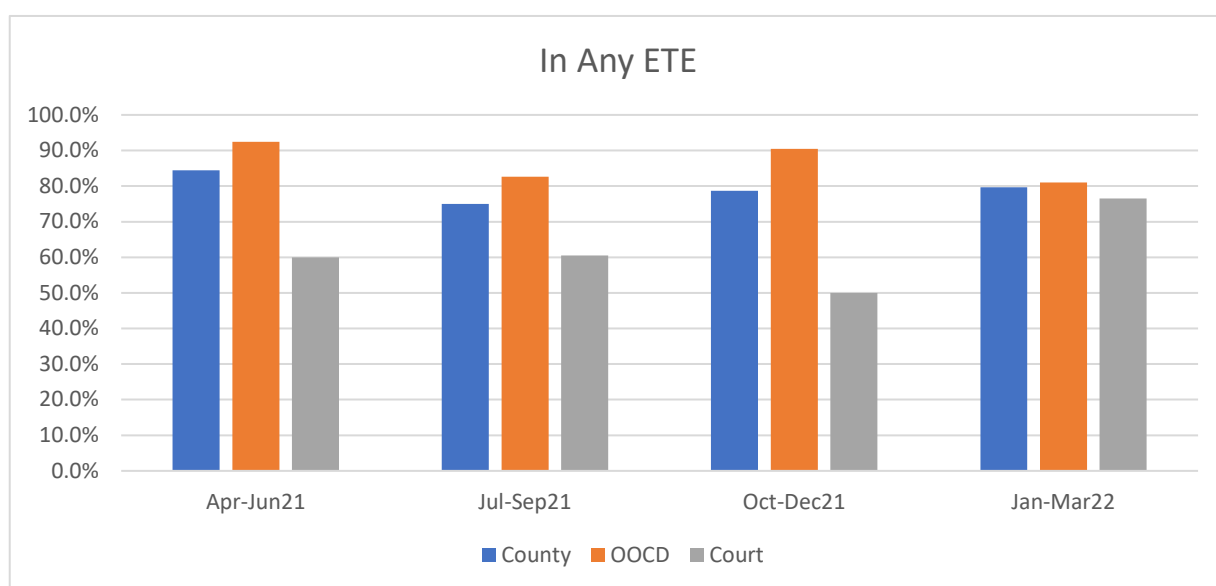
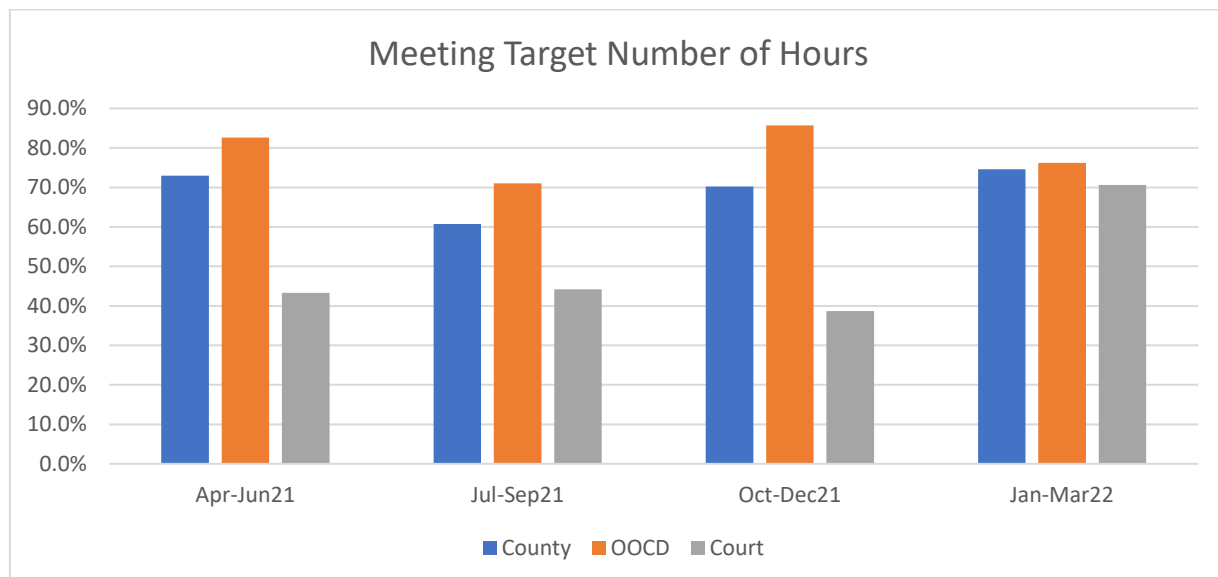
There are two Education representatives that sit on Norfolk Youth Justice Board. The Assistant Director of Education Quality Assurance, Intervention and Regulation and the Participation & Transition Strategy Manager. Within Norfolk YJS's staffing profile there are three full-time Education Training and Employment Coordinators covering the whole county, centrally line managed. The team has got strong links with the Inclusion and Opportunity Service, Home Education, Section 19 and Participation and Transition Strategy teams. A clear protocol is in place and teams are attending each other's team meetings which enables effective information sharing and early detection of issues in relation to individual children. Norfolk YJS also enjoy good links with the SEND and Virtual Schools team.

The two Board representatives are leading on a working group currently focusing on improved data sharing between the systems and increasing the knowledge amongst staff with regards to SEND. Attendance at the Norfolk Provision Network has helped us develop relationships with post-16 providers. The working group is focusing on identification of best practice in relation to positive engagement with children that encourages them to stay in post-16 education.

Norfolk YJS currently holds a Youth Justice SEND Quality Mark. This is due for renewal later this year and will feature as one of the Education priorities.

Childrens Services Education teams have good relationships with academy trusts in Norfolk. Norfolk YJS ETE coordinators have built positive relationships with some individual schools.





Over-represented Children:

Norfolk Youth Justice Board is fully aware of its responsibilities under the Equality Act 2010. The Board has created a multi-agency sub-group, chaired by a Board member and supported by a YJS Area Manager, to provide greater insight and increased governance.

Norfolk Youth Justice Board have endorsed recommendations made following the local Disparity audit. The findings of this audit will form the basis of our next 12-month plan to address disparity. The multi-agency sub-group will take the recommendations forward and report to Board on progress.

The Board will also seek to address other areas of disparity including socio-economic factors that impact on our children's opportunities. The Board will seek re-assurance from partner agencies that they are committed to working jointly to reduce disparity.

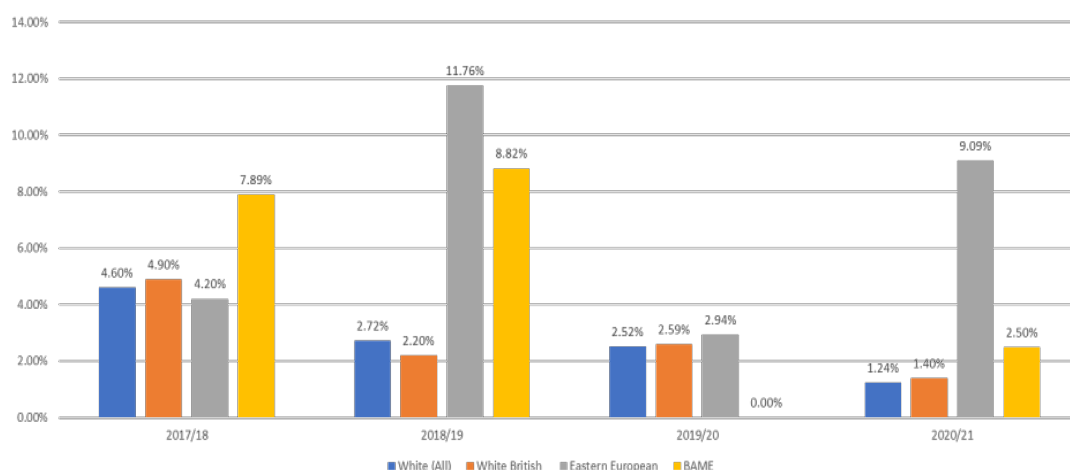
Rates of children on diversion prior to receiving a Referral Order:

Years	BAME	White
2017-18	10%	29.10%
2018-19	50%	38%
2019-20	40%	43.80%
2020-21	28.60%	42%

The overall number of children on Referral Orders has been steadily declining in the last four years with no significant disparity between white and BAME children, however the data shows that white children were consistently more likely to have been offered diversion prior to receiving a Referral Order apart from one reporting period.

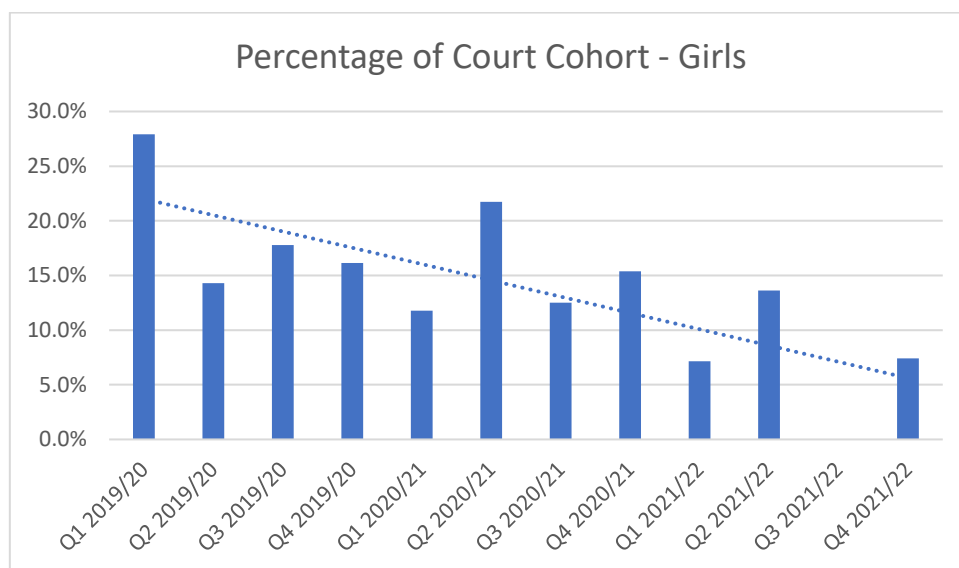
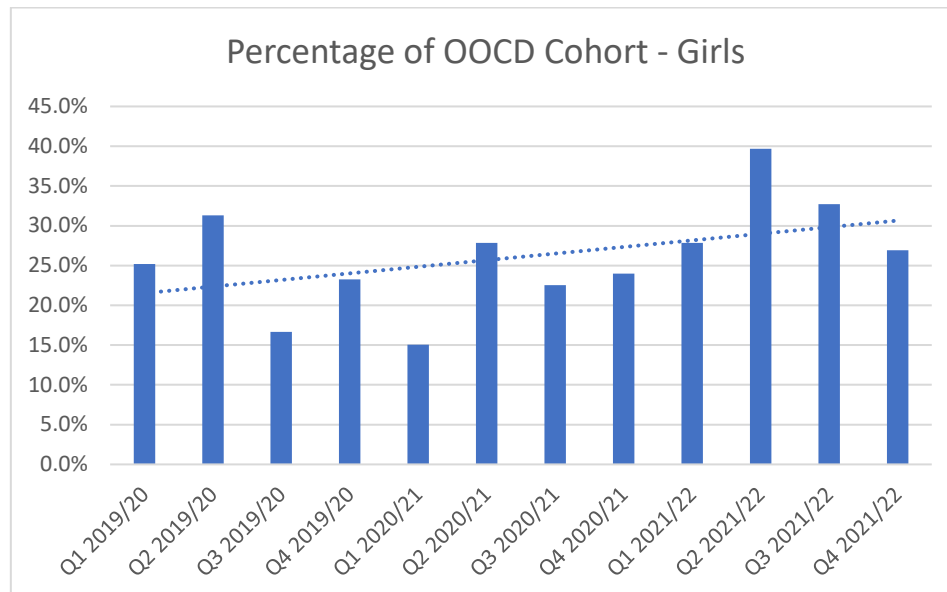
Disparity in Breach action

As part of the diversity audit, a more in-depth analysis of Eastern European children on statutory orders has been completed. It is difficult to establish whether any disparity exists in relation to children from Eastern Europe due to lack of comparable data, however we were able to establish that Eastern European children on statutory orders are more likely than BAME children to be breached. Both groups of children are more likely to be breached than their white or white British counterparts.



Girls

There is a correlation between the rise in Out of Court Disposals and the decrease in the number of girls receiving statutory disposals from court.



An in-depth analysis of Norfolk YJS data in 2021 in relation to girls, shows that the peak ages for girls working with YJS at the start of an intervention peak between 15-16 years. At the age of 17, these begin to slowly decline. 16.3% of girls were looked after but only 9.4% of boys were looked after in the same reporting period. The same proportions of girls and boys were subject to child protection proceedings (6.9%). The highest proportion of girls were engaged with Out of Court Disposals and the 3 offences which featured higher than others were Assault by Beating, Criminal Damage to property and Common Assault.

A sample of 15 cases was also analysed to help Norfolk YJS to understand specific needs of girls and best practice in relation to this cohort of children. Recommendations from the final report are currently being implemented across the Youth Justice Service and include:

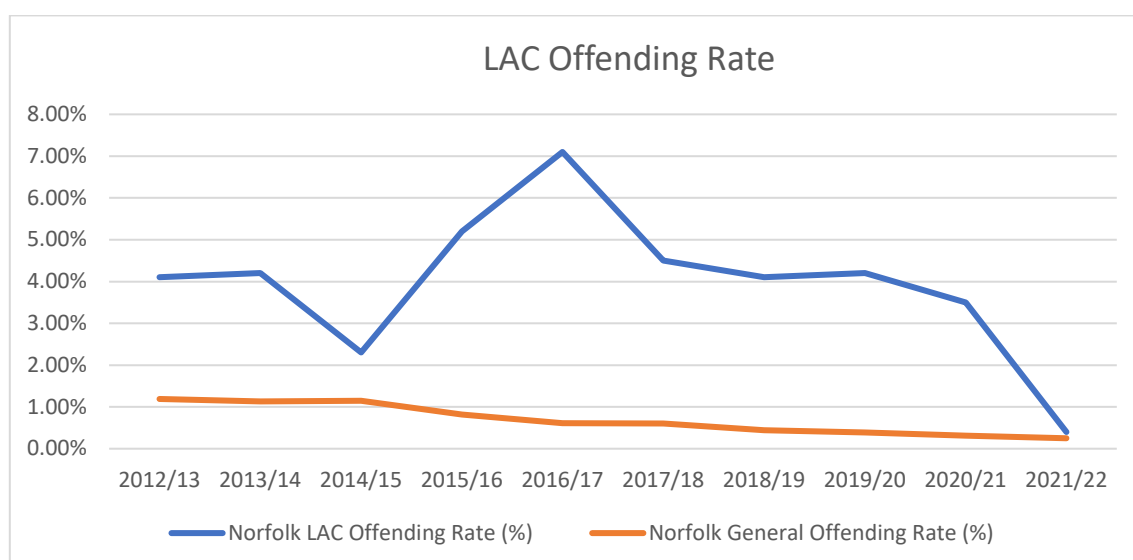
- Ensure staff working with girls are adequately skilled and have an understanding of research and theory; concepts of intersectionality and adultification, specifically in relation to ethnicity
- Interventions for girls to be built in line with trauma-informed responses/approaches
- The use of appropriate language within the policies and ways of working (gendered stereotypes, unconscious bias)
- Identify and understand the link between girls assessed at risk of Child Sexual Exploitation (CSE) and Child Criminal Exploitation (CCE)
- Identify community-based organisations to support our work around girls and help with exit strategies/pathways away from the criminal justice system
- Work to reduce disproportionality/overrepresentation of girls within the criminal justice system
- Review our approach to transitioning girls to the adult system

Looked after Children

A Joint Protocol to Reduce Criminalisation of Looked After Children was first introduced in Norfolk in 2017. The changes to practice that had been implemented in Norfolk incorporated all children in residential care whether that be in the private or in-house residential settings. The principle of the partnership approach was that every professional had a responsibility to strive to understand the underlying causes of a child's behaviour, and make every effort to avoid unnecessary criminalisation with a key focus on restorative practices.

'We can see her high degree of professionalism and just how much she invests in Child X going on to have a safe and fulfilled life in the future'
(Foster parent feedback on practitioner)

Since then, we have seen a reduction of numbers of looked after children who receive a criminal justice outcome. The most recent Norfolk YJS records show that out of 501 looked after children, who have been looked after for more than 12 months, 3 received a criminal conviction in 2021-22 which shows a reduction from the previous year with 20 out of 576 children receiving a criminal conviction. The most recent data for national comparison is from 2020-21. The national percentage is 2% whereas Norfolk is 3.5%.



Prevention:

In Norfolk, 'Early Help' is not a specific team or service, but a system wide approach to early intervention and prevention.

A wide range of services and support are available in Norfolk from commissioned services, community organisations, digital signposting, and voluntary groups.

Our Community and Partnerships Service support partners and families to consider and identify the most appropriate early help response. The service provides a coaching and mentoring role to professionals when undertaking an Early Help Assessment and Plan (EHAP), if required. At any time, there is approximately 1300 children being supported with an EHAP. The Service also has a function that supports communities to help build capacity and resilience for children and families.

When families have more complex needs that require targeted intervention, they can access our Family Support Teams. Our Family Support Teams provide skilled interventions to prevent needs escalating, that without support may require statutory intervention. There are 18 Family Support Teams working across the 7 districts in Norfolk, supporting approximately 2000 children at any time.

Diversion:

Diversion embraces our restorative culture of collaborative multiagency working, based on an ethos of relationships, engagement and outcomes that have a positive impact for children and the wider community. In addition, the use of a diversion panel approach supports the Youth Justice Board's 'Child First' approach. By placing the child at the centre and exploring the needs that potentially drive the behaviour, decisions will be made holistically rather than taking a prescribed and inflexible approach where decision making is led by offence type.

All work adheres to the Child Centred Policing Principles created by using the four pillars of procedural justice and the views expressed by children based on the United Nations Convention on the Rights of the Child (UNCRC) Rights. The four key principles are:

- Non-Discrimination.
- Decisions made in the best interests of the child
- The right to survival and development.
- The views of the child.

Norfolk YJS will work to ensure that our diversionary activity is open to all children, paying particular attention to those children that we know are disadvantaged by the current system.

Diversion criteria:

Before any Out of Court Disposal can be considered the Police must ensure that certain criteria are met ([Appendix 4](#)).

Norfolk YJS's Diversion scheme consists of Police-led Triage and multi-agency, joint decision-making panel (Police, YJS, Social Care, Restorative Justice, Community and Partnerships). A comprehensive strength-based assessment will evaluate the needs of the child. The most appropriate agency will work with the child.

Norfolk YJS is currently collating data on volume of referrals and interventions, types of offences, characteristics of the children and reoffending. This is quantitative data which helps us to understand our cohort of children on Diversion and profiles any disparity issues. In regard to quality assurance, regular audit activity is undertaken, and all assessments are quality controlled. The audit activity thus far has identified management oversight requires improvement and planning needs to be developed. Our risk management, previously highlighted as an area for improvement, has developed as a result of the introduction of a robust assessment tool. Joint Norfolk and Suffolk Out of Court Disposals Scrutiny Panel meets regularly looking at decision making in relation to both adult and child cases.

Our current analysis shows a higher proportion of girls in this part of the service. We are in the process of adapting our interventions to be responsive. We will also prioritise looking at evaluating softer outcomes. The below data reflects the number of children assessed in our diversion scheme and the outcomes.

	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22
a) Number Referred for Triage	72	17	39	29	41	53
of (a) the number returned to Police	4	1	3	1	5	1
of (a) the number receiving a Community Resolution	13	5	4	4	2	5
of (a) the number receiving a Youth Caution	1	0	1	0	0	1
of (a) the number receiving a Youth Conditional Caution	2	0	0	0	0	0
of (a) other outcomes	9	0	5	1	1	3
of (a) the number referred to Panel	43	11	26	23	33	43
Other Outcomes: (ongoing, not engaged, court, other agency, out of area and others)						
b) Number of children assessed for panel	10	27	20	26	37	25
of (b) the number returned to Police	0	1	2	0	0	0
of (b) number with Children's Services	0	1	0	0	1	1
of (b) number with other services	0	2	0	0	1	0
of (b) the number receiving a Community Resolution	0	0	3	3	10	9
of (b) the number receiving a C4C	8	19	10	15	17	11
of (b) the number receiving a Youth Caution	2	1	1	3	4	1
of (b) the number receiving a Youth Conditional Caution	0	2	3	0	2	1
of (b) other outcomes	0	1	1	5	2	2
** Other Outcomes: (ongoing, not engaged, court, out of area and others)						
*** Triage and Panel can occur in different months. Panel data should not be compared between (a) and (b)						

Serious Violence and Exploitation:

In preparation for the Serious Violence Duty, the NCCSP Serious Violence Prevention Task and Finish Group will be undertaking evidence-based multi-agency analysis to understand the types, distribution, extent and causes of serious violence and the groups that are the most vulnerable in Norfolk. The plans also include a development of local strategy from the findings which will be reviewed annually.

