

Norfolk County Council

Date: **Tuesday, 28 March 2023**

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](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing committees@norfolk.gov.uk.

We have amended the previous guidance relating to respiratory infections to reflect current practice but we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees 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 21 February 2023.

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3 To receive any announcements from the Chair, Leader or Head of Paid Service (maximum of 15 minutes)

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: none

6 Business (if any) remaining from the last Council meeting:
none

**7 Member questions to the Leader (a maximum of 15 minutes
will be allowed for this item)**

Procedure Note attached.

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8 Recommendations from Cabinet

8.1 Meetings held on 30 January 2023 and 6 March 2023

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9 Cabinet Reports and questions to Cabinet Members

**9.1 Report from meetings held on 17 January 2023, 30 January
2023 and 6 March 2023**

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Procedure Note attached

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10	Recommendations from the Scrutiny Committee and Norfolk Health Overview and Scrutiny Committee: none	
11	Recommendations from Committees: None	
12	Specific Business Items:	
12.1	Appointment of Chair and Vice Chair for Corporate Select Committee	Page 68
	Report by the Director of Democratic and Regulatory Services	
12.2	Pay Policy Statement 2023-24	Page 69
	Report by the Head of Paid Service	
12.3	Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26	Page 77
	Report by Director Norfolk Fire and Rescue Service / Chief Fire Officer	
12.4	Recommendations to Council from the Employment Committee Appointment Panel: Appointment of Section 151 / Chief Finance Officer	Page 144
12.5	Update of the Constitution	Page 145
	Report by the Director of Legal Services (nplaw) and Monitoring Officer	
12.6	Request for Dispensation under Section 85(1) of the Local Government Act 1972	Page 155
	Report by the Director of Legal Services (nplaw) and Monitoring Officer	
13	Report from Scrutiny Committee meetings held on 26 January 2023, 15 February 2023 and 16 March 2023	Page 156
14	Report from Health Overview and Scrutiny Committee meeting held on 19 January 2023	Page 160
15	Reports from other Committees	
15.1	Audit and Governance Committee Meeting held on 13 March 2023	Page 163
15.2	Planning (Regulatory) Committee	Page 166

Meeting held on 27 January 2023

- | | | |
|-------------|--|-----------------|
| 15.3 | Pensions Committee: none | N/A |
| 15.4 | Employment Committee
Meeting held on 17 February 2023 | Page 167 |
| 15.5 | Health and Wellbeing Board
Meeting held on 8 March 2023 | Page 168 |
| 16 | Reports from Select Committees | |
| 16.1 | Corporate Select Committee:
Meeting held on 16 January 2023 | Page 170 |
| 16.2 | Infrastructure & Development Select Committee
Meeting held on 18 January and 15 March 2023 | Page 172 |
| 16.3 | People and Communities Select Committee
Meeting held on 6 February 2023 | Page 176 |
| 17 | Reports about the business of joint arrangements and external organisations | |
| 17.1 | Norfolk Joint Museums Committee
Meeting held on 3 February 2023 | Page 178 |
| 17.2 | Norfolk Records Committee
Meeting held on 3 February 2023 | Page 182 |
| 18 | Notice of Motions | Page 184 |
| 19 | Questions on notice under Rule 9.3: none | |
| 20 | Appointments to Committees, Sub-Committees and Joint Committees (Standard item). | Page 191 |

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



Agenda Published: 20 March 2023

**Norfolk County Council
Minutes of the Meeting Held at 10 am on
Tuesday 21 February 2023**

Present:		
	ADAMS Timothy	KIRK Julian
	ANNISON Carl	LONG Brian
	AQUARONE Steffan	MACKIE Ian
	ASKEW Stephen	MASON BILLIG Kay
	BAMBRIDGE Lesley	MORPHEW Steve
	BENSLY James	NEALE Paul
	BIRMINGHAM Alison	OLIVER Judy
	BLUNDELL Sharon	OSBORN Jamie
	BORRETT Bill	PECK Greg
	CARPENTER Penny	PENFOLD Saul
	CONNOLLY Ed	PLANT Graham
	DALBY Michael	PRICE Ben
	DARK Stuart	PROCTOR Andrew
	DAWSON Christopher	REILLY Matthew
	DEWSBURY Margaret	RICHMOND Will
	DIXON Nigel	ROPER Dan
	DUFFIN Barry	RUMSBY Chrissie
	DUIGAN Phillip	SAVAGE Robert
	EAGLE Fabian	SAYERS David
	ELMER Daniel	SMITH Carl
	FISHER John	SMITH-CLARE Mike
	FITZPATRICK Tom	STONE Barry
	GRANT Andy	STOREY Martin
	GURNEY Shelagh	THOMAS Alison
	HEMPSALL Lana	VARDY Eric
	HORSBRUGH Michael Chenery of	VINCENT Karen
	JAMIESON Andrew	WALKER Colleen
	JERMY Terry	WARD John
	JONES Brenda	WATKINS Brian
	KEMP Alexandra	WHITE Tony
	KIDDIE Keith	WHYMARK Fran
	KIDDLE-MORRIS Mark	

Present: 63

1A Apologies

Apologies for absence were received from Cllr Tony Adams, Cllr David Bills, Cllr Claire Bowes, Cllr Julie Brociek-Coulton, Cllr Graham Carpenter, Cllr Stuart Clancy,

Cllr Robert Colwell, Cllr Emma Corlett, Cllr Nick Daubney, Cllr Jane James, Cllr Ed Maxfield, Cllr Jim Moriarty, Cllr Rhodri Oliver, Cllr Richard Price, Cllr Steve Riley, Cllr Mike Sands, Cllr Lucy Shires, Cllr Vic Thomson, Cllr Brian Watkins and Cllr Martin Wilby.

1B Chair's Remarks

The Chair reminded Councillors that meetings of the Council would not normally extend beyond 3 hours unless this was extended in accordance with rule 11. 1 (n) of the Council Procedure Rules, however it was her intention as this was the budget meeting of the Council to extend today's meeting beyond 3 hours should this become necessary to allow time for all the budget amendments to be debated.

The Chair also said that she intended to adjourn the meeting after about 2 hours for a 30 minute break and would be asking Councillors at the point when the meeting restarted if they wished to have the meeting extend beyond 3 hrs, should that become necessary.

2. Minutes

2.1 The minutes of the Council meeting held on 17 January 2023 were confirmed as an accurate record of the meeting.

In confirming the minutes, the following points were noted and amended in the minutes:

1. At paragraph. 4.7 on page 7 of the agenda add that Cllr Kemp had said "it was unconstitutional to have the EGM without asking Council to proceed with the County Deal."
2. Reference at paragraph 4.18 on page 9 of the agenda was to executive "decision" rather than "position."

2.2 The minutes of the Council meeting held on 24 January 2023 were confirmed as an accurate record of the meeting subject to on page 9 reference to "NSFA" rather than "NFSA."

3 Chair's Announcements

3.1 The Chair said that while all her engagements could be found on the County Council website under the Chairman's page, she wished to highlight some recent events. Since the last meeting she had attended a very moving service on Holocaust Memorial Day and an exhibition about the Kindertransport (Children's Transport) rescue operation that brought Jewish Children to Great Britain.

3.2 The Chair said that she was privileged to have attended the special service held at Norwich Cathedral to witness The Reverend Canon Dr Andrew Jonathan Braddock, being installed as the 40th Dean of Norwich and being able to welcome him and his family to Norfolk. It was also a privilege to be invited to present awards for Achievement in Exceptional Circumstances at The Apprenticeship Norfolk Awards during Apprenticeships week, which linked closely with the Chair's theme of office of supporting Norfolk's Children and Young people.