Norfolk YJS are partners in the delivery of the Safer Norfolk Plan and County Lines Strategy, both of which sit under the NCCSP plan. This plan has priorities that include: tackling crime, preventing offending and supporting victims, all of which are reflected within the YJS Annual Plan.

Child Exploitation is a Norfolk Safeguarding Children Partnership priority ensuring our strategy for vulnerable adolescents has the full commitment from leaders across the

partnership. The multi-agency Vulnerable Adolescents Group and the Exploitation Operational Oversight Forum have been established to deliver against the strategic objectives and include representation from the YJS.

Norfolk YJS works with the Targeted Youth Support Service, Youth Family Assessment and Safeguarding Team Adolescent Team and Police for a coordinated response. The Targeted Youth Support Service works on a model of engagement through Youth Work, providing support to adolescents in Norfolk at risk of exploitation and youth violence. The Youth Family Assessment and Safeguarding Team support children deemed to be at the highest risk of exploitation and serious youth violence.

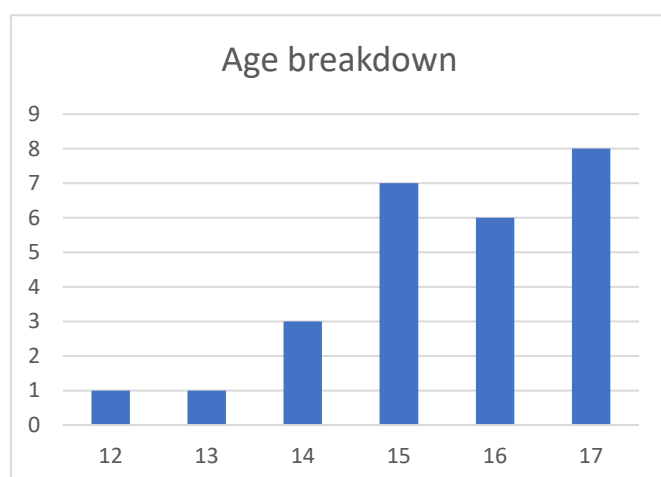
The YJS are a key component of multi-agency locality CCE mapping. This takes place regularly in response to current identified issues and themes.

The County Lines Pathfinder activity, which ran from March 2020 to March 2022, supported the practice, skills and knowledge of frontline practitioners across the partnership.

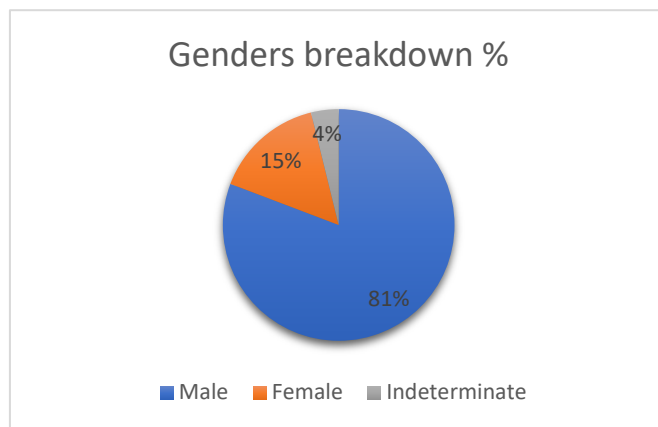
In response to the fatal stabbing in January 2022, Norfolk YJS completed a Critical Learning Review. This has been shared across the partnerships and more specifically at the Vulnerable Adolescent Group and Norfolk Safeguarding Childrens Partnership. A YJS specific action plan has been developed alongside a set of recommendations for the wider partnership.

We contribute to Norfolk Channel Panel as an active member and there is an expectation that all staff receive regular PREVENT awareness training.

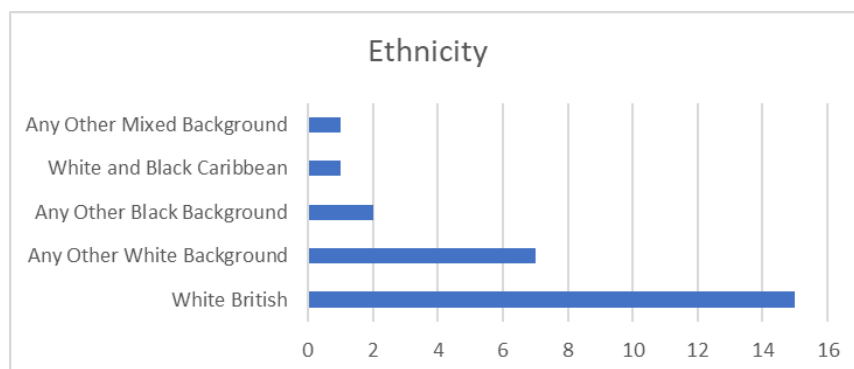
Between May 2021 and April 2022, in total 26 children had 1 or more YJS intervention in relation to a serious violence offence (as per the YJB definition of Serious Youth Violence).



17-year-olds, followed by 15-year-olds and then 16-year-olds, had the most interventions in relation to a serious violent offence.

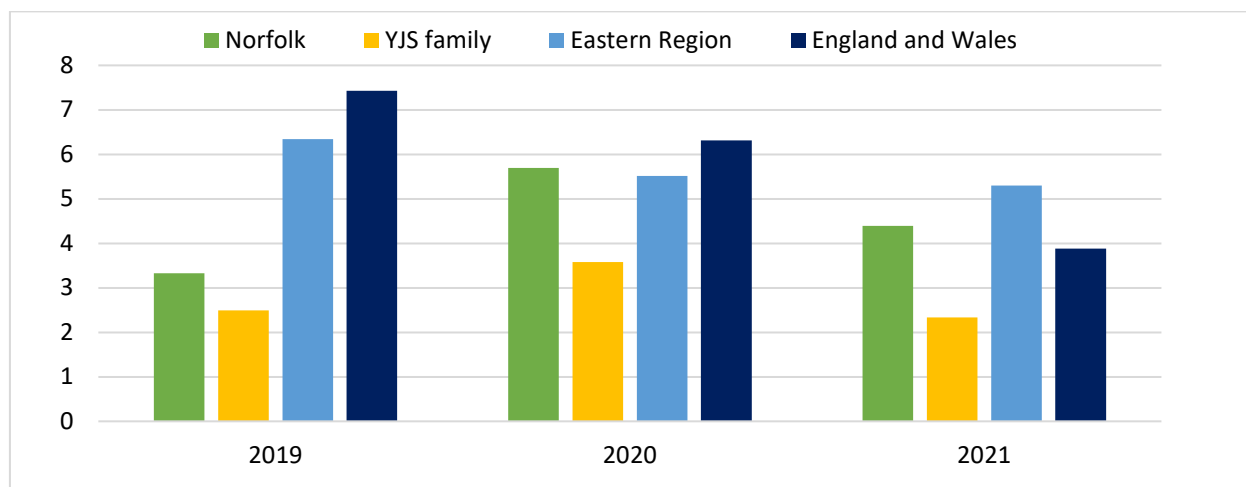


In terms of a gender breakdown, there were 21 males, 4 females and 1 indeterminate.



In total 22 children were classed as white which included three Eastern European children.

Comparison of the rates of SYV offences per 10,000 of the general 10-17 population:



Child arrests

Between 01/04/2021 and 31/03/2022, there have been 1,209 arrests of children 18 or under across the county. There is a significant increase (252%) in the number of children aged 13 to 14, and another increase (51%) in the number of children aged 16 to 17. The top 10 reasons for arrest for children who are Released Under Investigation (RUI) include assault, drug offences, public order and criminal damage, whereas the top 10 reasons for arrest for those who are bailed include more violent offences such as robbery, GBH, rape and aggravated burglary.

451 children were released under investigation (RUI). This equates to 37.3% of all children arrested. The average time a child is RUI for is 142 days. The duration can range from 0 to 379 days. Nearly half (47.2%) of the children who are RUI are NFA'd.



22% are females



78% are males

248 children attended custody and were released on bail. This equates to 20.5% of all children arrested and 95% had conditions attached to bail. The average time a child is bailed for is 40 days. The duration can range from 0 to 289 days. Over three quarters (78.9%) of children are either NFA'd or continue to be released on police bail. 40% of children who are released on bail are refused charge.



12.9% are females



87.1% are males

This is the first time that Norfolk Police have collated this data. Norfolk YJS consider it a priority that the children subject to RUI and/or police bail are offered support if needed. The Partnership Board will work to ensure that children are not subject to lengthy delays in criminal justice processes.

Restorative Justice & Victims

Norfolk YJS aims to offer meaningful, creative and inclusive RJ with a focus on the following key elements:

1. To promote victim satisfaction which enables a person harmed to feel better and opportunities to move forward in a positive way.
2. Engage the child to support an awareness of the harm caused to others and offer opportunities to rebuild relationships and repair harm through restoration and reparation.

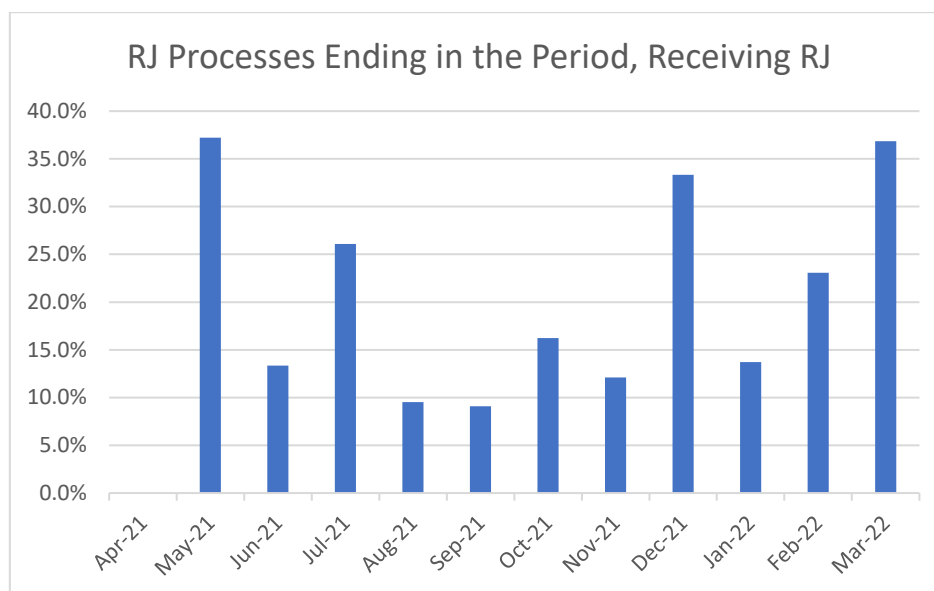
With this focus, we can try to support victims to have a valued voice and, offer children an opportunity to integrate back into the community. This also helps promote public confidence. We work collaboratively and in all our work the victim's needs are paramount.

Victims are able to get involved in RJ with Norfolk YJS in a number of ways. We offer a range of direct and indirect restorative processes which include:

- Face to face conversations.
- Meaningful progress reports detailing the work the young person is achieving.
- Questions and explanations facilitated via the RJ Officer between the person harmed and the young person.
- Letter of explanation/an apology.
- Opportunities to influence meaningful reparation.
- Incorporating the victim's views into pre-sentence and referral order reports.

- Our reparation schemes are meaningful and where possible we link it back to the victim, the offence itself or the location of where the offence took place. This is to ensure we consider restorative outcomes in all the work we do with children.

Where there is no direct victim, the case manager is expected to work restoratively with the child and explore the impact of the offence on the wider community.



Constructive resettlement and the use of custody (including remands):

Norfolk YJS strives to ensure that the YJB's Principles of Constructive Resettlement are followed. An identified resettlement lead works alongside resettlement champions across all strands of our work, meeting regularly to discuss any "live issues", policy updates/changes for cascading to all practitioners.

Norfolk YJS provide continued focus on Resettlement throughout the time the child is detained in custody working with the custodial facility to ensure appropriate support for the child that is customised to their needs. Norfolk YJS takes a pivotal role in co-ordinating the various agencies involved with the child to provide a holistic response with regards to providing a seamless transition for that child when they return to the community. During the child's incarceration practitioners visit regularly and liaise frequently with establishment staff to ensure the child's needs are met. To alleviate any issues that may arise on release, Norfolk YJS hold regular Planning Meetings with partners to ensure the release plan for the child is co-created and that the transition of the child is the responsibility of all agencies involved. One of the current national challenges is the identification and provision of suitable accommodation for the child when released.

We have analysed cases of children who were remanded or sentenced to custody between 2019 and until Spring 2021. All the children had a history of disrupted education being subject to numerous fixed or permanent exclusions. During this period out of 11 children remanded to custody 1 was mixed heritage and 2 were black and out of 12 sentenced to custody, 1 child was black and 1 was mixed heritage.

Between 2021 and 2022, 10 boys were remanded in custody (1 of which was mixed heritage), 3 of those were sentenced to custody and 3 are still remanded (including the child of mixed heritage) at the time of writing this report. Two of these children were

Eastern European and 1 other child was Looked After. Two children were 15, 4 were 16 and 4 were 17 years old.

Acknowledging the information above Norfolk YJS does have a plan in place to begin to address disparity (see Priorities section).

Exploitation resulting in violence, knife crime and drug supply offences still remains the biggest risk to reducing the number of children receiving a custodial sentence. We continue to avert some custodial sentences for children through offering a robust package of intervention. Our Dedicated Court Team have built excellent relationships with the judiciary across both Magistrates and Crown Court. Magistrates and Judges have confidence in our professional judgement as shown in the high concordance rate between PSR recommendation and sentencing outcome.

Our multi-agency approach and diversion work continues to be a priority to reduce the likelihood of custody.

We strive to break the cycle and pattern of Child Criminal Exploitation and associated violence by effective multi-agency joint working between partners.

9. National standards

Norfolk YJS completed a self-assessment as required in 2020 and developed our Improvement Plan in relation to the findings. Our Improvement Plan Final Progress Report is attached at [Appendix 5](#), which shows our work completed to date.

We have an annual audit schedule which includes monthly thematic audits and dip sampling activity. Our audit activity looks at different areas of practice which includes elements of National Standards alongside HMIP inspection requirements.

There are plans in place to include National Standards audit in the 2023 audit schedule.

Feedback from stakeholders tells us how well we are working together in a multi-agency context to achieve shared goals. All the feedback we receive informs practice and service development.

In 2021 thematic audits were completed in the following areas:

- Desistance
- Disparity
- Reparation
- Risk
- Safeguarding
- Trauma
- Victims

We also completed comprehensive dip-sampling audits on a monthly basis following the HMIP inspection criteria. In 2021, Norfolk YJS took part in a multi-agency CCE audit.

We use the findings from these audits to inform development of practice and service delivery, for example, victim safety has been an area for improvement highlighted from a number of audits. Our response to this area of need has been to develop a best practice example as a case management tool. In addition, a learning activity has been delivered countywide.

In response to current recommendations from audits and a new tranche of staff we are delivering assessment skills training and in the next 3 months will be focusing on embedding this training as a strong foundation for further development.

Next steps for practitioners will include a focus on all aspects of planning as this is identified as necessary from audit.

Norfolk YJS will continue to embed good practice around management oversight which has improved as a result of a holistic focus on quality assurance and developments in practice.

10. Challenges, risks and issues

Current Challenges	Actions taken
<p>Recovery from COVID – Covid has impacted on children, families, communities and staff negatively. We are still seeing the effects of it on staff wellbeing and their workload.</p> <p>Changes in the way we work – from office prior to Covid to home during Covid to hybrid currently. Learning how to work in this way is still in a test and learn phase and getting the balance right is still being worked through</p>	<p>Working closely with all partners and stakeholders to reduce impact on families and in turn workloads.</p> <p>Exploring opportunities to resume team office environments to assist with staff wellbeing and increased productivity.</p> <p>Reduction in frequency of some meetings and combining others to reduce overall number of meetings.</p>
<p>Out of Court Disposal figures continue to rise. Additionally, the complexity of needs and changing landscape of offences have increased pressure on staff and systems.</p>	<p>Taking current issues to partners and the Steering Group.</p> <p>Reviewing what changes can be made to either OoCD criteria or staff complement.</p> <p>Working with partner agencies to ensure that the response to children and their needs is right at the earliest point</p>
<p>Lack of social workers and probation staff has impacted on high-risk practitioner quota.</p>	<p>Working with Probation to promote YJS to newly qualified officers.</p> <p>Recruitment of social workers is a wider problem for Norfolk and nationally. There are steps undertaken from the wider Childrens Services perspective to attract social workers.</p>

	<p>Using the skills and talents of alternatively qualified staff where it is appropriate to do so.</p> <p>Working with partners and stakeholders to ensure that the right work is managed by the youth justice service.</p>
Any external recruitment to Norfolk statutory services is problematic, particularly in the West of the County and candidates are not reflective of the diverse population.	Positive recruitment in specific locations.
Delays in swift justice / RUIs	Working with Courts and Police to monitor and respond to the situation.
SALT provision availability and waiting times.	Raising with the Board and with Health colleagues and looking for alternative funding to commission SALT services.
<p>Operational challenges include:</p> <ul style="list-style-type: none"> • Leadership changes • Smarter working (reduced office space and hybrid way of working) • Increased cost of petrol 	<p>Two experienced senior managers supported by an external adviser and an Assistant Director. Accommodation adjustments are in progress. Reviewing digital working.</p>
Increased financial pressures due to the current national climate	<p>Partner agencies supporting by agreed increase in contributions.</p> <p>Budget and forecast are reviewed quarterly by the Board.</p> <p>Working closely with Senior Finance Officer around vacancy management.</p> <p>Keeping abreast of potential funding opportunities.</p>

Potential Risks	Proposed action
Necessary changes to the YJS delivery to meet budget requirements may result in loss or dilution of criminal justice identity, loss of skilled dedicated staff, reduced funding and poor staff morale.	<p>Transparent communication strategy keeping the youth justice identity at the core of our work. Positive co-production.</p> <p>Working with partner agencies to ensure that the budget fits the service's needs. Ensuring that the right work is sitting in the youth justice service and that the skills and expertise of practitioners in other partner agencies/ stakeholders is used where appropriate.</p>
Rising costs of living and increase of poverty impacting on children and families will increase	Raise awareness with partners. Monitor data and profile of children.

wider social issues and potentially criminality	Work with partners and key stakeholders to mitigate risk of poverty and associated risks
Lack of social workers and probation staff dilutes the multi-agency nature of YJS and limits a holistic response to children.	<p>Working with Probation to promote YJS to newly qualified officers.</p> <p>Recruitment of social workers is a wider problem for Norfolk and nationally. There is a comprehensive strategy in wider Childrens Services perspective to attract social workers.</p> <p>Out of court disposal panel includes members who are social workers and from other disciplines</p>
Rising numbers and complexity of out of court disposal cases may overwhelm the service.	<p>Consideration of tightening criteria to restrict numbers or ultimately suspension of service to ensure statutory delivery is not impacted.</p> <p>Working with partner agencies to ensure that the right children receive the right service at the right time.</p>
Reduced staffing resource due to financial pressures	<p>Budget and forecast are reviewed quarterly by the Board.</p> <p>Working closely with Senior Finance Officer around vacancy management.</p> <p>Keeping abreast of potential funding opportunities</p> <p>Working collaboratively with partner agencies to ensure that children, their families and the wider community's needs are met.</p>
Impact of hybrid way of working leading to reduced quality of practice.	<p>Robust quality assurance framework in place.</p> <p>Keeping open communication with staff and managers.</p> <p>Test and learn regarding hybrid working</p>

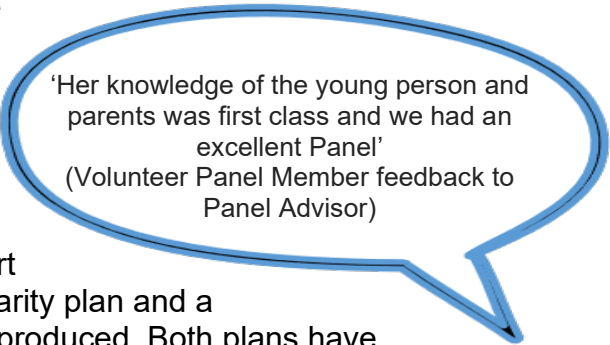
11. Service improvement plan

Service Improvement

Norfolk Youth Justice Board subscribes to the Youth Justice's Board's vision for a child first youth justice system and our Annual Plan focuses on better outcomes for children through effective and innovative service delivery.