- 3.3 The Chair said that on Friday 10th March she would be taking part in the YMCA Sleep Easy Challenge to help raise money for local YMCA services that assist young people across Norfolk by sleeping rough for the night in Norwich. The Chair said that she signed up for the challenge after hearing first-hand from some young people about their traumatic experiences and how they had been helped by the YMCA. If Cllrs wished to support her endeavours to help raise funds they could do so via the YMCA Norfolk website or by approaching her directly.

4 Declarations of Interest

- 4.1 Cllr A Birmingham declared an “other interest” because she was a member of the Local Government Pension Scheme.
- 4.2 Cllr P Carpenter declared an “other interest” because she was a member of the Local Government Pension Scheme.
- 4.3 Cllr Michael Chenery of Horsburgh declared an “other interest” as a trustee of the Norfolk Record Office Charity.
- 4.4 Cllr M Dewsbury declared an “other interest” because she was a member of the Local Government Pension Scheme.
- 4.5 Cllr R Savage declared an “other interest” because he was a member of the Local Government Pension Scheme.
- 4.6 Cllr K Vincent declared an “other interest” because she was a member of the Local Government Pension Scheme.
- 4.7 Cllr P Neale declared an “other interest” because he was a member of the Local Government Pension Scheme.
- 4.8 Cllr Fran Whymark declared an “other interest” because he was a member of the Local Government Pension Scheme.
- 4.9 Cllr John Ward declared an “other interest” because he was a Director of the Norfolk Museums Development Foundation.

5 Norfolk County Council Revenue and Capital Budget 2023-24 to 2026-27.

- 5.1 Council received the report setting out the budget proposals.
- 5.2 The Leader of the Council, Cllr Andrew Proctor, moved the budget recommendations from Cabinet as set out below:
- 5.3 **In respect of the Norfolk County Council Revenue Budget 2023-24 and Medium-Term Financial Strategy 2023-27 report (Annexe 1):**

The Cabinet recommendations to County Council in respect of the Budget are shown below.

All references in the recommendations relate to the annexed reports.

Cabinet **RESOLVED** to:

- 1) agree to recommend to County Council:
 - a) The level of risk and budget assumptions set out in the Robustness of Estimates report (Appendix 4), which underpin the revenue and capital budget decisions and planning for 2023-27.
 - b) The general principle of seeking to increase general fund balances as part of closing the 2022-23 accounts and that in 2023-24 any further additional resources which become available during the year should be added to the general fund balance wherever possible.
 - c) The findings of public consultation (Appendix 5 of the report), which should be considered when agreeing the 2023-24 Budget (Appendix 1 of the report).
 - d) To note the advice of the Executive Director of Finance and Commercial Services (Section 151 Officer), in Section 5 of Appendix 1 of the report, on the financial impact of an increase in council tax and the sustainability of the Council's medium term position.
 - e) That the Council's 2023-24 Budget will include a general council tax increase of 2.99% and a 2.00% increase in the Adult Social Care precept, an overall increase of 4.99% (shown in Section 5 of Appendix 1 of the report), as recommended by the Executive Director of Finance and Commercial Services, and resulting in an increased overall County Council Net Revenue Budget of £493.707m for 2023- 24, including budget increases of £169.523m and budget decreases of -£139.939m as set out in Table 15 of Appendix 1 of the report, and the actions required to deliver the proposed savings, subject to any changes required in line with recommendation 1 above to enable a balanced budget to be proposed. This would result in a budget gap of £45.920m [£46.216m as updated following Final Settlement] to be addressed for 2024-25, and £124.127m [£126.522m as updated following Final Settlement] over the life of the Medium Term Financial Strategy.
 - f) The budget proposals set out for 2024-25 to 2026-27, including authorising Executive Directors to take the action required to deliver budget savings for 2024-25 to 2026-27 as appropriate.
 - g) With regard to the future years, that further plans, including phase two of the Strategic Review, to meet the remaining budget shortfalls in the period 2024-25 to 2026-27 are developed and brought back to Cabinet during 2023-24 in line with the proposed timetable and that a report on the next steps of the Strategic Review will be brought to the March Cabinet meeting.
 - h) Noting Government's assumptions that local authorities will raise the maximum council tax available to them, and that the final level of council tax for future years is subject to Member decisions annually (informed by any referendum principles defined by the Government), to confirm, or otherwise, the assumptions set out in the Medium Term Financial Strategy (MTFS Table 2 in

Appendix 2 of the report) that the Council's budget planning for 2024-25 will include for planning purposes:

- i) general council tax increases of increases of 2.99% (1.99% from 2025-26);
 - ii) Adult Social Care precept increases of 2.00% (1.00% 2025-26 and 0.00% 2026-27); and
 - iii) that if the referendum threshold were increased in the period 2024-25 to 2026-27 to above 2.99%, or any further discretion were offered to increase the Adult Social Care precept (or similar), the Section 151 Officer would recommend the Council take full advantage of any flexibility in view of the overall financial position.
- i) That the Executive Director of Finance and Commercial Services be authorised to transfer from the County Fund to the Salaries and General Accounts all sums necessary in respect of revenue and capital expenditure provided in the 2023-24 Budget, to make payments, to raise and repay loans, and to invest funds.
 - j) To agree the Medium Term Financial Strategy 2023-27 as set out in Appendix 2 of the report, including the two policy objectives to be achieved:
 - i) Revenue: To identify further funding or savings for 2024-25 to 2026-27 to produce a balanced budget in all years 2023-27 in accordance with the timetable set out in the Revenue Budget report (Section 4 of Appendix 1 of the report).
 - ii) Capital: To continue to provide a framework for identifying and prioritising capital requirements and proposals to ensure that all capital investment is targeted at meeting the Council's priorities.
 - k) The mitigating actions proposed in the equality impact assessments (Appendix 6 of the report).
 - l) Note the planned reduction in non-schools earmarked and general reserves of 48.94% over five years, from £182.994m (March 2022) to £93.441m (March 2027) (Section 6 of Appendix 3 of the report);
 - m) Note the policy on reserves and provisions in Section 3 of Appendix 3 of the report;
 - n) Agree, based on current planning assumptions and risk forecasts set out in Section 5 of Appendix 3 of the report:
 - i) for 2023-24, a minimum level of general balances of £25.340m, and
 - ii) a forecast minimum level for planning purposes of
 - 2024-25, £26.590m;
 - 2025-26, £27.840m; and
 - 2026-27, £29.090m.
- as part of the consideration of the budget plans for 2023-27 and supporting

these budget recommendations;

- o) Agree the use of non-school Earmarked Reserves, as set out in Section 6 of Appendix 3 of the report.

5.4 In respect of the Capital Strategy and Programme 2023-24 report (Annexe 2):

Cabinet **RESOLVED** to:

- 2) To refer the programme to the County Council for approval, including the new and extended capital schemes outlined in Appendix D of the report;
- 3) To recommend to County Council the Council's Flexible Use of Capital Receipts Strategy for 2023-24 as set out in Section 5 of the report;

5.5 In respect of the Annual Investment and Treasury Strategy 2023-24 report (Annexe 3):

Cabinet **RESOLVED** to:

- 4) Endorse and recommend to County Council the Annual Investment and Treasury Strategy for 2023-24 as set out in Annex 1 of the report, including:
 - The Capital Prudential Indicators included in the body of the report
 - The Minimum Revenue Provision Statement 2023-24 in Appendix 1 of the report
 - The list of approved counterparties at Appendix 4 of the report
 - The Treasury Management Prudential Indicators detailed in Appendix 5 of the report

For inclusion within the policy framework.