Thematic Reviews

With regards to the thematic review on 'The experiences of black and mixed heritage boys in the youth justice system', Norfolk YJS completed a local disparity audit analysing four-year data together with a dip-sample of cases to understand the local context. Results from both exercises and recommendations from the above report have been included in the Norfolk YJS disparity plan and a separate plan for the partnership has been produced. Both plans have been endorsed by the Board. The work is progressing on the Norfolk YJS Disparity plan focussing on all aspects of service delivery from recruitment to case management.



'Her knowledge of the young person and parents was first class and we had an excellent Panel'
(Volunteer Panel Member feedback to Panel Advisor)

'A thematic review of the work of youth offending services during the Covid-19 pandemic (Nov 2020)' highlighted some key issues of YJS's work with children during the pandemic and the aftermath. One area of concern was the digital divide which was very apparent in Norfolk. Norfolk YJS obtained laptops for children to enable them to communicate digitally.

The children on Norfolk YJS's caseload have more complex needs and there has been an increase in children suffering from poor mental health. Norfolk YJS's health offer has been adapted and now includes both a Clinical Psychologist and a Mental Health Practitioner, to meet this increased need. Norfolk YJS also offers a digital mental health provider who offers alternative online support to children who struggle to access traditional community-based mental health input.

Local inspections

The outcome of the OFSTED/CQC Area SEND inspection for Norfolk (2020) identified three serious weaknesses, two of which have impacted on our children, EHCP Plans and Communication and co-production. As a result, the following actions have been taken:

- More EHC coordinators have been employed
- Co-production has increased, working with families, third sector and schools
- EHCP plans – annual reviews for YJS children are prioritised.

Norfolk YJS achieved the SEND Quality Mark in 2019, this year Norfolk YJS will be striving for the Lead Quality Mark.

In November 2017, a reinspection of Norfolk Children's Services focused on children in need of help and protection, children looked after and care leavers took place. As a result, Childrens Services were graded overall as Requires Improvement. Since then, two focused visits have taken place which have recognised significant improvement.

The latest CQC inspection for Norfolk and Suffolk Foundation Trust was published in April 2022 and the service deemed inadequate. The following excerpt from the inspection report is in relation to mental health services for children:

'The service is not easy to access. Waiting lists were long... There are a high number of active referrals, which grew from a low of 95 in August 2020 to 2547 in July 2021. There were 729 young people waiting more than 15 weeks for assessment and/or allocation to a care coordinator'.

The current Norfolk YJS health offer is actively supporting children to access local community mental health support. The Norfolk YJS health practitioners are employed by the local mental health providers (Norfolk and Suffolk NHS Foundation Trust) and therefore have access to record systems to provide appropriate updates on the progression of cases in the local CAMHS teams. Due to the level of insight that the health professionals have to the child's progression through the CAMHS system, this means that they are able to provide appropriate assessment and intervention which compliments the work that CAMHS may provide. For example, if a child is on the waiting list for the local CAMHS and their mental health is impacting on their offending it may be that a health practitioner feels it is suitable to offer a waiting list intervention to provide stabilisation for the child whilst they are awaiting CAMHS input.

Local Serious Incident Review

The Critical Learning Review undertaken in January 2022 identified no serious failings however there were some areas of learning, and an action plan has been developed and is currently being implemented.

The review identified questions with regards to the effectiveness of the partnership approach and its response to CCE in Norfolk. The partnership is planning a multi-agency audit in response.

Workforce Development:

Norfolk YJS staff have embraced the 'child first' philosophy. Our audit activity has identified that the balance between child first approach and the assessed risk of harm has improved. Our workforce is moving towards a trauma informed approach with children and families which is supported by our embedded psychology service. Norfolk YJS has a Workforce Development Strategy (2021-23) in place which contains our current training plan ([Appendix 6](#)).

In early 2021 Norfolk YJS undertook a workforce development skills audit and a trauma audit to help plan next steps in becoming a trauma-informed service. Both audits identified a knowledge gap in relation to application of trauma theory into practice, neurodevelopment and processes concerning SEND, all of which have been considered in our training plan. Our annual training plan incorporates the training and development needs from the skills audit, other audit recommendations and any relevant future changes to legislation. It also considers the needs of any new staff.

Much of Norfolk YJS training requires face to face delivery which has been restricted due to COVID and available building space. We have delivered Harmful Sexual Behaviour training, AIM 3 Assessment and Intervention training, Case Management Workshops, Referral Order practice, Safeguarding, Court Officer Training, Victim Safety, AssetPlus, Child Exploitation and Coaching for Managers training.

Norfolk YJS had a number of new practitioners that began in Autumn 2021. We offered a full induction week which was held face to face. This has allowed better integration into teams.

We have recently held an all managers away day (face to face) to review and develop our ways of working.

Board Development

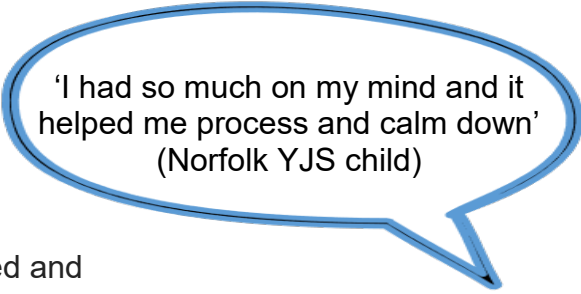
The Norfolk Youth Justice Board has worked hard to develop a shared vision and three-year strategic plan. An enhanced Board Induction process has been developed and Board members participate in an annual all staff development day. In addition, the Board has developed subgroups for each priority area. These subgroups are chaired by Board members and supported by partners and NYJS senior leaders. This gives greater governance to our key areas of business.

12. Evidence-based practice and innovation

Project ADDER

This is a custody pilot project that has been funded through project ADDER, until March 2023. It involves 2 workers who are placed in the busiest Police Investigation Centre. The pilot went live in May 2021. The workers aim to:

- engage any child, aged 10-17, arrested and taken to Wymondham PIC
- advocate for children and coordinate/liaise with agencies that are involved or need to be involved, both within Norfolk and out of county local authorities
- offer a voluntary community intervention to the child and their family from the greater Norwich area, and are not open to services



'I had so much on my mind and it helped me process and calm down'
(Norfolk YJS child)

A six-month evaluation of the project has been completed. There has been improved recognition of children experiencing exploitation and harm, including the use of NRM's. Advocating for strategy discussion and/or professional's meetings, prior to the child being released from custody, and feeding into these meetings has improved safeguarding practice, resulting in more robust release plans. Working in the PIC has enabled challenge of approaches and processes and influence some positive change. Offering children support through a difficult period in custody and coordinating with all involved has been the most positive aspect of this pilot.

Reflective group supervision session

Norfolk YJS are in the process of embedding reflective supervision in line with trauma-informed principles. The purpose is to provide a dedicated space in which staff can feel supported to develop reflective skills and to discuss the emotional impact the work may have on them. Research shows that the majority of staff experience symptoms of anxiety, depression and burnout and that the more stressed staff get, the fewer self-care behaviours they use. Regular reflective supervision has been shown to help staff continue to use self-care behaviours at times of severe stress, reducing burnout, and time off work. Evidence suggests that Reflective supervision improves personal and organisational performance and job satisfaction. There are plans in place to carry out a formal evaluation of the impact on staff wellbeing and ability to deal with stress.

Trauma consultations

Between 2019 and 2020 NYJS piloted Trauma Panels and case consultations, both facilitated by a clinical psychologist. The trauma panel aimed to bring relevant professionals together at the start of a child's YJS journey to create a shared

understanding of the offending behaviour in context of developmental trauma. Child-focused psychology led consultations have been made available to YJS staff working with children where there may be additional concerns around attachment, neurodevelopment, mental health and/or trauma. Consultations involve case formulation, recommendations for assessment and intervention and signposting for further resource.

The impact of offering both resources is to upskill practitioners in their own knowledge of psychologically informed practices, as well as delivering more holistic interventions which take into account the need that the offending is meeting for the child.

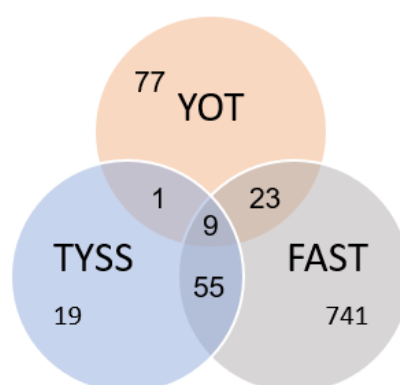
'She has contributed in a child-focused and trauma informed way to all of Child X's care planning and her understanding of his childhood history of trauma underpins all of her decision-making' (Partnership manager feedback on a YJS practitioner)

Tender project

Norfolk YJS continues to work with Tender, which is an arts charity working with young people to prevent domestic abuse and sexual violence through creative projects. They use theatre and the arts to engage children in violence-prevention workshops. This year we have procured them to provide a series of three programmes in response to current trends. The girls' group which completed in October 2021 culminated in a session that focused on future based work and looking forward (linked to child first principles). Their words were turned into a poem which Norfolk YJS framed for them to have as a keepsake. One of the girls spoke about moving towards having a more positive relationship with her mental health, which links to everything we know about girls in the criminal justice system. The girls have been invited to a celebration event at the Southbank Centre, where Olivia Coleman the actor is set to read the poem.

Community of Practice

The following VENN diagram shows the numbers of children aged 12 to 17 open jointly worked by the Targeted Youth Support Service, Family Assessment and Safeguarding Team and Norfolk YJS in May 2020.



In Norfolk it is an expectation that the community of practice will be the natural way of working that means there is no expectation for children and families to retell their story, there will be the development of one plan, sharing of knowledge and experience of children and families. Skills, experience and expertise amongst the team around the child will be utilised for the best possible outcome. Joint working encompasses multi-agency meetings, joint visits, alignment of plans and positive collaboration looking to reduce duplication across the services.

13.Looking forward

In addition to the national key performance indicators, strategic priority areas over the next twelve months have been identified in response to local data:

Serious Youth Violence

What will we do	How will we know
<p>Ensure YJS meets the requirements of the Serious Violence Duty.</p> <p>Work alongside relevant agencies in a coordinated approach to prevent and address serious youth violence and exploitation.</p> <p>Continue to utilise the YJB Serious Youth Violence tool, local Power BI data and CCE dashboard to monitor performance data and challenge the partnership accordingly.</p>	<p>Monitor data on children who are subject to RUI/police bail</p> <p>Reduced number of children who are victims and perpetrators of violence</p> <p>Joint working will enable opportunity to tackle and disrupt criminal gangs who make money from exploiting children</p>

Reducing Reoffending

What will we do	How will we know
<p>Analyse the review of the YJS service delivery model and impact on rates of reoffending.</p> <p>Continue to work towards becoming a trauma informed service.</p> <p>Continue engagement with the Community Safety Partnership.</p> <p>Work collaboratively with partner agencies as a system to ensure that the right children get the right help at the right time.</p> <p>Work jointly with partners to reduce the risk of children subject to RUI/police bail reoffending during that period.</p> <p>Ensure plans/interventions are measurable.</p>	<p>Monitor and evaluate the impact of the new service delivery model on our performance indicators.</p> <p>Complete an in-depth analysis of softer outcomes.</p> <p>Monitor and respond to any disparity affecting children with protected characteristics.</p> <p>The evaluation of trauma informed work will show improved outcomes for children.</p> <p>A reduction in our reoffending rate.</p> <p>Monitor data on children who are subject to RUI/police bail</p>

Diversion

What will we do	How will we know
Evaluate the new YJS service delivery model.	Maintained a low level of first-time entrants.
Continue to implement the recommendations from our OoCD and Working with Girls reports.	Monitoring and evaluation of diversionary activity will show improvements in the quality of work and outcomes for young people.
Continue to implement the recommendations from the YJB work on Disparity.	Reduction of reoffending.
Ensure robust data is collated on our Diversion activity.	Reduction of disparity in the Youth Justice System in Norfolk.

Health and Wellbeing

What will we do	How will we know
Adapt and embed our new health offer/strategy.	Children who need SLCN, mental health and wellbeing support receive it.
Develop a pathway for addressing Speech, Language and Communication Needs (SLCN).	Increase the number of children receiving a trauma informed response through a case formulation approach.
Integrate the full-time psychologist into all aspects of YJS work.	Become a trauma informed service.
Support children around healthy sexual relationships and reduce sexually harmful behaviour in collaboration with Tender.	Monitor data and evaluate the programme.
Consolidate the work around substance misuse and harm reduction.	Reduction in substance misuse.

Data

What will we do	How will we know
Develop a set of data requirements, both qualitative and quantitative, that provides an evidence base to support youth justice outcomes in line with YJB requirements.	Develop a logic model of impact, determinant and outcome measurements.
	Utilise partnership data to be able to offer systemic response to children in youth justice.

Disparity

What will we do	How will we know
Eliminate disparity with regards to the experiences of and outcomes for children from minoritised groups in relation to the youth justice system with particular focus on Eastern European children, GRT, BAME and girls.	Through established multi-agency group and local joint disparity protocol and will scrutinise outcomes and processes.
	Staff are skilled in identifying,

<p>Implement the recommendations from the Youth Justice Board work on disparity.</p> <p>Ensure work to reduce disparity is at the heart of all our work.</p> <p>Work collaboratively with our partner agencies to ensure that as a system all understand the issues and all are working to address these issues across the system and at the earliest point.</p>	<p>challenging and eliminating bias in respect of all decisions they make.</p> <p>Collect and analyse data to understand where disparity is occurring. There will be a reduction in disparity.</p>
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Community of Practice (Adolescents)

What will we do	How will we know
<p>Develop a community of practice around adolescents.</p> <p>Work collaboratively with partners with regards to transitioning children between services.</p>	<p>Work with partners to develop philosophy including culture, practice and outcomes for children.</p> <p>Agency plans will be cohesive with no duplication and shared understanding of the child's journey</p>

Enhanced Participation as a model for desistance


What will we do	How will we know
<p>Continue to embed and expand participatory and co-production opportunities for children in touch with the youth justice system.</p> <p>Review best practice including the Youth Justice Board Peer Power resource pack.</p> <p>Co-produce NYJS Participation Strategy utilising the Lundy Model of Participation and Manchester Participatory Youth Practice Framework.</p>	<p>With an effective participation and co-production strategy in place and children in touch with Youth Justice will feel empowered, heard and listened to.</p> <p>Suitable feedback and response systems in place and feedback will inform the way we work with children in Youth Justice.</p>

Education, Exclusions, Elective Home Education and SEND

What will we do	How will we know
<p>Reduce the numbers of SEND children who are in touch with the Youth Justice System.</p> <p>Increase the number of children in education, training or employment who are in touch with the Youth Justice System</p>	<p>Maintain effective protocols and practices for working with statutory and post-16 education teams, to offer coordinated support.</p> <p>Access to comprehensive data to understand the profile of children in YJS and their educational status.</p> <p>Provide coordinated support to children who are NEET.</p>

<p>Ensure those children receiving home education have positively elected to do so.</p> <p>Continue to work with partner agencies to influence schools and education colleagues to ensure that they understand the risks of exclusion, poor school attendance and poor attainment to children and communities and support them with considering and implementing alternative strategies</p>	<p>Identified the gaps in post-16 provision and be working with providers to address them.</p> <p>An offer in place that provides professional development training for post-16 providers in the management of challenging behaviours.</p> <p>Overall numbers of exclusion decrease, attendance increases, attainment increases</p>
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14. Sign off, submission and approval

Chair of YJS Board - name	Chris Robson
Signature	
Date	15-7-2022

15. Appendix 1 – Outline of Full Board Membership, including attendance, job title, dates of Board meetings)

Norfolk Youth Justice Board Current Member Details (as of 31 March 2022)

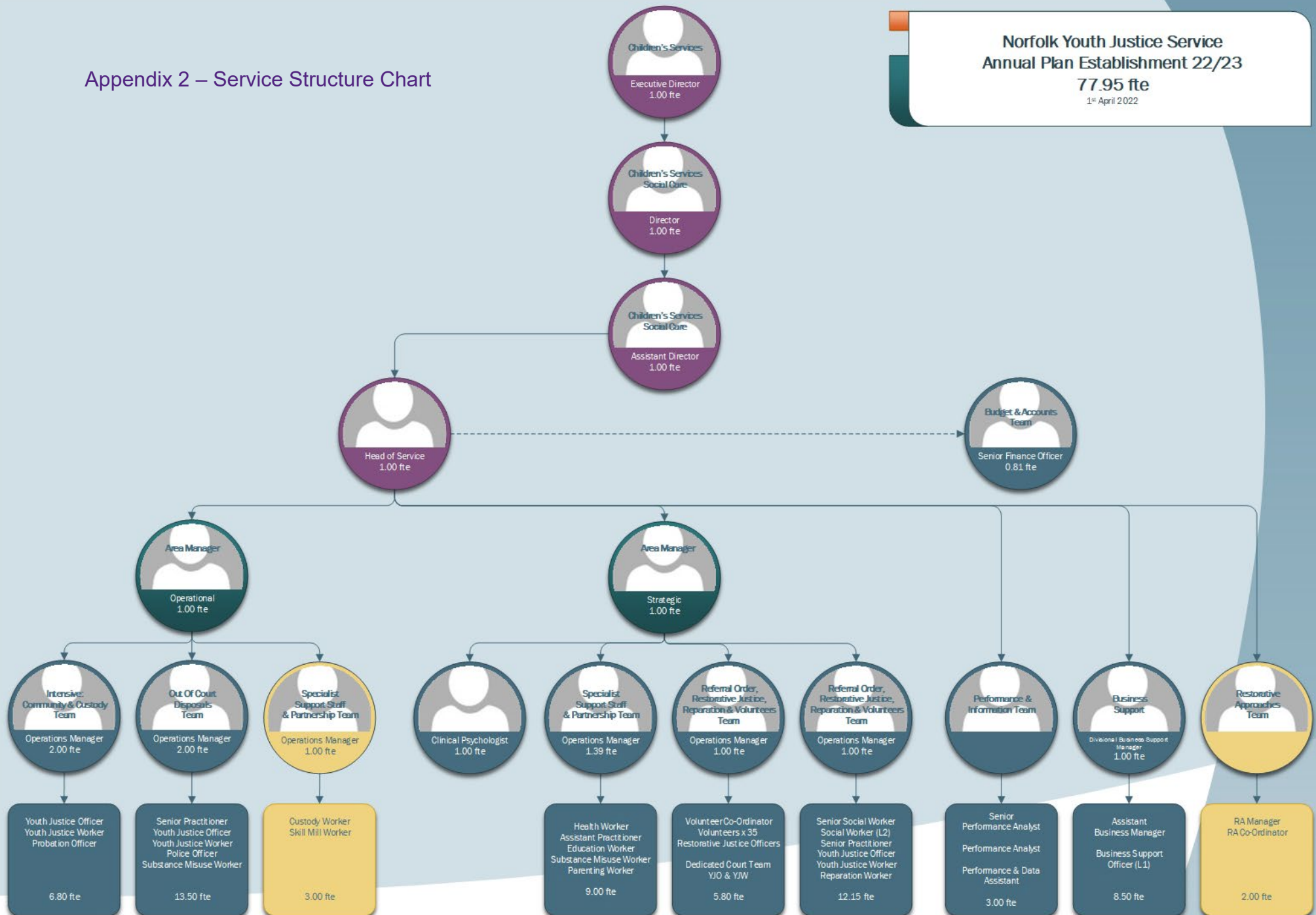
Job Title	Representing	29/03/2021	28/06/2021	27/09/2021	06/12/2021	28/03/2021	% attendance
Head of Community Safety	Office of the Police & Crime Commissioner	A	X	X	X	A	60%
Independent Chair of Norfolk Youth Justice Board	Independent	X	X	X	X	X	100%
Chief Inspector	Community Safety / Norfolk Constabulary	N/A		X	X	X	60%
Legal Advisor and Youth Court Lead	Her Majesty's Courts & Tribunal Services	A	A	A	A	A	0%
Assistant Director – Childrens Social Care	Norfolk County Council / Childrens Services	A	X	X	X	X	80%
Participation & Transition Strategy Manager	Norfolk County Council / Education	X	X	X	A	A	60%
Head of Norfolk Probation Service	National Probation Service	A	X	A	X	A	40%
Chair of the Youth Court Bench	Her Majesty's Courts and Tribunal Services	N/A	A	X	A	X	40%
Assistant Director of Individuals and Families	South Norfolk District Council / Broadland DC	A	X	A	X	A	40%
Assistant Chief Constable	Norfolk Constabulary	X	X	X	A	A	60%
Director of Housing	Great Yarmouth Borough Council/Housing	A	A	X	X	X	60%
Director of Children's Social Care	Norfolk County Council / Childrens Services	X	X	X	A	X	80%
Associate Director of Children, Young People and Maternity for NHS Norfolk & Waveney Clinical Commissioning Group	NHS / Norfolk County Council/ Clinical Commissioning Groups	X	A	X	X	X	80%
Adult Commissioning Manager	Norfolk County Council / Public Health	X	A	X	X	A	60%
Director of Commissioning, Partnerships and Resources	Norfolk County Council / Childrens Services	A	X	A	A	A	20%
Head of Education Quality Assurance & Intervention	Norfolk County Council/Education	X	X	X	X	X	100%

Norfolk Youth Justice Board Former Member Details (March 2021 to March 2022)

Job Title	Representing	29/03/2021	28/06/2021	27/09/2021	06/12/2021	28/03/2021	% attendance
Director of Community Rehabilitation Company	Community Rehabilitation Company	X	N/A				60%
Senior Probation Officer	National Probation Service	A	X	X	Different rep		80%
Head of Criminal Justice at Norfolk and Suffolk Constabularies	Norfolk Police	X	Different rep				60%
Chief Inspector	Norfolk Police	N/A	X	Different rep			80%
Head of Prevention and Rehabilitation	Office of Police and Crime Commissioner	X	X	A	X	A	60%
Acting joint Head of Innovation and Engagement	Youth Justice Board	N/A	X	X	X	X	80%

Appendix 2 – Service Structure Chart

Norfolk Youth Justice Service
Annual Plan Establishment 22/23
77.95 fte
1st April 2022

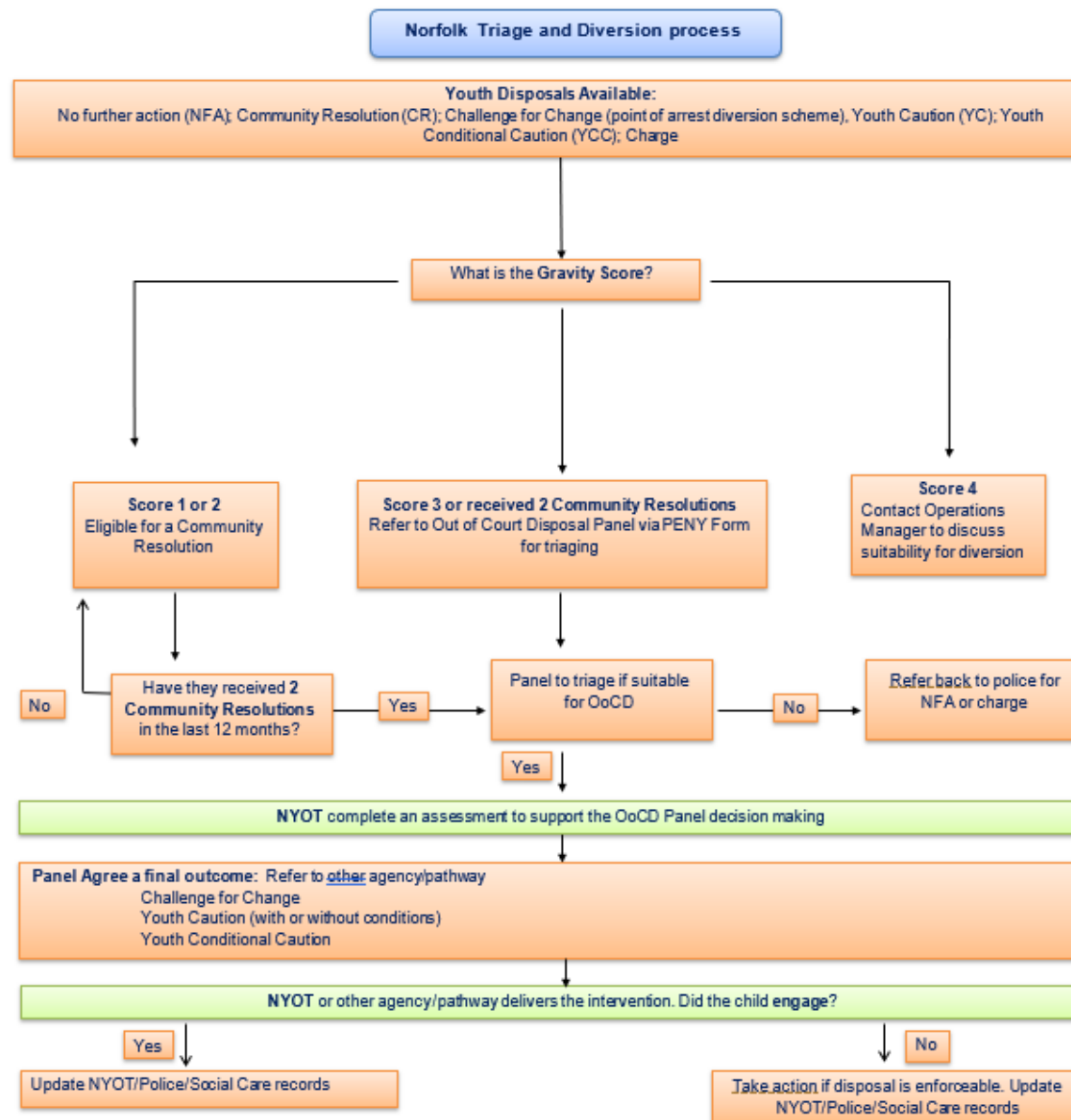


Appendix 3 – Budget Breakdown

NORFOLK YOUTH OFFENDING TEAM BUDGET 2022/23 (as at 28 March 2022)			
		£	£
PARTNERS CONTRIBUTIONS TO POOL BUDGET			
Norfolk County Council / Children's Services		463,883	
Clinical Commissioning Groups	*	147,299	
Norfolk Constabulary		116,205	
National Probation Service - Management Fees	*	11,621	
National Probation Service - Staff	**	80,368	
Sub-total			819,376
YOUTH JUSTICE BOARD GRANTS			
Youth Justice Grant including Junior Attendance Centres		812,637	
Sub-total			812,637
OTHER GRANTS / PROJECTS			
Public Health		43,000	
Children's Services - Early Intervention Grant		325,000	
Children's Services - Restorative Approaches Team		88,586	
Project ADDER		93,642	
The Skill Mill		11,396	
Sub-total			561,624
OTHER INCOME			
Restorative Approaches Training		10,000	
Sub-total			10,000
SMALL COMMISSIONING FUND			
Core Business		307,021	
Sub-total			307,021
PARTNERS 'IN-KIND' CONTRIBUTION – SECONDED STAFF & OVERHEADS			
Children's Services - includes 3.0 fte Education Workers / 4.0 fte Social Workers		849,500	
Children's Services - Overheads		265,167	
Clinical Commissioning Groups - 3.0 fte Health Workers		153,915	
Norfolk Constabulary - 3.0 fte Police Officers		175,008	
National Probation Service - 1.3 fte Probation Officers / 0.45 Probation Service Officer	**	0	
Sub-total			1,443,589
TOTAL			3,954,247

* to be confirmed / ** cash in lieu

Appendix 4 – Diversion Criteria



Diversion Criteria

All officers and Norfolk YOT should work to Child Centred Policing Principles 2021 and will be committed to reducing disparity in the diversion process.

Before any OoCD can be considered the Police must ensure the following criteria are met:

- The child is between the ages of 10-17.
- There is evidence that the child has committed a substantive offence(s).
- The child has had access to appropriate legal advice and an appropriate adult
- There is sufficient evidence to charge the child with the offence(s) relating to the incident.
- Have an admission that the child has committed the offence(s), (via interview, voluntary attendance, where applicable via PNB or body worn video)
- That the child and/ or their family have consented to work with the NYOT
- If this a Looked After Child, have alternatives been considered
- The victims' views have been sought and considered in disposing of the matter by way of an OoCD.

Version 3; 13 September 2021

Appendix 5 – National Standards Improvement Plan Progress Report – December 2021

AFI 1. Case management	
KEY OUTCOME	WHAT HAS BEEN ACHIEVED SO FAR
Review our management oversight guidance and practice with Operational Managers by November 2020 including completion of the YJB Operational Manager Oversight workshops (dates to be determined but likely to be October /November).	<ul style="list-style-type: none"> • The YJB Operational Manager Oversight workshops for all managers throughout 2021 completed • Established the QA and Service Development group responsible for the development of the NYJS Quality Assurance Framework (an integrated cycle of assessment, planning, implementation and review) • NYJS supervision policy currently being updated in line with trauma informed approach • Regular monthly audit activity taking place (both thematic and dip sample) • Benchmarking sessions take place regularly to ensure consistency amongst Operations Managers, supported by the CS QA Officer • The QA Strategy in place and embedded across the YJS
Review and re-launch our approach to out of court disposals including the out of court disposals diversion panel by December 2020.	<ul style="list-style-type: none"> • OoCD report presented to the board in March 2021 • New joint process of triage and panel launched in November 2021 • Steering group established to drive development and improvement • OoCD multi-agency scrutiny of cases re-established in December 2021
Undertake a series of workshops between December 2020 and February 2021 to ensure practitioners understand and work to the updated Youth Justice Board Case Management Guidance (yet to published).	<ul style="list-style-type: none"> • The Youth Justice Board Case Management Guidance is yet to be published

Provide practitioners with clear guidance on the quality of case management including recording and joint working through a series of workshops between October and December 2020.	<ul style="list-style-type: none"> Norfolk case management guidance document developed Workshops for practitioners and managers delivered, designed to embed changes in recording to improve the National Standards reporting Audit scheduled for April 2022
Ensure all aspects of work in and for the courts is of good quality and recorded accurately to be supported by the development of a dedicated court team (under development).	<ul style="list-style-type: none"> Dedicated Court Team in place; evidence show improvement in all aspects of work in and for the courts Outcomes monitored and an annual audit schedule in place
Ensure our resettlement and secure estate work is of good quality supported by the development of dedicated custody leads. (under development)	<ul style="list-style-type: none"> The new Resettlement policy launched in July 2021 The Intensive Community and Custody strand responsible for this aspect of the work ensuring consistency, regular audit activity in place and peer reviewing activity to be launched
AFI 2. Assessment and Planning	
KEY OUTCOME	WHAT HAS BEEN ACHIEVED SO FAR
Through a series of workshops between October and December 2020 ensure practitioner understanding of quality standards in relation to planning including: <ul style="list-style-type: none"> safety and wellbeing planning, public protection/risk management planning, review planning and exit strategies and plans 	<ul style="list-style-type: none"> Creative ways of delivering training have been developed in the last few months in recognition of the limitations of any online training. The staff have embraced different ways of designing and delivering learning activities in the digital world such as podcasts, interactive learning spaces, interactive workshops in small groups, learning circles and creative ways of utilising our SharePoint spaces. To date the following learning activities have been developed and delivered by practitioners: <ul style="list-style-type: none"> AssetPlus workshops Desistance Padlet published National Standards survey in preparation for the new NS SharePoint pages publication

	<ul style="list-style-type: none"> ○ Public protection/risk management planning webinar ● Still to be delivered and currently scheduled in the 2022 training plan: <ul style="list-style-type: none"> ○ Planning podcast ○ Victim work resource/learning activity
AFI 3. Policies and Procedures	
KEY OUTCOME	WHAT HAS BEEN ACHIEVED SO FAR
Case Management Quality Standards (new by March 2021)	<ul style="list-style-type: none"> ● Replaced by the QA Strategy
Desistance (new by March 2021)	<ul style="list-style-type: none"> ● Desistance relevant elements of practice included in the Public Protection and Risk Management policy
Resettlement (by December 2020)	<ul style="list-style-type: none"> ● Implemented in July 2021
Transitions (new by March 2021)	<ul style="list-style-type: none"> ● Guidance for practitioners on other areas of transitions to be produced under Practice Development Group
Public Protection and Risk Management (review by January 2021)	<ul style="list-style-type: none"> ● Completed
Appropriate Adult Protocol (review by end of November 2020)	<ul style="list-style-type: none"> ● The AA service is part of a contract with the provider. No separate protocol is required.
PACE Protocol (review by end of November 2020)	<ul style="list-style-type: none"> ● Waiting for final input from the CSLT re Norfolk practice, to be signed off and implemented (including communication strategy)
Enforcement (review by end of November 2020)	<ul style="list-style-type: none"> ● Still under review by the Dedicated Court Team.
QA Strategy (review and update by October 2020)	<ul style="list-style-type: none"> ● Completed

AFI 4. Transition	
KEY OUTCOME	WHAT HAS BEEN ACHIEVED SO FAR
<p>The new national standard 6 'on transition and resettlement' needs to be incorporated into practice and policy by:</p> <ul style="list-style-type: none"> • Developing clear operational guidance and expectations on transitions across all elements of our case management work (by March 2021). • Incorporating transitions national standards expectations into our case management workshops. 	<ul style="list-style-type: none"> • Resettlement Policy launched and implemented • Completed and delivered • Transitions lead in place responsible for practice development and improvement • Working group to be established with members from all strands and specialisms to focus on holistic transition processes and develop a Norfolk YJS transitions guidance for staff
AFI 5. National Standards Reporting	
KEY OUTCOME	WHAT HAS BEEN ACHIEVED SO FAR
<p>Provide the Norfolk Youth Justice Board with regular reports on the timeliness and quality of Norfolk YJS activity against operational standards by:</p> <ul style="list-style-type: none"> • Providing bi-annual reports on the timeliness of Norfolk YJS activity (commencing September 2020). • Providing quarterly reports on quality assurance of practice (commencing December 2020). 	<ul style="list-style-type: none"> • Local standards incorporated into Board Performance Report. • QA activity reported in the Board Performance Report

AFI 6. Strategic National Standards Reporting	
KEY OUTCOME	WHAT HAS BEEN ACHIEVED SO FAR
Develop an assurance process for the Norfolk Youth Justice Board to enable the Board to understand and meet their responsibilities by:	<ul style="list-style-type: none"> • Session on strategic standards completed

Appendix 6 – Workforce Development Plan

Learning / Development Area	Where Training Need was Identified	Target Audience	Provider and Method	NYJS Person Responsible	Dates
Desistance Theory and Practice	Audits (thematic and dip sampling) National Standards audit	Practitioners	NYJS	Marsha De La Sierra	Spring/Summer 2023
Assessment Skills incl. Introduction to Five P's Formulation	Audits (all)	Practitioners	NYJS	Dan Wilson & Becca Bealey	July 2022
Planning	Audits (all)	Practitioners	NYJS	Dan Wilson	TBC
Child First – What does it mean?	Audits National	Practitioners & managers	NYJS	Niccy Mills	TBC
Introduction to Mental Health incl. Emotional Regulation and Incorporating practical skills of trauma into work (4h)	Staff skills audit	Practitioners & managers	NYJS Health Day	Natalie Clark & Becca Bealey	September
Developmental Trauma incl. healthy child & adolescent development and incorporating practical skills of trauma into work	Staff skills audit	Practitioners & managers	NYJS Health Day	Becca Bealey	September/October
Engaging Children and Young People: Communication Development	Staff skills audit	Practitioners & managers	Rolling basis	Becca Bealey	November
Gender and sexuality	Research and dip sampling	Practitioners	Rolling basis	Becca Bealey	April/May

Neurodevelopment and LD (incl. SEND process and how to identify SLT needs)	Staff skills audit	Practitioners	Rolling basis	Becca Bealey	TBC
Health assessments and AssetPlus	New health model	Practitioners	NYJS Health Day	Health worker (TBC)	TBC
Understanding the Police, Crime Sentencing and Courts Act Smarter Sentencing Including new Serious Violence Duty	National	Practitioners and managers	TBC	Claire Howlett	TBC
Referral Order Practice (new reports)	Internal	Selected staff and managers Volunteer Panel Members	NYJS – bitesize online sessions	Elayne Stewart-Dixon	September
Culture and identity	National; research & audits NACRO Toolkit	Practitioners and managers	TBC	TBC	TBC
Safeguarding refresher training	Internal	Practitioners and managers	NYJS online	Vicky Graystone & Tom Christman	Autumn 2022
AssetPlus	Internal	Selected staff	Training	Tom Christman & Dan Wilson	Spring 2023
HSB Workshop	Internal	Practitioners	Workshop	Carla Hamilton	November 2022

Appendix 7 – Voice of the Victim



It has been an eye opener, the work that I have done with Gail too has been amazing. Glad to have taken part in this process. I have improved as a person and have gained confidence by taking part.

Keep up the good work, so glad that my grandson is receiving the support he obviously needed and am confident that he has learnt to make better choices.

Claire was fantastic from the start. She made attempts to contact me despite me being hard to get hold of, explained the process, actually listened to what I want and they implemented that with the YP which has clearly resulted in learning. Please keep doing the work you are doing, it is so beneficial.

We both feel that it was worthwhile and we are both pleased with the experience and glad that we took the time to share the impact, think that it helped all of us. This experience helped us all to reflect on our feelings and as enough time had passed it wasn't as raw. Glad we did it. Thank you.

I would have liked to have received financial recompense for the money I was out of pocket for, but understand this could not be achieved through this avenue.

Appendix 8 – Voice of the Parent



Thank you so much for our session today, you've opened my eyes up to a lot more than I realised. I've never had support much for me. You're calm, kind and your approach to things is methodical and something I therefor (sic) find easy to engage with.

It's great to have someone work with me solely for me as it's good / and important to have someone support and advise me during these stressful times, not just give me advice for my son or tell me what to do with him. Someone non-judgemental also, so I feel I can talk to her and be listened to properly, and not judged or told. I don't shut her off or out (as I have done with previous professionals in the past who I felt were rude and judgemental and didn't understand). I feel she really understands too and has experience in this area with other parents and ppl (sic) like me which is invaluable tbh (sic). I hope it can continue as I struggle day to day with things and atm (sic) really need her to talk to and help me.

The main thing was learning to communicate with each other and listen to each other and that's made all the difference between us. When I finished I did a safeguarding course and I'm now working as a support worker helping taking children with learning difficulties to school and I love it and I also volunteer and they've put me on training so that I can help other parents get I job. Who would have thought it.



The best thing about Norfolk YJS:

- They were very helpful and understanding.
- They helped me to control my anger.
- Having my appointments on the days I did not go to work, learning about the dangers of driving and how I was able to cook a meal for my mum and dad to say sorry for smashing dad's van up.
- I was really happy I didn't just have to sit in a room and get told off. Talking on the phone has been good. No blaming you did this and such.
- Talking about myself and linking it to my life.
- Made me realise the impact the offense (sic) could have had on my life if I wasn't lucky enough to get put on the NYJS course.
- Jade has been lovely and I had a great relationship with her. She listened we went out to Costa and I remember when we went to look at the Christmas lights, she believed I was bad just coz of my last name and I got to go back to court to finish YJS early.
- It was good getting to talk to Charlotte about the things I needed help with. She listened and did things to help me like when we made my CV. I have a part time job now and I have money for the things I need like nails and lashes. Charlotte helped me get into college as well. My tutor said they wouldn't have taken me without her risk assessment but they did and it's going well. I loved the girls group and getting to be a mentor for other girls too, I feel good when I can help others.
- They didn't judge me and helped me. They were a cool people who helped.