5.6 The Cabinet Member for Finance, Cllr Andrew Jamieson, seconded the motion.

5.7 The Chair invited the Leader of the Labour Group to move their own budget amendments. Cllr Steve Morphew, the Leader of the Labour Group, seconded by Cllr Mike Smith-Claire, moved the following amendments to the Budget recommendations.

(The details of the proposed amendments from the Labour Group to the budget recommended by Cabinet on 30 January 2023, with officers' technical comments on the impact to the budget, together with budgetary tables, can be found in the supplementary agenda papers).

5.8 The Leader did not accept the proposed amendments, which were debated by Council before each was put to a recorded vote.

5.9 **Labour Group Amendment (1)**

To commission the Section 151 Officer to undertake a review during 2023-24 and report to Cabinet on the specific measures that would be required to fund any risk of

the failure of the Norwich Western Link to proceed (£22.5m in April 2022). This review in particular to identify sources of funds and mitigation options for the potential collateral impact on other council services in the event that such a fund were to be needed.

To adopt a model based on this review to apply to all major schemes in future so that where the risk to the council exceeds £20m or such other figure agreed by council when confirming the capital allocation for the scheme, sources of funding to meet or mitigate the risks will be identified in outline and updated with any changes in the risk as the scheme develops.

- 5.10 The amendment from the Labour Group was put to a recorded vote (Appendix 1). With 19 votes in favour, 42 votes against and 0 abstentions, the amendment was **LOST**.
- 5.11 **Labour Group Amendment (2)**
To make permanent provision for increased capacity in the Transformation function (approximately £1.5m pressure from 2025-26).
- 5.12 The amendment from the Labour Group was put to a recorded vote (Appendix 2). With 13 votes in favour, 43 votes against and 5 abstentions, the amendment was **LOST**.
- 5.13 **Labour Group Amendment (3)**
To establish a revenue budget to fund a feasibility study into the opportunity to establish a combined care directorate with consequential changes to the senior management structure.
- 5.14 The amendment from the Labour Group was put to a recorded vote (Appendix 3). With 18 votes in favour, 41 votes against and 0 abstentions, the amendment was **LOST**.
- 5.15 **Labour Group Amendment (4)**
To increase members highways and environmental budgets by a further £1,000 a year earmarked for small scale projects associated with habitat and pollinators.
- 5.16 The amendment from the Labour Group was put to a recorded vote (Appendix 4). With 14 votes in favour, 43 votes against and 5 abstentions, the amendment was **LOST**.
- 5.17 **Labour Group Amendment (5)**
To remove the following three savings proposals from the budget as they require consultation:
- S2324CES141 Recycling Centres: Mayton Wood relocation to Norwich North RC site
 - S2324CES144 Streetlighting - further dim all lights with an existing CMS (central management system)
 - S2324CS035 Post 16 transport: remove option to pay a daily fare
- 5.18 The amendment from the Labour Group was put to a recorded vote (Appendix 5). With 16 votes in favour, 41 votes against and 4 abstentions, the amendment was **LOST**.