The worst thing about Norfolk YJS:

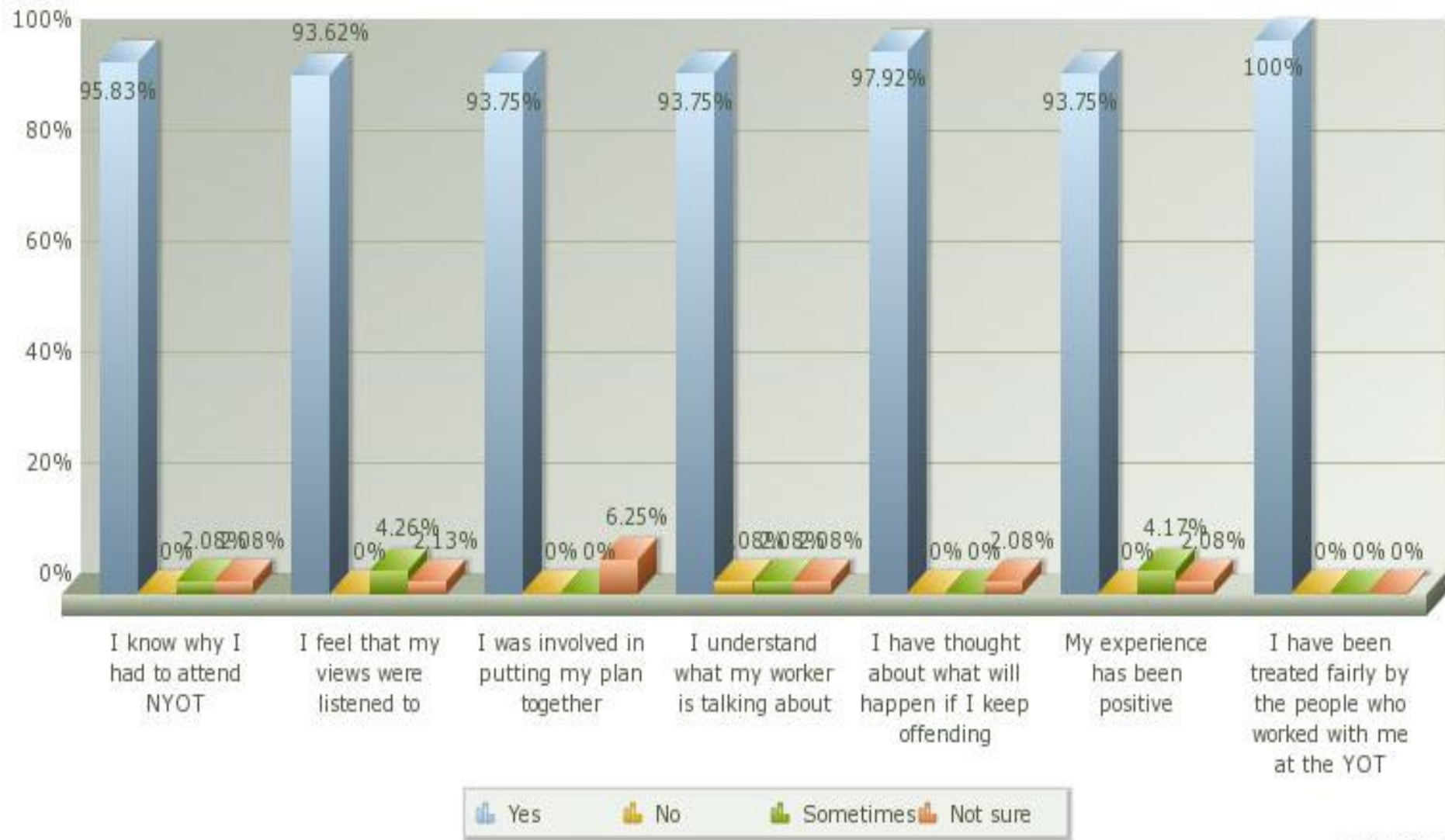
- I don't really know. I don't think there really is one.
- Can't think of one.
- Hasn't really been anything bad.
- Nothing wrong
- I don't know it's a hard thing. Its not like there's a good or bad.
- That I made the offence in the first place to have to have YJS
- Just it being YJS really
- Reparation, appointments annoy my schedule.
- Pushes you a bit, can be quite difficult and not always ready to process information
- Having YJS in my life
- Sometimes having to get up really early.
- Nothing they were 😊
- Too many meetings.



Any ideas on how things could be done differently:

- Face to face visits much better than team calls
- Can't think of anything
- Scenarios were good and put things to perspective.
- Everything has been perfect.
- No it's completely fine.
- I think everything Kane has done was perfect it has had a positive impact on me and I am really grateful for it
- YJS does not need any improvement
- Could be more flexibility on the work that we do. More time for new information. More fun learning.
- Keep doing what you're doing
- Be around longer! It's been good.
- Nothing it was all good.
- Nothing would have made it better, Aimee couldn't have done anything more, it was alright
- I've enjoyed it to be fair

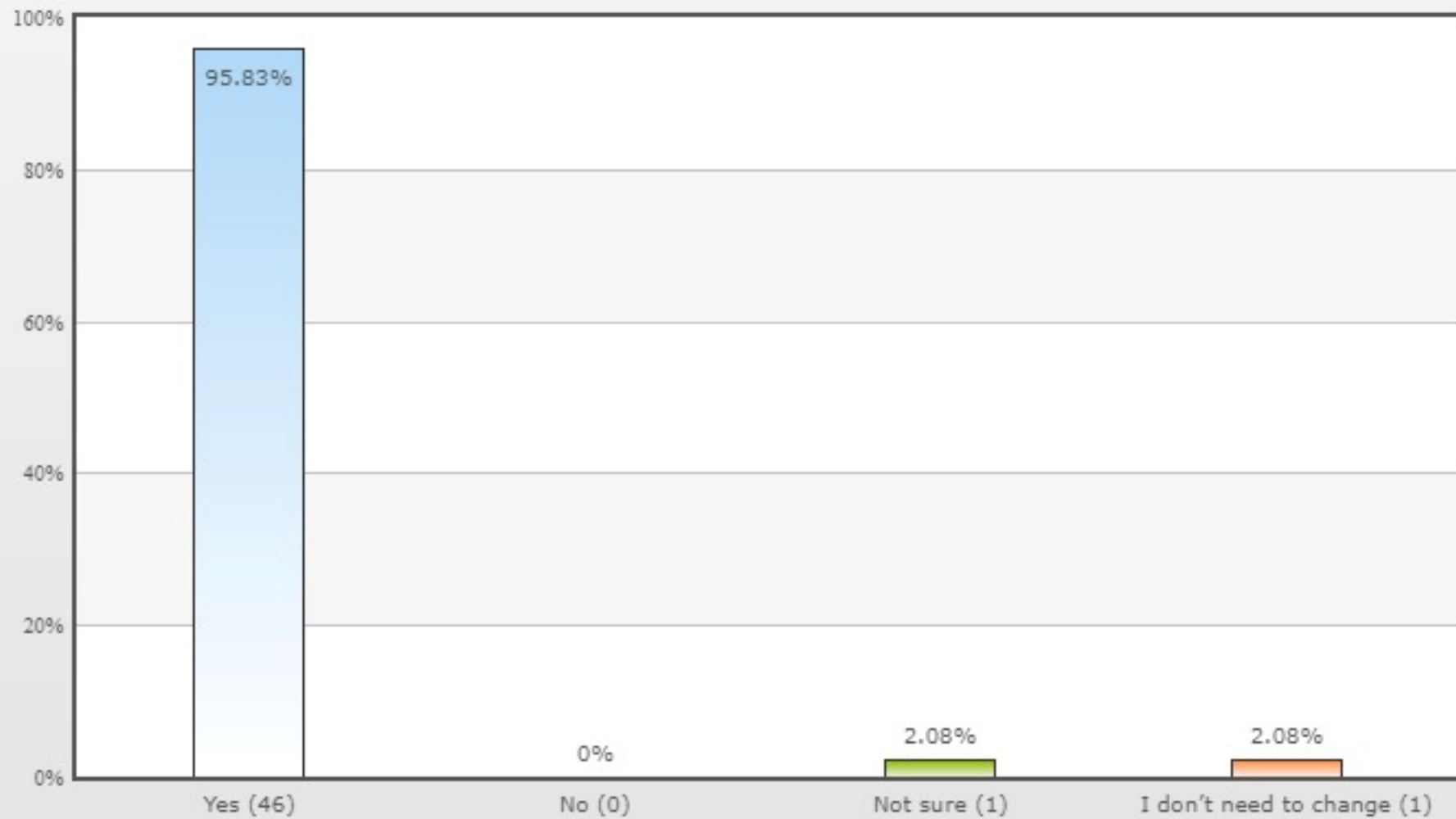
**Experience of the Service :
April 2021 - March 2022**



FusionCharts

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

April 2021 - March 2022



Common youth justice terms, please add any locally used terminology

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Antisocial behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
C4C	Challenge for Change
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child looked-after, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school

EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth justice service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a Child First approach
YOI	Young offender institution

Norfolk Youth Justice Plan - Report from the Scrutiny Committee to the Leader of the Council

1 Background

- 1.1 At the meeting held on the 22 September 2022, members of the Scrutiny Committee received the final draft of the Norfolk Youth Justice Plan. This document is revised annually, and sits among a number of policies that make up the overall NCC policy framework.
- 1.2 The Scrutiny Committee has a clear role in providing challenge to any refresh or amendment to items that make up the policy framework. This is set out in section 11b of the NCC constitution, alongside guidelines around communication with members and the process leading to Full Council approval. The item must be considered by the Scrutiny Committee in good time, and the Committee are asked to provide a report to the Leader of the Council outlining a summary of discussions and any recommendations put forward by the Scrutiny Committee. This report will include details of any minority views expressed as part of the debate at the Scrutiny Committee. Having considered any report by the Scrutiny Committee, the Leader or Executive will agree proposals for submission to the Council and report to Council on how any recommendations from the Scrutiny Committee have been taken into account.
- 1.3 As above, this report will summarise the minutes from the discussion at the Scrutiny Committee, highlighting key points raised by Scrutiny members and outlining the recommendations agreed by the Committee.

2 Summary of discussions

- 2.1 The below is an excerpt from the minutes of the meeting held on the 22 September detailing the issues raised with relation to the draft Norfolk Youth Justice Plan. The full minutes and reports for this meeting can be found [here](#).
- 2.2 Cllr Andrew Proctor (Leader of the Council) (attending as a substitute for Cllr John Fisher the Cabinet Member for Children's Services) said that the vision set out in the Norfolk Youth Justice Plan was for a child first youth justice system. Because the Plan was a system wide strategic document the ongoing work to tackle day to day issues would be included in separate forward plans and action plans that measured the delivery of the performance measures. The constituent partners of the Norfolk Youth justice board were detailed on page 104 of the agenda. The service was doing well in places, particularly around reducing the level of first-time offenders, but that it was in reoffending that performance was not so good. The service needed to respond to the requirements of black, Asian and minority ethnic children and the changing profile of girls that were subject to youth justice. The plan put the child first, hearing the voice of the child, and fitted in with the NCC

strategy of early intervention, recognising that children were influenced by what they experienced in their home. The aim was for children to enter adulthood without a criminal record. Funding for the service amounted to £3.9 m from several different sources. The Leader paid tribute to the work of those working within the youth justice system in Norfolk

2.3 The Committee discussed, received answers to questions and considered the following:

- Members spoke about how county lines were a big national issue for the Youth justice System and the importance of all the various agencies in Norfolk coming together to tackle this issue.
- Black and ethnic minority children were sentenced for the more serious offences which suggested that more work needed to be done with these groups at an earlier age.
- The youth justice system worked closely with social work colleagues and had specialist safeguarding teams that focused specifically on adolescents at risk.
- The Chair said that tackling a lack of local community cohesion lay at the centre of dealing with justice issues that impacted on young people. Young people with youth justice issues did not exist in isolation from their local community and they needed to be supported within their local community. He suggested that perhaps a large part of the answer to tackling youth crime lay in giving such children “something else that they wanted to do”. It was therefore important for the youth justice plan to link into a comprehensive local community plan that provided opportunities for community development.
- Officers said that this was an important national issue and the answer required working in partnership with the networks for vulnerable children and the serious violence duty group. There were opportunities for using monies from the youth endowment and youth improvements funds to co-ordinate solutions with communities and provide more youth facilities respectively.
- The Leader said that at page 63 of the agenda the report referred to the creation of safer communities with fewer victims. He would be happy to follow up this scrutiny point of view with the network partners and ask that going forward they should demonstrate the role that they had in achieving this important aim.
- In response to questions, officers said that all youth justice boards across the country had to submit information to the government on a national youth justice template. There was work to put in place a live tracking system in Norfolk to show trends at an earlier stage that could be fed back to partnership agencies.

- The Chair said that the re-offending rates in Norfolk were above the regional average and rising and the service therefore needed to demonstrate how it had a strong youth justice service.
- Officers pointed out that data was strong in other areas and the service were aware of and tackling re-offending rates. More lively and dynamic dashboards were being developed to improve the operational and strategic grip of the service.
- Cllrs pointed out the impact of school exclusions on young people offending.
- Officers stated that the Youth Justice Board included Members from the field of education and that some 80% of young people who were subject to the youth justice system were faced with school exclusion at some point in their lives. Personal education plans were being put in place for children known to the YJS and this was an expanding area of work.
- In reply to comments, the Chair suggested that the People and Communities Select Committee was the most appropriate Committee to monitor the way in which the Norfolk Youth Justice Plan was implemented after it was adopted. The Childrens Services Performance Review Panel would also be able to monitor the situation. The Scrutiny Committee would be able to revisit the plan should this become necessary.
- The Leader said that most of the work mentioned in the plan was part of “business as usual”.

3 Actions and recommendations

- 3.1 No formal revisions to the Scrutiny Committee forward work programme were agreed as a result of discussions, but the chair agreed to consider how best to liaise with partner committee to monitor progress.
- 3.2. No formal recommendations were moved or agreed by the committee regarding the content of the Norfolk Youth Justice Plan for consideration by the Cabinet Member or the Leader of the Council.

County Council

Item No: 12.3

Report Title: Accepting the delegation of a statutory function in order to determine an application to register a public right of way across county boundary

Date of Meeting: 11 October 2022

Responsible Cabinet Member: Cllr Andrew Proctor (Leader and Cabinet Member for Strategy & Governance)

Responsible Director: Helen Edwards – Director of Governance

Executive Summary

The purpose of this report is to seek approval to accept the agreement of Cambridgeshire County Council to discharge their statutory function to investigate and determine an application to register a public footpath over a footway across the River Little Ouse between Feltwell and Littleport.

Accepting this delegation of functions will allow a practical solution that enables one authority to carry out the statutory duties that are required of both. This has occurred because the footbridge straddles the two counties.

Norfolk County Council has already carried out an investigation into the public rights over the vehicular section of the bridge and has been in receipt of a formal Definitive Map Modification Application from a local resident. Norfolk County Council is therefore best placed to take on the statutory functions on behalf of both authorities.

Recommendations

To:

1. accept the discharge of Cambridgeshire County Council's function with respect to the Definitive Map Modification Application; and
2. share the administrative costs of publicising any Order and of a venue for holding any potential public enquiry.

1. Background and Purpose

- 1.1 This matter concerns a route over a footway attached to the side of a vehicular bridge which crosses the River Little Ouse at Brandon Bank (Feltwell) into

Littleport in Cambridgeshire. The county boundary with Cambridgeshire runs down the centre of the river. The location is shown on the attached map attached as Appendix A.

- 1.2 On 17th March 2022 Norfolk County Council (NCC) published its investigation concerning the highway status of the vehicular bridge. It was determined through both user evidence and documentary evidence that the route over the bridge was a public vehicular highway not maintainable at the public expense. This decision did not incorporate any public rights that may exist over the footway attached to the side of the bridge as this required a separate formal application to be made.
- 1.3 A formal Definitive Map Modification Application was made to Norfolk County Council in May 2022 and it seeks to register a public footpath over the footway attached to the bridge under section 53 of the Wildlife and Countryside Act 1981.

2. Proposal

- 2.1 The investigation and determination of applications under section 53 of the Wildlife and Countryside Act is a statutory function of NCC as the relevant Order-Making Authority for its administrative area. The function can be delegated to another authority under the provisions of section 101 of the Local Government Act 1972:

101 Arrangements for discharge of functions by local authorities.

- (1) Subject to any express provision contained in this Act or any Act passed after this Act, a local authority may arrange for the discharge of any of their functions—
 - (a) by a committee, a sub-committee or an officer of the authority; or
 - (b) by any other local authority
- 2.2 As this application concerns a claimed footpath that straddles the two counties, it is most practicable for one authority to undertake the investigation. As NCC has already undertaken the investigation into the status of the road bridge, and has received the Definitive Map Modification Order Application, Cambridgeshire County Council (CCC) considered it sensible to agree to the discharge of their statutory functions to NCC.
- 2.3 CCC approved the discharge of its functions to NCC after a full council meeting on 19th July 2022 (Appendix B – page 3).
- 2.4 Under the terms of Norfolk County Council's Constitution, the decision to accept a delegation from another local authority shall be reserved to the full council:

9.5 Delegation to and From Other Local Authorities

(a) The Council may delegate functions to another local authority or, in certain circumstances, the executive of another local authority.

(b) The decision whether or not to accept such a delegation from another Local authority shall be reserved to the full Council.

2.5 Therefore, this report seeks an agreement to accept the said delegation from CCC. Cambridgeshire County Council have authorised the delegation on the proviso that:

(i) Norfolk County Council fully consults Cambridgeshire County Council (CCC) as a statutory consultee at the appropriate stages prior to any decision, including CCC Structures Team

(ii) Norfolk County Council fully consults Littleport Town Council and the Local Member

(iii) Maintenance liability, if any, should be determined as part of the investigation

(iv) A draft of the report is provided to Cambridgeshire County Council for comment

(v) Norfolk County Council keeps Cambridgeshire County Council informed at all key stages of the process, including:

a. The service of formal notices in relation to any order that may be made

b. A copy of any order that may be made

c. The formal stages should objections be received, and the order be sent to the Planning Inspectorate for determination

3. Impact of the Proposal

3.1 If agreed, the delegation will allow NCC to undertake all of the work involved in the processing of the Definitive Map Modification Order Application as this will ensure that continuity is maintained.

4. Evidence and Reasons for Decision

4.1 Cambridgeshire County Council have formally agreed to delegate their statutory function of keeping the Definitive Map and Statement under continuous review. It is appropriate for Norfolk County Council to accept this delegation on the basis that the authority has already carried out research in

the area and as a result has a good foundation upon which to proceed with the formal application.

5. Alternative Options

- 5.1 It is not feasible for both authorities to process the application independently, therefore the only alternative would be for Norfolk County Council to delegate its statutory function to Cambridgeshire County Council which would undo a lot of work already carried out by both authorities.

6. Financial Implications

- 6.1 NCC will bear the cost of officer time for the processes and investigations required for this application. A team within NCC already manages such applications as part of its statutory processes so there will be no unexpected financial implications.
- 6.2 On occasions where the decision to make a modification order is objected to, the order making authority is obliged to refer the decision to the Planning Inspectorate. It may be decided that it is appropriate to hold a public inquiry for which a venue would be required in the locality of the route in question. It is anticipated that the cost of hiring a venue and the advertising required for this and the order itself could be in the region of £4-6,000, with the lower amount being more credible.
- 6.3 CCC have agreed to share administrative costs which would include:
- 1) the cost of notices publicising any potential order and;
 - 2) should an order be made and objections are received requiring the order to be sent to the Planning Inspectorate for determination, the cost of a venue for holding any resulting inquiry.
 - 3) The shared costs for both authorities would therefore be in the region of £2-3,000 each.

7. Resource Implications

7.1 Staff:

NCC has an existing team that processes Definitive Map Modification Applications therefore no additional resource is required.

7.2 Property:

None

7.3 IT:

None

8. Other Implications

8.1 Legal Implications:

As Definitive Map Modification Applications are already managed by a team within NCC the legal implications and Data Protection Impacts are well-established.

8.2 Human Rights Implications:

N/A

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

This proposal is not relevant to equality as it is purely looking to take on the functions of another authority. For this reason an EqIA is not required.

8.4 Data Protection Impact Assessments (DPIA):

The team that manages Definitive Map Modification Applications already have procedures in place for dealing with personal data, therefore no DPIA is needed.

8.5 Health and Safety implications (where appropriate):

N/A

8.6 Sustainability implications (where appropriate):

N/A

8.7 Any Other Implications:

Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.

9. Risk Implications / Assessment

9.1 The likelihood of this application receiving objections cannot be anticipated but if they are received the process of referring the case to the Planning Inspectorate and holding an inquiry will have a high impact on officer time.

9.2 The acceptance of CCC's delegation of its function is, however, recommended because NCC has a statutory duty to determine the application (for the part of the route that is within Norfolk's boundary) with or without the delegation. It is therefore sensible to go through this process with the agreement of CCC to share certain administrative expenditures as a means of balancing this impact on officer time.

10. Select Committee Comments

N/A

11. Recommendations

To:

1. accept the discharge of Cambridgeshire County Council's function with respect to the Definitive Map Modification Application; and
2. share the administrative costs of publicising any Order and of a venue for holding any potential public enquiry.

12. Background Papers

12.1 Local Government Act 1972

<https://www.legislation.gov.uk/ukpga/1972/70/section/101>

12.2 Norfolk County Council Constitution

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/norfolk-county-council-constitution>

Officer Contact

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

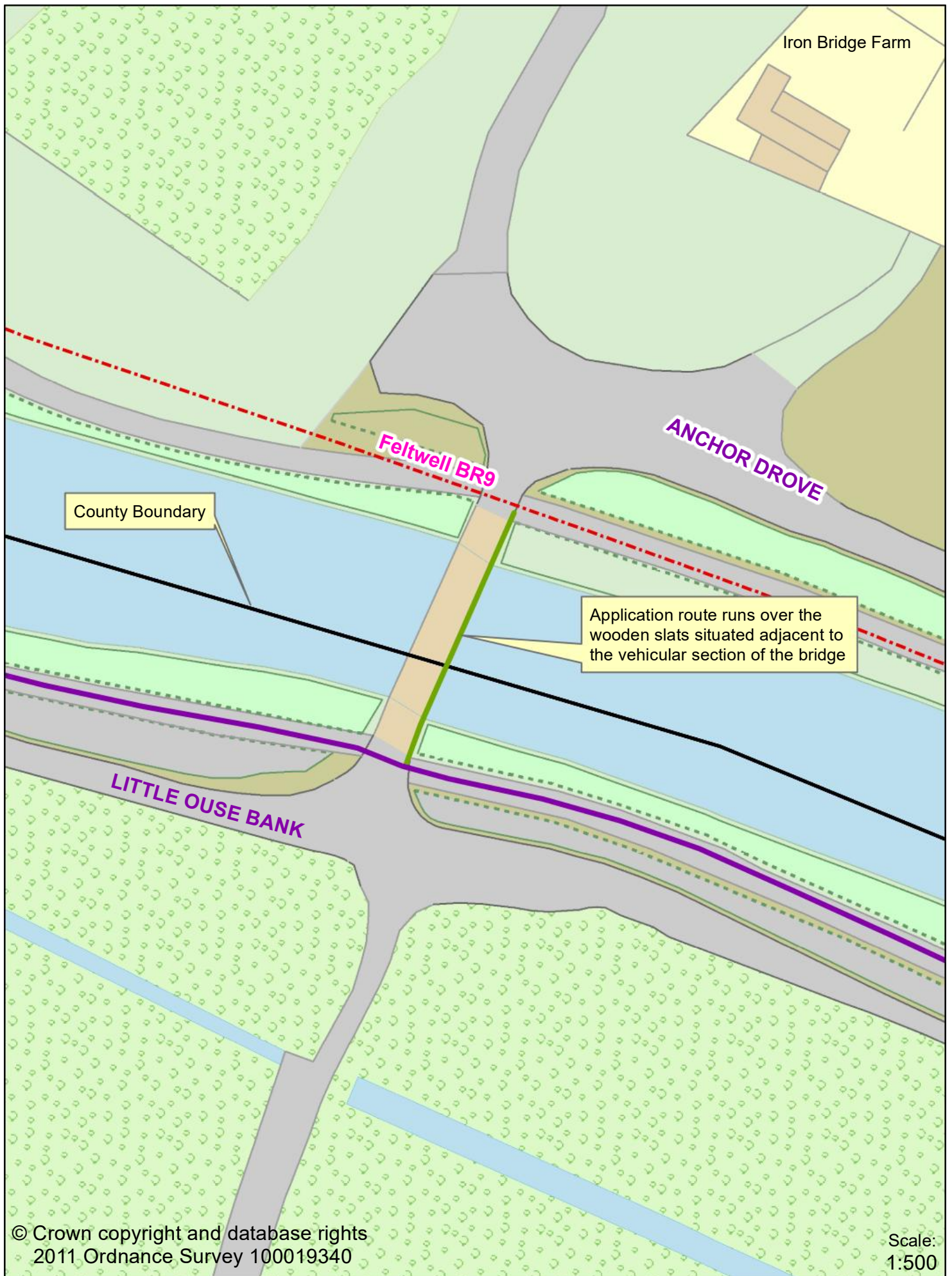
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County Council – Minutes

Please note the meeting can be viewed on YouTube at the following link:

[Cambridgeshire County Council Full Council Meeting, 19th July 2022](#)

Date: Tuesday 19 July 2022

Time: 10:30 a.m. – 15:11 p.m.

Present:

D Ambrose Smith	D Dew	S King
M Atkins	L Dupré	M McGuire
H Batchelor	S Ferguson (Chair)	E Meschini
A Beckett	J French	E Murphy
K Billington	I Gardener	L Nethsingha
G Bird	N Gay	C Rae
C Boden	D Giles	K Reynolds
A Bradnam	M Goldsack	T Sanderson
A Bulat	B Goodliffe	D Schumann
S Bywater	N Gough	J Schumann
D Connor	J Gowing	N Shailer
S Corney	R Hathorn	A Sharp
A Costello	A Hay	P Slatter
S Count	M Howell	M Smith
H Cox Condron	R Howitt	F Thompson
S Criswell	S Kindersley (Vice-Chair)	S van de Ven
C Daunton	J King	

Apologies for Absence:

Apologies were received from Councillors P Coutts, R Fuller, S Hoy, M King, P McDonald, B Milnes, K Prentice, S Taylor, S Tierney, A Whelan and G Wilson.

78. Minutes – 10 May 2022 and the Action Log

The minutes of the meeting held on 10 May 2022 were agreed as a correct record and signed by the Chair.

The action log was noted, which included a number of comments for investigation.

79. Chair's Announcements

The Chair made a number of announcements, as set out in Appendix A.

80. Declarations of Interest

There were no declarations of interest.

81. Public Question Time

The Chair reported that no public questions had been received from members of the public.

82. Petitions

The Chair reported that no petitions had been received from members of the public.

83. Items for determination from Policy and Resources Committees

(a) Strategy and Resources Committee

Treasury Management Report – Quarter Four Update 2021-22

It was moved by the Chair of the Strategy and Resources Committee, Councillor Nethsingha, and seconded by the Vice-Chair of the Strategy and Resources Committee, Councillor Meschini, that the recommendations from the Strategy and Resources Committee, as set out on the Council agenda, be approved.

Following discussion, it was resolved by majority to:

Note the Treasury Management Quarter Four Outturn Report for 2021/22.

[Voting pattern: Liberal Democrats, Labour, nine Conservatives and Independents in favour; fifteen Conservatives against.]

(b) Environment and Green Investment Committee Nature and Climate Change Declaration

It was moved by the Chair of the Environment and Green Investment Committee, Councillor Dupré, and seconded by the Vice-Chair of the Environment and Green Investment Committee, Councillor Gay, that the recommendations from the Environment and Green Investment Committee, as set out on the Council agenda, be approved.

Following discussion, it was resolved by majority to:

- a) Agree to sign the Nature and Climate Change Declaration; and
- b) Endorse the Climate and Ecology Bill (2022).

[Voting pattern: Liberal Democrats, Labour and Independents in favour; Conservatives against.]

84. Structure of the Corporate Leadership Team

It was moved by the Chair of the Staffing and Appeals Committee, Councillor Murphy, and seconded by the Vice-Chair of the Staffing and Appeals Committee, Councillor Shailer, that the recommendations as set out in the report on the Council agenda be approved.

Following discussion, it was resolved by majority to:

- a) Approve the revised structure of the Corporate Leadership Team and senior management structure of the Council, including the statutory officer roles of Section 151 Chief Financial Officer and Monitoring Officer.
- b) Delegate authority to the Staffing and Appeals Committee, advised by the Chief Executive and Assistant Director of Human Resources to proceed with appointing to new or changed chief officer roles within the structure.
- c) Delegate authority to the Chief Executive, advised by the Assistant Director of Human Resources, to proceed with appointing to new or changed roles below chief officer level, in accordance with the Council's Officer Employment Procedure Rules and associated policies and procedures.
- d) Authorise the Chief Executive, in consultation with the Chair of the Constitution and Ethics Committee, to make any other minor or consequential amendments to the Constitution necessary for, or incidental to, the implementation of these proposals.

[Voting pattern: Liberal Democrats, Labour and Independents in favour; Conservatives against.]

85. Delegation of statutory function to determine an application to register a public right of way across County boundary

It was moved by the Chair of the Highways and Transport Committee, Councillor Beckett, and seconded by the Vice-Chair of the Highways and Transport Committee, Councillor Shailer, that the recommendations as set out in the report on the Council agenda be approved.

It was resolved unanimously that:

- a) Council approve the discharge of its function in respect of this application by Norfolk County Council with the provisos set out at 2.5 of the report; and
- b) Cambridgeshire County Council share the administrative costs of publicising any Order and of a venue for holding a public inquiry as set out at 3.1 of the report.

86. Appointments to Outside Bodies - Greater Cambridge Partnership Joint Assembly

It was moved by the Chair of Council, Councillor Ferguson, seconded by the Vice-Chair, Councillor Kindersley, and agreed unanimously to:

Appoint Councillor Daunton as a Liberal Democrat representative on the Greater Cambridge Partnership Joint Assembly.

87. Motions submitted under Council Procedure Rule 10

a) Motion from Councillor Hilary Cox Condrón

The following motion was proposed by Councillor Cox Condrón and seconded by Councillor Bulat.

The Council notes that:

- Cambridgeshire residents are constantly exposed to paid promotion of activities or products which are potentially harmful for their mental and/or physical health and the environment they live in. These include, but are not limited to, junk food, alcohol, gambling and most polluting forms of transport (e.g. SUVs, fossil fuel companies).
- There is precedent for banning harmful product advertising in the context of public health. Most notably, most types of tobacco advertising were banned in 2003, including in public spaces such as bus shelters.
- Restricting the advertising and sponsorship of harmful products is not the same as banning the products themselves.
- Cambridgeshire County Council declared a climate emergency in 2019 and thus any action to minimise the negative impact on the environment, and to promote health and wellbeing for its residents, is urgent and should be welcomed.
- The Council has an ethical policy but does not yet specifically exclude junk food or fossil fuels, although does refer to a general exclusion with anything that 'appears to conflict with the Council's wider promotion of healthy and active lifestyles'.
- In response to a public question at the 22 July 2021 Cambridge City Council meeting, the Executive Councillor confirmed that the City Council has an interest in an aged contract relating to the supply of bus shelters. There is opportunity to work with the County Council to join contracts for other street assets, such as roundabouts and the County Council's own few bus shelters, and the City Council is in favour of considering an ethical advertising policy with them. Similar contexts might apply in other District Councils, thus County and District collaboration is key on this matter.
- The Council currently has income targets relating to the sale of advertising and sponsorship opportunities.

The Council welcomes that:

- The Greater London Authority (GLA), which controls Transport for London (TfL) property, were able to enact a Healthier Food Advertising Policy in 2018 prohibiting High Fat, Sugar or Salt (HFSS) food advertising on TfL property.
- Some councils, such as Bristol, have recently reviewed their ethical advertising policies. For instance, Bristol City Council, in its Partnerships and Collaboration Policy, does not permit advertising and/or sponsorship that contains, implies and suggests any of the following: "Promotion or availability of foods and drinks that are high in fat, salt and/or sugar (HFSS) as defined by the Department of Health and Social Care's nutrient profiling model, without exceptions. This includes advertisements where there is a range of food/drink featured, some of which is HFSS." and "Promotion or availability of

alcoholic drinks. This includes advertisements where there is a range of drinks featured, some of which are alcoholic.”

- Some councils already passed motions on these issues. For instance, North Somerset County Council passed a motion in 2020 to review and strengthen the Council’s Low Carbon Advertising Policies. Norwich City Council passed a motion in 2021 in support of banning advertising of environmentally damaging products.

The Council expresses concern that:

- Some advertising of environmentally damaging products and junk food in particular is actively undermining the Council’s priorities in public health and environmental policies.
- This undermines the work of schools, nurseries, children’s centres and other organisations who are investing in healthy eating programmes, citizenship education and ensuring a healthy food environment inside their gates.
- Advertising is insidious in places where young people congregate e.g. near parks, sports grounds, etc and we need to ensure that promotion of physical exercise and an active lifestyle is not undermined by junk food advertising.

The Council is recommended to ask Strategy and Resources Committee to:

- Consider phasing out all forms of junk food advertising in County Council assets, such as roundabouts. The Council will aim to instead use the advertising space to promote health promoting products, which may mitigate any loss of income.
- Publish an advertising strategy that includes the Council’s position on junk food, and consideration to environmentally damaging products (including industrially farmed animal products) in the context of the Council’s net zero strategy, in addition to the exclusions currently included within the policy - such as gambling, alcohol and violence.
- Investigate the possibility of a County wide Low Carbon Policy for advertising and sponsorship, and model any resulting financial impact.

The Council is also recommended to:

- Work collaboratively with District Councils to have a joined-up approach to this issue via the Cambridgeshire Public Service Board, given that Districts have responsibility for applying national planning policy on advertising planning restrictions.
- Ask the Chief Executive to write to the Secretaries of States for Health and Social Care, and Digital, Culture, Media and Sport asking to consider a ban on junk food advertising nationally in council owned spaces and public spaces more broadly.
- Work collaboratively with the Local Government Association to promote best practice in this area.

Following discussion, on being put to the vote the motion was carried by a majority.

[Voting pattern: Liberal Democrats, Labour and Independents in favour; Conservatives against.]

b) Motion from Councillor Mark Goldsack

The following motion was proposed by Councillor Goldsack and seconded by Councillor Dupré. The motion included alterations from the version included on the agenda, which were agreed by the meeting without discussion (additions in bold and deletions shown in strikethrough).

A countywide approach to safety buffer zones for 30/40mph streets from National speed limit approach roads

This Council notes that:

- **safety on Cambridgeshire's roads is of paramount importance to the Council and to the public.**
- during the latest Local Highway ~~Initiative~~ **Improvement** (LHI) application campaign a ~~very~~ high percentage of applications were requesting 40mph buffer zones on roads accessing their local town, village, or community 30mph areas.

This Council acknowledges that:

- the LHI scheme does offer our communities the chance to request changes and improvements to the highway system, but that the application scheme can be cumbersome, expensive, and limited in terms of what a community can do, especially in time.
- ~~— Parish and Town councils, or local community applicants, must financially contribute to desired areas of need and want, and yet statistics are showing that a collective desire for buffers means that doing one per parish per year is unfair, and unsafe for our residents.~~
- **buffer zones are popular, but their implementation is slowed by limited council resource, the requirement for applicants to contribute funding, and the limit to one application per applicant per annum.**
- 40Mmph buffer zones that have been implemented across the County via the LHI scheme ~~provide proof that the scheme enhances~~ **appear to enhance** community safety by slowing down traffic and supporting pedestrians and cyclists in those areas.
- the county council has a duty to protect the population, and ~~this is~~ **buffer zones are** a positive step to further doing so.
- ~~— the importance of taking responsibility for proven community safety improvements from a once per year LHI application process to the heart of the Council.~~

This Council welcomes:

- **the review of the LHI scheme already under way.**
- **the work being done by the Vision Zero Partnership on a speed management strategy.**

This Council therefore requests that:

- a report be produced for a future **meeting of the Highways and Transport Committee on principles for the location of buffer zones, on how the process for local applications can be simplified and promoted to applicants, and on options for facilitating the installation of buffer zones where locally supported, whether through the LHI process or by other means.** ~~detailing a review of all National Speed Limit access roads that lead into 30MPH road inhabited areas. It should include:~~
 - ~~— a review of current speed policy and process.~~
 - ~~— the possible cost and process associated with further speed reductions on village approaches (based on worked up examples) as well as the possible safety outcomes that could result from scheme implementation.~~
 - ~~— an outline of a programme initiation document showing the time, cost and quality outcome elements of this scheme detailing how the approach should be offered to the local councils and if they accept, how they should be rolled out and the timescales involved.~~
- **meanwhile the current LHI Working Group be asked to consider how requests for buffer zones could be more effectively met within the LHI process.**

Following discussion, on being put to the vote the motion was carried unanimously.

c) Motion from Councillor Steve Count

The following motion was proposed by Councillor Count and seconded by Councillor J King.

Core purpose:

To raise governance concerns and highlight the potential dangers of a politically aligned Audit and Accounts Committee Chair and Committee.

The Council notes that:

- The joint administration took over control of Cambridgeshire County Council (CCC) in May 2021 and led by the Liberal Democrat leader Councillor Lucy Nethsingha, it made significant changes to the committee structure and subsequently significant changes to the constitution.
- The joint administration has undertaken a peer review, which covered many strategic corporate areas and some specific areas of concern.
- New governance arrangements were not included in the peer review and more recently the Chief Executive Stephen Moir, with the full backing of all group leaders has instigated a review of governance.
- There are many issues new and old which have already been and continue to feed into that review in an attempt to improve governance for residents affected by decisions made at the Council.
- The Chair of the Audit and Accounts Committee is appointed by full Council, which has often appointed a chair of a different political persuasion than the leading party in order

to instil independence, robust challenge and confidence from the public that the committee was truly independent.

The Council acknowledges that:

- This organisation has a revenue budget in excess of £700m a year and has statutory responsibilities placed on it regarding the lives of its residents. It is therefore essential that its Audit and Accounts Committee is appropriately effective.
- For an effective Audit and Accounts Committee to function, the Committee itself, the internal auditor and external auditor must all have a real, and apparent independence that everyone has confidence in.
- Some authorities have appointed independent chairs and independent members, with pre-requisites for membership. These pre-requisites can also help address any imbalances in fair representation, which are not addressed by the Councillor membership of the committee. This Council expresses concern that:
- The current appointed Chair of the Audit and Accounts Committee is a Member of the Joint Administration.
- This alignment of political ideologies, in such an important position of influence as the Chair of Audit and Accounts Committee, weakens the concept that the Committee is truly independent of influence and has the potential to weaken good governance and good decision making.
- The confidence of the public and the press may be diminished when it examines this arrangement. This can be further exacerbated when the voting structure is politically proportional, meaning the committee itself is politically aligned to the political leadership, who are performing decision making.
- A further weakness can occur in audit and accounts committees, when the pool of councillors from which members of the committee can be chosen, have insufficient financial and process experience to deliver effective scrutiny challenge.

This Council therefore requests that the Chief Executive as part of the governance review's examinations and recommendations includes the following:

- Examines the effectiveness and independence of the Audit and Accounts Committee
- A recommendation for effective chairing of Audit and Accounts Committee meetings
- A recommendation for creating a more independent non-political led committee
- Takes account of both the real potential, as well as the perception of potential, for political partisanship to influence the committee
- Addresses the potential for a committee not having a pool of members able to provide sufficiently robust challenge or diversity of relevant experience, knowledge and ability.

Following discussion, on being put to the vote the motion was lost.

[Voting pattern: Conservatives and one Labour in favour; Liberal Democrats, eight Labour and Independents against. Following the meeting, Councillor Meschini confirmed she had voted in favour in error.]

d) Motion from Councillor Ros Hathorn

The following motion was proposed by Councillor Hathorn and seconded by Councillor Meschini.

This Council notes that active travel infrastructure plays a vital role in:

- Connecting communities;
- Providing new opportunities for individuals in terms of employment, education, caring and leisure;
- Encouraging a culture of active travel which can lower childhood obesity levels and improve adult health;
- Providing new choices for those who do not have a car including giving greater independence to those under the age of 17
- Helping the county reach its net zero target of 2045.

The Council acknowledges that:

- As more active travel infrastructure is built it will have growing maintenance costs.
- Government Department for Transport (DfT) funding is provided based on the DfT Highway Maintenance funding formula. Local authorities make the decisions on where to spend this money across the whole network, In Cambridgeshire these decisions are based on the condition of the asset and the adopted Highway Operational Standards.
- The DfT does not make specific reference to the significance of active travel or include it explicitly within their funding formula, putting pressure on local authorities to accommodate a growing network of new generation active travel routes.
- Local Authority maintenance budgets are under increasing pressure to balance the numerous challenges across a changing network.
- There is no commitment to or indication that the government will make an explicit inclusion of active travel infrastructure in the DfT maintenance block funding formula in the future.
- Active travel needs new funding models which will both maintain the active travel infrastructure in place and support the delivery of really good new schemes.
- We have high active travel ambitions, and policy to support its delivery, it is essential that we use the planning process to its best effect to deliver on our ambitions across the county.