- 5.19 **Labour Group Amendment (6)**
To remove saving proposal S2324CES119 Recycling Centres: harmonise summer opening hours at recycling centres.
- 5.20 The amendment from the Labour Group was put to a recorded vote (Appendix 6). With 19 votes in favour, 42 votes against and 1 abstention, the amendment was **LOST**.
- 5.21 **Labour Group Amendment (7)**
To request Cabinet to include in the report on Climate Change Strategy programmed for their April 2023 meeting the carbon impact of this budget and in future years include the carbon impact of budget proposals to council as part of the budget approval process.
- 5.22 The amendment from the Labour Group was put to a recorded vote (Appendix 7). With 19 votes in favour, 41 votes against and 0 abstentions, the amendment was **LOST**.
- 5.23 The Chair then invited Cllr Saul Penfold, Deputy Leader of the Liberal Democrat Group to speak to the motion proposed by the Leader.
- 5.24 Cllr Saul Penfold said that the Liberal Democrat Group would not be supporting the motion proposed by the Leader.
- 5.25 The Chair then invited the Green Group to put forward their own budget amendments.
- 5.26 Cllr Jamie Osborn, the Deputy Leader of the Green Group, seconded by Cllr Ben Price, the Leader of the Green Group, moved the following amendments to the Budget recommendations.
- (The details of the proposed amendments from the Green Group to the budget recommended by Cabinet on 30 January 2023, with officers' technical comments on the impact to the budget, together with budgetary tables, can be found in the supplementary agenda papers).
- 5.27 The Leader did not accept the proposed amendments, which were debated by Council before each amendment was put to a recorded vote.
- 5.28 **Green Group Amendment (1)**
Retrofit strategy: The best way to permanently address the cost-of-living crisis is to ensure people have very low bills, due to well-insulated homes and provision of efficient renewable energy, ensuring that energy demand is low and energy is cheap. Retrofitting homes is also a prime way of bringing down carbon emissions, as energy in home use currently accounts for approx. 23% of Norfolk's carbon emissions (excluding aviation, shipping and production and consumption).

There is a need for coordination of the retrofit market in Norfolk, with coordination between vocational skills providers, FE and higher education institutions, the renewable energy and construction industries, and county and district councils, to make sure that there is a trained workforce able to deliver insulation projects and

install renewable energy. Some of this is already underway but to meet the scale of the challenge, additional resource is needed, especially to unlock further private sector investment. A retrofit taskforce could also coordinate sources of funding and public engagement campaigns. Effective coordination could bring down energy prices, cut carbon emissions, and support the creation of 6,000 jobs.

The proposal would establish officer resource for the establishment and operation of the retrofit taskforce.

- 5.29 The amendment from the Green Group was put to a recorded vote (Appendix 8). With 4 votes in favour, 42 votes against and 14 abstentions, the amendment was **LOST**.

5.30 **Green Group Amendment (2)**

Renewable energy investment officer: Community renewable energy has been identified as one of the key priorities for the Norfolk Climate Change Partnership, yet Norfolk lags behind other areas where it comes to provision of community-led renewable energy. Investment in renewable energy can generate income for the council as well as providing environmental benefits and supporting local jobs. The renewable energy investment officer would scope out potential investments and see them through to completion. This role could also include working with community energy groups.

- 5.31 The amendment from the Green Group was put to a recorded vote (Appendix 9). With 4 votes in favour, 42 votes against and 14 abstentions, the amendment was **LOST**.

5.32 **Green Group Amendment (3)**

Sure Start centres: Over the last more than a decade, Sure Start centres which provide invaluable support for children and families, helping to address inequality from the beginning of their life have been cut. This has had a serious impact on inequality and deprivation in Norwich and Norfolk. Green Party councillors are supporting residents to campaign for the re-opening of Sure Start Centres and so propose funding to establish the best route to re-opening them.

- 5.33 The amendment from the Green Group was put to a recorded vote (Appendix 10). With 4 votes in favour, 42 votes against and 14 abstentions, the amendment was **LOST**.

5.34 **Green Group Amendment (4)**

Extension of On-Demand Bus Service (pilot): An on-demand bus service has been opened near Swaffham. Better access to public transport connecting rural areas and towns and villages is essential to improving people's access to services and enabling economic activity. This amendment would seek to make provision to extend the concept of the on-demand bus service to other areas of the county.

- 5.35 The amendment from the Green Group was put to a recorded vote (Appendix 11). With 12 votes in favour, 41 votes against and 5 abstentions, the amendment was **LOST**.

5.36 **Green Group Amendment (5)**

EHCP support capacity: The recent Scrutiny meeting on EHCPs identified a need for

support for parents working through the EHCP process. This should help to reassure parents during the EHCP assessment process and make sure that they and their children are supported. £40,000.

- 5.37 The amendment from the Green Group was put to a recorded vote (Appendix 12). With 4 votes in favour, 43 votes against and 14 abstentions, the amendment was **LOST**.