- Consideration of the maintenance requirements for active travel infrastructure is currently being reviewed as part of the Highways Operational Standards review. This motion seeks to support not undermine that work by demonstrating that funding to support active travel is supported by the full council.
- Some schemes, however, will be finalised before that review is complete.

This Council therefore:

- Asks the Highways and Transport service to prioritise developing active travel specific maintenance measures within the Highways Operational Standards (HOS) and explore ways in which ongoing maintenance requirements can be removed as a barrier to good scheme design.
- Asks the Highways and Transport service to undertake a review of the highway hierarchy used to deliver the asset management maintenance programme to ensure it reflects active travel growth and the ambitions of the council.
- Supports Active Travel England's talk of a 'new golden age of walking and cycling' Active Travel England update, and asks the Chief Executive to write to the Department of Transport and Active Travel England to:
 - o Outline the Council's concerns that councils' will not be able to deliver the active travel infrastructure necessary for this without a commitment from government to fund the maintenance of an expanding network of ambitious new generation cycleways and footways;
 - o Lobby for explicit inclusion of active travel infrastructure in the DfT maintenance block funding formula.
 - o Lobby for active travel to be included as a priority within the Highway Maintenance Incentive fund.
- Agrees to fully utilise the planning process to secure the highest quality developer infrastructure to meet the ambitions and aspirations of Cambridgeshire and agrees to strive for a more ambitious approach to schemes being developed currently so it can deliver better active travel schemes earlier.

Councillor Goldsack moved an amendment seconded by Councillor Sharp, as follows (Additions in bold):

This Council notes that active travel infrastructure plays a vital role in:

- connecting communities
- providing new opportunities for individuals in terms of employment, education, caring and leisure.
- encouraging a culture of active travel which can lower childhood obesity levels and improve adult health.
- providing new choices for those who do not have a car including giving greater independence to those under the age of 17.

- helping the county reach its net zero target of 2045.

The Council acknowledges that:

- as more active travel infrastructure is built it will have growing maintenance costs.
- Government Department for Transport (DfT) funding is provided based on the DfT Highway Maintenance funding formula. Local authorities make the decisions on where to spend this money across the whole network, In Cambridgeshire these decisions are based on the condition of the asset and the adopted Highway Operational Standards.
- the DfT does not make specific reference to the significance of active travel or include it explicitly within their funding formula, putting pressure on local authorities to accommodate a growing network of new generation active travel routes.
- Local Authority maintenance budgets are under increasing pressure to balance the numerous challenges across a changing network.
- there is no commitment to or indication that the Government will make an explicit inclusion of active travel infrastructure in the DfT maintenance block funding formula in the future.
- active travel needs new funding models which will both maintain the active travel infrastructure in place and support the delivery of really good new schemes.
- we have high active travel ambitions, and policy to support its delivery, it is essential that we use the planning process to its best effect to deliver on our ambitions across the County.
- consideration of the maintenance requirements for active travel infrastructure is currently being reviewed as part of the Highways Operational Standards review. This motion seeks to support not undermine that work by demonstrating that funding to support active travel is supported by the full Council.
- some schemes, however, will be finalised before that review is complete.

This Council therefore:

- asks the Highways and Transport service to prioritise developing active travel specific maintenance measures within the Highways Operational Standards (HOS) and explore ways in which ongoing maintenance requirements can be removed as a barrier to good scheme design.
- asks the Highways and Transport service to undertake a review of the highway hierarchy used to deliver the asset management maintenance programme to ensure it reflects active travel growth and the ambitions of the Council **but only**
 - a) **where this activity does nothing to potentially harm the Asset Management Strategy funding approach, as any amendment to this could impact negatively the funding received for Cambridgeshire County Council.**
 - b) **where areas of little or no active travel exists, such as rural villages with limited if any bus or rail service, these residents are not negatively**

impacted by a disproportional spend on county highway maintenance in areas that can benefit from Active Travel campaigns.

- supports Active Travel England's talk of a 'new golden age of walking and cycling' [Active Travel England update](#), and asks the Chief Executive to write to the Department of Transport and Active Travel England to:
 - o outline the Council's concerns that councils' will not be able to deliver the active travel infrastructure necessary for this without a commitment from government to fund the maintenance of an expanding network of ambitious new generation cycleways and footways;
 - o lobby for explicit inclusion of active travel infrastructure in the DfT maintenance block funding formula,
 - o lobby for active travel to be included as a priority within the Highway Maintenance Incentive fund.
- agrees to fully utilise the planning process to secure the highest quality developer infrastructure to meet the ambitions and aspirations of Cambridgeshire and agrees to strive for a more ambitious approach to schemes being developed currently so it can deliver better active travel schemes earlier.

Following discussion, the amendment, on being put to the vote, was lost.

[Voting pattern: Conservatives in favour; Liberal Democrats, Labour and two Independents against; and one Independent abstained.]

Following further discussion, on being put to the vote the motion was carried by a majority.

[Voting pattern: Liberal Democrats, Labour and Independents in favour; Conservatives against.]

e) Motion from Councillor Alex Beckett

The following motion was proposed by Councillor Beckett and seconded by Councillor Bulat.

Problem pavement parking within our urban environments is a constant problem. It obstructs free passage and creates a hostile environment for many people particularly the most vulnerable in society with visual or mobility impairments. It creates a safety hazard where pushchairs are forced into the road to avoid a parked vehicle. A confused.com survey of 2000 adults found that 72% had been forced into the road to avoid a car parked on the pavement and 44% had felt unsafe because of this. A YouGov poll by Living Streets found a staggering 87% of parents with children aged 4-11 had to step into the road due to a parked vehicle.

While in some areas due to the width of the highway, pavement parking is difficult to avoid without removing all parking, there are large areas where there is simply no reason to park on the pavement and where a lack of enforcement is abused by antisocial drivers. Local authorities can restrict pavement parking by means of a Traffic Regulation Order (TRO). The most direct route to this within Cambridgeshire County Council is by means of an Local Highway Initiative (LHI) bid however these are often overloaded and forced to consider a

small area. There is no coherent strategy within LHI bids. A concerted effort across extended areas would reduce pressure on the LHI programme and deliver cost efficiencies while presenting a coherent message to residents about how seriously we take this issue. With a TRO in place enforcement can be completed by civil parking inspectors in areas where this is delegated.

This Council therefore notes that:

- Parking on the pavement is a persistent problem and causes serious safety issues for the disabled, damages our pavements and prevents access for pedestrians.
- Whilst in some areas we may support formalised pavement parking, there are areas where we would seek to prevent it, and where a lack of enforcement is abused by antisocial drivers.
- Pavement parking can be prohibited via a Traffic Regulation Order and then enforced by civil parking enforcement. However, this can be expensive and there is currently no way to implement this outside the already overburdened Local Highway Initiative Scheme.
- There is a Bill to amend the law relating to parking on verges and footways in England outside of Greater London and in Wales, which will make it an offence to park on pavements however timescales or success are unknown and as currently drafted will not resolve all issues:

The bill as proposed [Pavement Parking Bill](#)

- Obviously if this is successful it will save the cost of multiple TROs, and will avoid the challenges associated with displaced parking, but we do not know if/when this will be introduced or if it will go far enough to prevent problem parking in all areas.

This Council therefore:

- Asks the highways department to prepare a paper for Strategy and Resources Committee proposing a group of pilot areas in Cambridge City for TRO implementation, outlining the costs required to implement.
- Asks Strategy and Resources Committee to assess this paper and provide a budget for implementation and enforcement of this work to prevent informal pavement parking within the city.
- Asks Highways and Transport Committee to assess the impact of this trial upon its implementation.
- If successful, ask the highways department to expand this work and bring a further paper to Highways and Transport Committee for all urban areas within Cambridgeshire with informal pavement parking, when it is appropriate to do so (mindful that Civil Parking Enforcement powers are needed to locally enforce the TRO).

Following discussion, on being put to the vote the motion was carried by a majority.

[Voting pattern: Liberal Democrats, Labour, nine Conservatives and Independents in favour; three Conservative abstained; and seven Conservatives against.]

(a) Cambridgeshire and Peterborough Combined Authority and Overview and Scrutiny Committee (Council Procedure Rule 9.1)

Six questions were submitted under Council Procedure Rule 9.1 of the Council's Constitution attached at Appendix B.

(b) Written Questions (Council Procedure Rule 9.2)

No questions were submitted under Council Procedure Rule 9.2 of the Council's Constitution.

Chair
18th October 2022

County Council – 19th July 2022

Chair's Announcements

People

Former County Councillor Mike Rouse

It is with regret that the Chair reports the death of former County Councillor Mike Rouse, who represented the Ely North and East Division on behalf of the Conservative Party from 2013 to 2017.

The Council's thoughts are with his family, and friends at this very sad time.

Former County Councillor Margaret Hunter

It is with regret that the Chair reports the death of former County Councillor Margaret Hunter, who represented the Melbourn Division on behalf of the Liberal Democrat Party from 1993 to 1999.

The Council's thoughts are with her family, and friends at this very sad time.

Former County Councillor Robin Martlew

It is with regret that the Chair reports the death of former County Councillor Robin Martlew, who represented the Caxton Division from 1967 to 1970, and the Comberton Division from 1993 to 2005 on behalf of the Liberal Democrat Party.

The Council's thoughts are with his family, and friends at this very sad time.

Meredith Hudson

It is with deep regret that the Chair reports the recent sudden death of Meredith Hudson. Meredith worked in many roles within the 0-19 service including education capital, admissions and business support not to mention her roles for the wider council in the registration service. Meredith's parents also worked for many years at the Council.

The Council's thoughts are with her family, friends and colleagues at this very sad time.

Alysia Ramsdale

It is also with deep regret that the Chair reports the recent sudden death of Alysia Ramsdale. Alysia worked for the Council since 2008 within the Children's Early Help Supporting Families team and Human Resources.

The Council's thoughts are with her family, friends and colleagues at this very sad time.

Awards

Queen's Jubilee Birthday Honours

The Council sends its congratulations to two former colleagues Christine May, Head of Libraries at Bradford Metropolitan District Council, and Susan Wills, Assistant Director, Lifelong Learning and Culture, Surrey County Council who have both been awarded MBEs for services to Public Libraries.

Queen's Award for Voluntary Service

The Council's Library@home volunteers are one of three voluntary groups in Cambridgeshire who have been awarded with the Queen's Award for Voluntary Service.

The Queen's Award for Voluntary Service is the highest award a local voluntary group can receive in the UK and is equivalent to an MBE. It aims to recognise outstanding work by local volunteer groups to benefit their communities. It was created in 2002 to celebrate The Queen's Golden Jubilee. Recipients are announced each year on 2nd June, the anniversary of The Queen's Coronation.

Service Developments

Health and Wellbeing Strategy

Health and Wellbeing Boards are required, as stated in the Health and Social Care Act 2012, to produce Health & Wellbeing Strategies. The last two years have required the whole system to focus on tackling the challenges of the Covid-19 pandemic. Whilst a Joint Health and Wellbeing Strategy was written and consulted upon, it was not launched due to the pandemic. A new approach is needed to reflect the significant infrastructure system changes and challenges.

The Joint Health and Wellbeing Board has agreed to a single plan and set of priorities across the Health and Wellbeing Board and the Integrated Care System (ICS). This means that there will not be a separate overall long-term health and wellbeing strategy for local government, nor for the local NHS although there will however be integrated plans for service delivery. This "One Plan" approach is a first for our area and demonstrates a commitment of all partners to working together towards shared goals, while retaining organisations' different areas of expertise and statutory responsibilities.

The Health and Wellbeing Strategy (HWBS) must be informed by Joint Strategic Needs Assessments (JSNA). For the purpose of this particular strategy, the Covid-19 Impact Assessment fulfils the function of the JSNA, summarising the joint work we have done across local government, the NHS and partners to understand the emerging impact of Covid-19. In addition, the JSNA core data set provides understanding of health and wellbeing in Cambridgeshire and Peterborough residents.

An engagement plan that incorporates the Joint HWBS and Integrated Care Partnership (ICP) Strategy is at the early stages of discussion and development with partners across the ICS. The first meeting of the Joint HWB/ICP is scheduled for July 2022 where the proposed engagement plan will be set out for approval along with a formal consultation period for the Joint HWB Strategy.

Messages

Cambridge American Cemetery - Memorial Day Ceremony

The Chair was honoured to attend and represent Cambridgeshire County Council at the Memorial Day Ceremony at Cambridge American Cemetery. This year marked the 80th anniversary of the arrival of the US troops in the U.K. during World War 2.

Platinum Jubilee – Cambridge Beacon Lighting

The Chair was pleased to be invited to the Cambridge Beacon Lighting on 2nd June, alongside Her Majesty's Lord-Lieutenant, Mrs Julie Spence. The celebration marked the start of the Queen's Platinum Jubilee.

Raising the flag for Armed Forces Day

It was a great privilege for the Chair to raise the flag at New Shire Hall for Armed Forces Day. The flag was flown for the week leading up to the Armed Forces Day at both New Shire Hall and Shire Hall, Cambridge. This paid tribute to our UK's Servicemen and women.

The sad passing of Councillor Mike Rouse

The Chair and Vice Chair, Councillor Kindersley attended the memorial service of Councillor Mike Rouse. Councillor Rouse is remembered with great fondness here at Cambridgeshire County Council, having worked at Soham Village College for 35 years, and then serving as a County Councillor.

University of Cambridge Conferment and Celebration of Honorary Degrees by The Chancellor, The Lord Sainsbury of Turville

The Chair was pleased to be invited by the University of Cambridge to the Conferment and Celebration of Honorary Degrees by The Chancellor, The Lord Sainsbury of Turville. The Conferment and Celebration of Honorary Degrees is one of the highest accolades the University can bestow upon people who have made an outstanding achievement in their respective fields.

Cambridgeshire County Day

It was an honour for the Chair to attend the first Cambridgeshire County Day, hosted by the Lord Lieutenant, Mrs Julie Spence. The Chair was honoured to be invited to the Garden Party where he was able to meet and thank the people of Cambridgeshire who had been nominated to attend because of their involvement in the Covid-19 pandemic.

Wisbech Green Social Emotional and Mental Health School (SEMH) Groundbreaking Ceremony

It was a privileged for the Chair to attend and perform the ground-breaking ceremony for the new Wisbech SEMH school. The ceremony marked the start of construction on the new school. The Wisbech Green SEMH school will accommodate 60 young people with Social, Emotional and Mental Health needs.

New Shire Hall Official opening

The Chair was honoured to be a part of the official opening and plaque unveiling of New Shire Hall. The building was officially opened by the Chair, alongside, Her Majesty's Lord Lieutenant,

former Chair of the Council, Councillor Mac McGuire, and pupils from Alconbury C of E primary school and staff. This day was a momentous occasion enjoyed by all.

Commonwealth Games 2022 Baton Relay in Cambridge

The Deputy Mayor of Cambridge invited Vice Chair, Cllr Kindersley to attend the Commonwealth Games 2022 Baton Relay in Cambridge on Saturday 9th July.

Kings Dyke Opening

The Chair was privileged to be invited to the official opening of the King's Dyke bridge, connecting Peterborough and Whittlesey over the Peterborough – Ely railway line. The new bridge has been named 'the Ralph Butcher Causeway' in honour of the Fenland District Councillor who campaigned for it to be built in the 1970s.

Heart and Lung Research Institute official opening

Vice Chair Councillor Kindersley attended the official opening of the Heart and Lung Research Institute building on the biomedical campus in Cambridge. Her Royal Highness The Duchess of Gloucester officially opened the building.

Cambridgeshire and Peterborough Combined Authority and Overview and Scrutiny Committee – Questions under Council Procedure Rule 9.1

Question to the Council's Appointee on the Combined Authority Board –
Councillor Nethsingha

Question from Councillor J King:

As in the minutes on today's agenda, at the Full Council meeting on the 10th of May this year, the Leader of the Council advised that the Combined Authority had lost £22m of Government money for the Green Homes Grant to retrofit homes to improve energy efficiency. It's now clear that substantially more than that has been lost.

Can the Leader confirm that it's now £31m of Local Authority delivery Green Homes Grant monies that will have to be returned by the Combined Authority to Government? And, whether or not tens of millions of pounds of the final phase of the Sustainable Warmth Programme, which finishes on the 31st of March 2023, will also consequently be lost?

Response from Councillor Nethsingha:

Thank you. You want me to take them separately? Yes. Okay.

So, this is the LAD 2 Programme funding and I think the first thing I want to do is to challenge the use of the word 'lost' in this context, in that any money that goes, that is not spent on this programme, goes back to the Treasury. Now, I am very sad if that happens because I would much rather that the money was spent in this programme, and the sooner it is spent the better. However, it is not money that is 'lost' to Cambridgeshire and Peterborough.

This is money- So this, the money that is being referred to in this question, is, I believe, the LAD 2 Programme - which is managed by the Cambridgeshire and Peterborough Combined Authority as an energy hub on the behalf of the whole of the East of England. That programme was agreed to in November last year, I believe, and a very large amount of money, I think - if I haven't got all the numbers exactly correct somebody will be able to look them up - but I think in excess of £70m was handed over by the Treasury to the CPCA in order to do retrofitting in houses within a very, very short time scale. No other places took on the level of spending that the CPCA took on. I think, with the benefit of hindsight, it was unwise of the CPCA to take on that level of spending because they are not going to be able to spend it and there is no question at all that they are not going to be able to deliver the extent of the programme that they took money from the Treasury to do, and that means that money will go back to the Treasury.

Now, I'm not able to say at this point whether that amount is £31m pounds. I wouldn't be very surprised if it was higher than that, the amount that goes back to the Treasury.

Sorry, I am about to run out of money, however, what I will say - time not money -

What I will say, is that every single penny which is spent is a good thing and it is worth having the programme to spend the money. Every penny that goes back will be a shame. That will be a pity. It would have been better to spend it. But it is very good that we have spent as much as we have.

Supplementary question from Councillor J King:

As I understand it, the West Midlands have also received substantial money for LAD 2 as well, and they have spent all of theirs and will be receiving additional funds for their success.

So, why is it that the Combined Authority has failed to do the same?

Response from Councillor Nethsingha:

So, I believe that the amount of the West Midlands took on was very significantly smaller, but as I say, I don't have the exact figures in my head.

Question from Councillor Corney:

Thank you for the answer you've just given, because that was going to be part of my question to you anyway. But I'm just going to take it a little bit further with regards to the letter from the external auditors. And the reason I ask this is because I think it has an impact for everyone of us in this room, because we all work with groups to try and ascertain funding for many good projects.

But at the external- Audit and Governance meeting, I asked the writer, a Mr Mark Hodgson (who wrote the letter to the Combined Authority) asked, in terms of severity, where did he see our Combined Authority sitting in his professional career? He said it was quite damning, that it was up there. And I think his words were 'this is probably the worst I've dealt with'. I think it is a great shame for us to hear this but, I think, on the back of that, could you give us an update on any measures or actions that the Board are taking and the Mayor potentially himself as well? Just to see where we're going with this because, as I say, I think it's very important for all of us here, and for our residents, that some actions are taken we make progress.

Response from Councillor Nethsingha:

Thank you, very much. I'm very happy to answer that and I am aware that the situation at the Combined Authority is a reasonable cause for concern for all Members here and I wouldn't want to underplay the severity of that situation.

So, there has been significant progress since, I believe, since that meeting in that a new Interim Chief Executive has been appointed. He has started work, and I think has made what I see as a good start. He's certainly been more noticeably available and engaged with members of the Board and chief executives across the area than has ever been the case in the past. And I think that's a really good step forward.

But there's no question that the Combined Authority continues to be in quite a difficult situation, largely because of the serious lack of senior staff that they have in order to be able to deliver their programmes. And that's something that I am expecting more work to come to the Board on and at our next meeting, which is next week.

Supplementary question from Councillor Corney:

Mark Hodgson actually asked me questions and I furthered my questions and asked, you know, the reaction that we've got so far, do we consider it enough, at this present time? And he came back with, there are green shoots but, he said, whether there are enough green shoots at the moment is, you know, very debatable.

You know, how do you feel? I mean, do you feel that we're doing enough? Thank you.

Response from Councillor Nethsingha:

Thank you. I think I would share his perspective, actually, that there are green shoots. I hope that they will be watered and continue to grow and that actually we can make some good progress at the next Board meeting. That will depend on leaders from across the whole Combined Authority area being determined to make sure that that happens. I can give my commitment to this Council that I will do everything I can to make sure that work is done to try and get the Combined Authority into a respectable and good place.

I think that the issues that are being dealt with are of- some of them are of quite long standing. Some of the governance issues at the Combined Authority have been going on for many years, so there is quite a lot of work to be done and it will need the support of all of the various members of the Combined Authority - all the districts, and Cambridgeshire and Peterborough - to make sure that the progress that needs to happen, does happen.

Question from Councillor Sharp:

This is a question in respect of Appendix 4, 1.9 and it touches on the letter from EY in terms of difficult relationships with Government. And the question is:

The Mayor of the CPCA has taken it upon himself to be responsible for the Transport Portfolio and chairs the CPCA Transport and Infrastructure Committee. The CPCA earlier in the year, well I think it was last year, agreed to submit the Mayor's Bus Service Improvement Plans with Department of Transport. When bus funding was announced by Government in April this year, the Combined Authority was the only mayoral Combined Authority to receive nothing. We were told that the Mayor's Plan lacked ambition.

And the question is: Why does the CPCA not recommend that the CPCA portfolio for Transport be given to someone other than the Mayor? What will the effect of the CPCA's failure to get any funding be on our local bus network?

Response from Councillor Nethsingha:

There are two parts to that question. The first is around the Mayor's responsibility for the Transport Portfolio and his chairing of that committee, which is following on exactly from the previous mayor, who also chaired that committee and held the Transport Portfolio. If there are doubts about it now, there might have been doubts about it then. And I'm not going to answer - I mean as far as I'm concerned, I don't think that the chairing of that committee is the major issue or the holding of that portfolio.

On the Bus Service Improvement Plan, I think there has been considerable frustration within the Combined Authority, and to my certain knowledge within many other authorities across the whole of the Country, about the way in which decision making about that programme was done in Whitehall and the lack of feedback on what it is that meant that some areas received funding and others didn't. But, it is certainly something that we are working very hard at to try and understand what we could have done within the Combined Authority to get a better outcome for our Bus Improvement Plan. I think buses are an absolutely crucial part of trying to make sure that there is access to public transport across the whole of our area, and it's something I'm extremely focused on making sure that we improve very significantly. I hope very much the Government will

reconsider their decision not to give any funding to this area - we certainly need that funding - and I will be doing all I can, as a Member of the Board, to make sure that that funding comes in future.

Supplementary question from Councillor Sharp:

I think we're feeling the effect in a small scale – and I hate to be parochial – but again in East Cambs, the District Council have stepped in to keep the zipper going. But following- coming back to Councillor Nethsingha's answer, I certainly would be interested at some stage, when it goes to- when it goes through the Board, to see the reasons why using, what I said earlier, the Mayor's Plan lacked ambition, if what Councillor Nethsingha is saying that's partly government officials or whatever... I'd be interested to see that debate at some stage. Thank you.

Response from Councillor Nethsingha:

Thank you, so I would also be interested to see what the Government's reason for that is. I think, I think about two thirds of authorities who put in bids for that did not receive money, and I think many, many of those are very interested to know why they didn't and other authorities did. On the Ely Zipper, there are a huge number of bus services across the County at the moment which are struggling with rising costs, particularly rising fuel costs, and rising costs for drivers. And I know that this is a massive problem for many bus services. I am working quite closely with people in the Greater Cambridge Partnership and in the Combined Authority to try and see what we can do this autumn to try and support our bus services, but we need to do that in a thoughtful way, looking at what the right structure for bus services across the whole County is and not just one service at a time. Thank you.

Question from Councillor Count:

From the minutes of the Combined Authority Board Meeting, 8th June 2022, Agenda Item 1.9. The external auditor Ernst Young, has written to the Authority expressing concern. I'm now going to quote: 'That the nature of the whistleblower allegations, and initial findings of the independent investigation reports raises serious questions on the culture behaviour and integrity of key individuals in the Mayor's Office.' I follow on. The top action identified by the external auditor for the Combined Authority to take was, I quote again, 'ensuring the safeguarding of the Authority's staff was of paramount importance.'

The question is: What have you- what actions have you taken as a Board Member to ensure that this the safety which is of paramount importance is pursued? Thank you.

Response from Councillor Nethsingha:

Thank you. I'm not going to comment in detail on this because this is the subject of a code of conduct complaint and I think it's very important that that complaint takes its course, as it should do. The contents of the whistleblower report and the nature of those allegations are currently under- kind of already being examined under that code of conduct process, and I don't think it would be right for them to be discussed in this open forum.

Supplementary question from Councillor Count:

Chair, I don't think Councillor Nethsingha listened to or addressed the question.

So, there are these issues going on and what was described as 'paramount of importance' was the safeguarding of the employees. My question wasn't about what's in the complaint, my question was what have you done as a Board Member to ensure the safety and the safeguarding of the employees from that point forward? You cannot leave the safeguarding of them until the results of this investigation. So, I'm asking you what you've done?

Response from Councillor Nethsingha:

So, one of the things that has been done by the Board recently is to introduce a Member Code of Conduct, which was not something that was present at the Combined Authority before, and it was quite shocking to discover that they haven't had that for the previous five years.

Question from Councillor Hay:

My question is about staffing. It is my understanding that at the moment there are 38 vacancies out of a total a staff of 77, that currently there are eight claims for constructive dismissal in, with possible further two. In view of the fact that an Interim CEO, which I believe is on about £1,200 per day, when do they expect to get a full time CEO and thus reduce the cost? And, what are the Board doing to address the fact that they seem to be haemorrhaging staff?

Response from Councillor Nethsingha:

So, on the 38 out of 77, I believe that some of those are appointments which are being made because the Combined Authority has been successful in getting new funding and therefore they are recruiting new staff, rather than that those are vacancies. Some of those are vacancies because people have left. Some of those people, I have to say, I am not sorry that they have left. But a number of them are new staff coming in to do new roles at the Combined Authority, particularly in the skills and growth works area, where new staff are being appointed. I'm certainly not going to make any comments on anything to do with claims for constructive dismissal - I don't have numbers for that and I don't think it's appropriate to comment on those.

The CEO was only appointed last week. I think it's reasonable to give him a little bit of time before we start talking publicly about his replacement. But I absolutely agree it is something that we urgently need to consider.

Supplementary question from Councillor Hay:

In view of the fact that we've already heard that in the region of £31m has had to be returned to Government, how does Councillor Nethsingha think the level of vacancies has contributed to the fact that they've not been able to spend that money?

Response from Councillor Nethsingha:

So, I don't actually think that the level of vacancies within the Combined Authority is the core reason why we haven't been able to return that money. The main reason that we haven't been able to return that money is to do with a lack of capacity within the sector for retrofitting and the Combined Authority is actually making- doing some very good work on that in bringing in skills and funding in order to try and train more people to be able to do that work.

Question from Councillor Boden:

I know that Councillor Nethsingha didn't want deliberately to mislead the Council and she said herself that she was not completely familiar with the numbers but, just to assist:

The problem here doesn't seem to have been a lack of capacity in the sector as far as spending is concerned, because unlike comments made by Councillor Nethsingha earlier, who was just speaking off the top of her head, I fully accept that, the actual amount which has already been spent by the 30th June by the Midlands Energy Hub, the LAB 2 for the West Midlands was £59.95m.

The amount that we hope that we will manage to spend by the 31st December, because we got an extension based on the work being coordinated by the Cambridgeshire and Peterborough Combined Authority, is only £49m. That is £10.95m less.

So, the idea that the West Midlands is significantly smaller than the Cambridgeshire and Peterborough Combined Authority, so far as LAB 2, certainly in terms of delivery, is wrong. But what is so strange here is: How can it be that the West Midlands managed to find the capacity to be able to deliver their whole £59.95m and then start spending money on the Sustainable Warmth Projects, whereas for the Combined Authority only managed- only hopes to manage to spend £49m by the 31st December, or allocate that money elsewhere, and a lot of the £118m that we had been promised for Sustainable Warmth Projects will fall off the end of the table because there won't be time to deliver them.

Response from Councillor Nethsingha:

Thank you. I'm grateful to Councillor Boden for his accuracy on numbers, and I don't think I have any very clear answer about precisely why West Midlands were able to deliver that faster than the Cambridgeshire and Peterborough Combined Authority, but it's certainly something I will be looking to.

Supplementary comment from Councillor Boden

Very briefly, I'm extremely grateful that the CPCA Member with responsibility for skills is going to look into that because I don't have that answer either, but I think it's really important that we, in the Combined Authority, find out how they did it and we didn't.

Notice of Motions

Notice of the following motions has been given in accordance with the Council Procedure Rules:

1. Supporting People
Proposer: Cllr Hempsall
Seconder: Cllr Clancy

Norfolk County Council is determined to work as hard as it can to help the residents of Norfolk in the cost of living challenge driven by Covid and Vladimir Putin's war in Ukraine. This is what has led to rising energy and food prices.

This Council thanks the Government for the significant work it has done to support the residents of Norfolk and across the Country, through the two-year energy price guarantee and the certainty it'll give residents across Norfolk, as well as the significant help that the £400 energy bill discount will provide to every household. This is in addition to the £650 cost of living payment for those in receipt of means-tested benefits, £300 for pensioner households and £150 for recipients of disability benefits in Norfolk and the £150 Council tax rebate.

Norfolk County Council thanks Officers who have delivered the Norfolk Household Support fund, totalling two allocations of £6.7m, providing valuable help to families, older people and those with disabilities. Alongside, the Norfolk Assistance Scheme has provided both immediate and longer-term social and financial support.

The third allocation of £6.7m, between October 2022 and March 2023, is supplemented by an additional County Council fund of £1.2m.

Norfolk County Council has done, and is doing, all it can to provide help to our residents, especially for energy costs.

We applaud the actions Government is taking to help businesses with their energy costs, which in turn protects jobs in Norfolk. The offshore industry is an important part of Norfolk's economy and is well placed to further the Government's aim of domestic energy security and create local jobs.

This Council resolves to:

1. Work with the Government to ensure that it delivers beyond the much-appreciated support to the residents of Norfolk as quickly as possible.
2. Continue to identify, with partners, those most in need of support in Norfolk and ensure that they access all the help they are eligible for.
3. Promote local opportunities in Norfolk for energy generation to help increase the supply of energy to further aid the long-term lowering of prices.

2. Supporting opportunities for physical activity for children and young people living with a disability in Norfolk

Proposer: Cllr Maxine Webb
Seconded: Cllr Mike Smith-Clare

In February 2022 the Government published its first ever activity guidance for disabled children and young people, Physical activity guidelines: disabled children and disabled young people - GOV.UK (www.gov.uk) described by the four Chief Medical Officers as “an important step forward in addressing the gap in physical activity guidelines for disabled children and disabled young people.” The guidance recommends weekly and daily levels of physical activity including walking and cycling as well as structured activities such as indoor wall climbing, yoga, swimming and modified sports like basketball and football.

The Chief Executive of Activity Alliance (the national charity and leading voice for disabled people in sport and activity) welcomed the guidance with the warning, “It is absolutely imperative that all opportunities are welcoming, appealing and accessible so no child feels forgotten or misses out. The people working in these environments must be aware and skilled in knowing how to genuinely include disabled children. There is no use recommending increased levels of activity if the opportunities are not there for disabled children and young people in every community.”

In line with its Flourishing in Norfolk strategy, Flourish - Norfolk County Council this Council is committed to improving the health and wellbeing of disabled children and young people.

To strengthen our commitment and deliver our four key FLOURISH priorities this Council resolves to work across all internal departments, with commissioned partners such as Active Norfolk, colleagues in Public Health and the wider community to form a framework that ensures:

- Activity providers and community organisations in Norfolk offer appropriate inclusive physical activity opportunities to children and young people with disabilities
- Create a disability-friendly protocol, in coproduction with families and parent/carer groups, to enable the award of disability-friendly status to inclusive activities, providers and venues
- Publish a list of inclusive activities, providers and venues and ensure this is refreshed regularly (at least yearly) in collaboration with families and parent/carer groups

3 Helping Rural Norfolk with the Cost of Living Crisis

Proposer: Saul Penfold
Seconded: Brian Watkins

The Council notes that people in rural areas often have no choice but to drive due to poor public transport provision across Norfolk. Department of Transport data shows that Saham Toney is the 43rd worst area in the country for the length of time it takes to reach public services by public transport or walking.

Norfolk County Council’s own figures estimate that in 2018 there were around 45,600 Norfolk households, 12% of Norfolk’s population, who were experiencing fuel poverty.

The End Child Poverty Coalition found that 9,497 youngsters in Norwich were living in poverty - households on less than 60% of the average UK income, once housing costs had been considered - in the year up to the end of March 2020. That is one in three children across Norfolk is living in poverty households.

Both of these figures are higher than the East of England average and the average for England as whole and were getting worse not better.

Norfolk's residents earned an average annual salary of £28,571 in 2020 which is lower than both the East of England (£32,944) and England (£31,766). Average workplace earnings in Norfolk were £28,424 in 2020 which is also lower than both the East of England (£31,044) and England (£31,777).

Norfolk's recent population growth has been concentrated in older age groups (aged 65+), with this cohort growing by 23% in the last decade with the more rural districts experiencing the greatest population growth since 1991. The population aged 65+ accounts for 25% of Norfolk's total population which is higher than both East of England (20%) and England (19%) figures.

The Norfolk and Waveney Adult Social Care Workforce Strategy says that in Norfolk and Waveney there are an estimated 114,000 unpaid carers who are looking after a family member or friend.

The amount of people affected is only going to increase over this winter as after huge increases in prices for petrol and diesel; household and business energy bills about to double; runaway inflation causing the prices of food and other essential goods to rocket, the pound has now collapsed against the dollar due to the market's fears over the proposals in the recently announced mini budget.

This will mean further costs for households as interest rates will need to rise to prop up the pound and to deal with the extra inflation caused by the mini budget, resulting in rising mortgage costs.

Emily Holzhausen OBE, Director of Policy and Public Affairs at Carers UK said of the recent mini budget "The measures that we have been calling for to support unpaid carers more with the current cost of living crisis are completely missing, leaving millions of carers facing unprecedented financial hardship this autumn and over winter across the UK. Many carers are telling us they are unable to pay essential bills, they are cutting back on food and heating and remain desperately worried about this winter, which will undoubtedly mean bigger costs for Government and society further down the line."

Following the mini budget, a teacher on a starting salary of £25,700 will see their income tax rise by £121 in 2023-24 once the threshold freeze is taken into account, according to research by the Liberal Democrats. An NHS nurse will also face a £107 rise. Meanwhile, a top banker earning £2.5m will enjoy a tax cut of more than £117,000.

The government's tax giveaway to one top-earning banker would be enough to cancel the tax increase for more than 1,000 nurses.

As Rishi Sunak said during the recent Conservative leadership debate "We have to be honest. Borrowing your way out of inflation isn't a plan - it's a fairy tale."

This Council should

1. Show leadership on this issue and arrange an emergency cost of living summit in Norfolk to bring together people and organisations on the front line of dealing with local poverty including Citizens Advice, Food Banks, Local Trades Unions, and Chambers of Commerce to figure out how best to tackle the problems
2. Authorise the Head of Paid Service to increase the staff mileage rate by 0.15p as a temporary increase for the remainder of the 2022/2023 financial year. The Head of Paid

Service would review the rate each month, and if circumstances dictate, have the flexibility to reduce the enhanced rate reflecting any significant fall in petrol and diesel prices

3. Write to the Chancellor of the Exchequer asking the Government to introduce a £500 Unpaid Carers Support payment scheme in England as there is in Scotland and Wales to help with the effects of the cost of living crisis

4. Write to the Chancellor of the Exchequer asking for the Winter Fuel Allowance payment to all pensioners to be doubled for this year

5. Write to the Chancellor of the Exchequer asking for an emergency cut to VAT from 20% to 17.5% that would on average save families £600

6. Write to the Chancellor of the Exchequer asking for rural fuel duty relief to be doubled to 10p a litre and for the rural fuel duty relief scheme to be expanded to include Norfolk.

4 A say for Norfolk residents on the County Deal

Proposer: Cllr Ben Price

Seconder: TBC

Discussions regarding the “County Deal” for Norfolk have been ongoing between Government officials and county leaders for months. These discussions are over what has been described as “the most fundamental and far reaching change in governance of the county for the next 50 years.”

Council notes:

1. The public has had no direct say over county deal discussions, no opportunity to provide their views, and no opportunity to scrutinise the proposals;
2. While there are some potential benefits to devolution, including greater control over public transport, there are risks in concentrating more power in the hands of a single county council Leader;
3. The decision over the political future of Norfolk should not be made by a handful of county councillors from a single political party and with no input from other parties or the people of Norfolk;
4. District council leaders have expressed their discontent with the way the negotiations are being run.

Council resolves to:

1. Immediately publish details of the proposed county deal and the options being considered;
2. Ensure Norfolk residents get a say over the future of our democracy by:
3. Establishing a Citizens’ Assembly to determine what form of county deal would offer the best outcomes for Norfolk; and
4. Subjecting the final decision of the Citizens’ Assembly to a referendum by Norfolk residents.

5 West Winch Bypass

Proposer Cllr Kemp

Seconder TBC

This Council agrees no major development can start along the A10 in West Winch and Setchey until the West Winch Bypass is fully built.

6. Winter emergency planning
Proposer Cllr Steve Morphew
Seconder Cllr Emma Corlett

Council recognises that the impact of this winter will be significant and while we hope for the best we must prepare for the worst. Norfolk faces serious challenges from the cost of living, climate, covid/influenza and struggling care services. What we don't yet know is just how harsh each of those challenges will be and how they will interact.

Shortages in goods, capacity, logistics and staff were problems we faced and learned lessons from during the covid pandemic restrictions. Soaring costs are a new factor adding stress to residents and businesses in Norfolk as they try to recover from the pandemic.

Council believes Norfolk residents need to understand how they will be supported through the crisis we face this winter and, recognising this may not be short term or a one off, how the emergency plan fits in as part of making Norfolk resilient and able to manage challenges in future. Council therefore resolves to

1. Request the Norfolk Resilience Forum to publish relevant emergency planning scenarios for this winter together with an assessment of resources required to deliver support to services, residents and businesses and advice on how to strengthen resilience
2. Request the Head of Paid Service to produce and publish an assessment of the help available to Norfolk residents and businesses, areas of concern and options for the county council to increase resilience
3. Request the Executive Director of Resources to produce an assessment of the likely capacity of community groups and charities to support those in need in worst case scenarios and what steps the council could take to help them respond.
4. Ask cabinet to bring forward consideration of the winter pressures plan from December to its November meet.

7 Public Ownership of energy
Proposer: Cllr Osborn
Seconder: Cllr Ben Price

Two-thirds (66%) of people in the UK want energy companies to be in public ownership according to 2022 opinion polls. It has been calculated that public ownership of energy networks will save £3.7 billion a year, and support for public ownership of energy has grown during the energy crisis. This is at the same time as Council notes that:

1. Decades of privatisation of essential public services including energy, water, telecommunications and postal services have led to increased costs, lower staff wages and lower morale, and losing billions of pounds from the public purse;
2. Five million people in the UK buy their energy from a French-owned national energy company (EDF);
3. Millions travel on Dutch-owned trains in the East of England; and a Chinese national company has a leading investment in UK nuclear energy infrastructure.
4. Public ownership of energy companies could allow the Government to reduce energy bills to pre-October 2021 levels while retaining income for the nation.

5. The big five energy firms could be brought into public ownership for £2.8bn - which could be paid for 16 times over by Liz Truss's Government's disastrous tax cuts.
6. Public ownership of energy could increase energy security and accelerate the transition to renewable energy sources.

Council resolves to write to the PM, Chancellor of the Exchequer, and Secretary of State for BEIS to urge them to:

1. Bring energy companies back into public ownership and reduce energy bills;
2. Pay for these measures through a windfall tax on oil and gas companies' record-breaking profits;
3. Establish a national programme of insulating houses and installing renewable energy to bring down fuel bills and carbon emissions permanently.
4. Locally, establish a retrofitting strategy and retrofitting taskforce together with district councils to train up workers to insulate homes and install renewable energy, bring in finance to Norfolk to fund retrofitting of houses, and provide coordination across the county so that support is targeted.

Explore options for setting up a local community-owned energy company which would develop and distribute energy from 100% renewable sources.