5.38 **Green Group Amendment (6)**

Capital amendments/additions

1. Purchase of ANPR cameras to enable school streets programme: Air pollution kills over 100 people a year in Norwich alone. Children are especially vulnerable to air pollution, with pollution causing developmental damage and asthma. The proposal is to reduce pollution outside schools through rolling out a school streets programme with ANPR cameras.
2. Rewilding: Rewilding, or restoration of dynamic ecosystems, is essential to reversing extinctions of species and brings huge benefits to nature. Norfolk already has some pioneering rewilding sites including Wild Ken Hill, however East Anglia is also one of the most nature-depleted areas in the UK, which is itself one of the most nature-depleted countries in the world. So there is an urgent need to scale up rewilding projects across the county. This amendment would provide capital funding for necessary landscape interventions to support rewilding.
3. Replacement of trees: Tree cover in Norwich has declined by from 18.6% to 17.4% since 2016. Many street trees have been lost or cut down and not replaced, undermining the county council's ambition of planting 1 million trees. This amendment would provide capital funding necessary for replacing these lost trees.
4. £2.5m for establishment of a retrofitting pilot revolving fund: Working with district councils, this fund would be available for districts to bid for to insulate homes and install renewable energy while producing models that are scalable. The savings from the retrofitting, collected through a comfort charge (as is done with Energiesprong and some other retrofitting best practice models) would return to the fund to enable future projects.
All funding for capital projects would come from the Norwich Western Link reserve.

- 5.39 The amendment from the Green Group was put to a recorded vote (Appendix 13). With 4 votes in favour, 40 votes against and 12 abstentions, the amendment was **LOST**.

- 5.40 Council then adjourned at 12.30 pm and reconvened at 1 pm.

- 5.41 When the meeting reconvened the Chair, seconded by Cllr Ian Mackie, moved and it was **agreed** (on a show of hands) to extend the meeting to allow time for all the budget amendments to be considered and all the business to be fully concluded.

- 5.42 The Chair said that as there was no Councillor from the Independent Group present the substantive motion was now open to all Members to debate and to propose further amendments, provided the required notice was given, they delivered a balanced budget and satisfied any legal requirements for consultation.

- 5.43 The Chair then invited the Non-aligned Member, Cllr Alexandra Kemp, to move her own budget amendment, which was seconded by Cllr Paul Neale and for which the required notice was given.
- 5.44 (The details of the proposed amendment from Cllr Alexandra Kemp to the budget recommended by Cabinet on 30 January 2023, with officers' technical comments on the impact to the budget, together with the budgetary tables, can be found in the supplementary agenda papers).
- 5.45 **Individual Member amendment from Cllr Alexandra Kemp**
Active and Sustainable Transport Measure for King's Lynn – Safety Improvements to Ferry Landing Stages (owned by Norfolk County Council) and urgent repair to West Lynn Riverbank Footpath (LCWIP route) from the football field to the Freebridge, to improve connectivity between the two parts of King's Lynn, West Lynn and King's Lynn to:
- increase Accessibility, Public Transport and Active Travel opportunities for residents,
 - improve footfall in King's Lynn Town Centre to support and sustain local shops,
 - reduce road miles, petrol consumption, congestion and traffic coming into Lynn through the South Gates area,
 - reduce reliance on the private car, and
 - mitigate Climate Change.
- 5.46 The Leader did not accept the proposed amendment, which was debated by Council before being put to a recorded vote. The Leader said that the Borough Council of King's Lynn and West Norfolk (KLWN) and Norfolk County Council (NCC) had agreed to jointly fund a feasibility study into a possible improvement to the West Lynn Ferry. The precise timescales for the feasibility work were not yet known but it was estimated that it would take between three to six months from commencement to complete the study.
- 5.47 Following debate, the amendment from the Non-aligned Member was put to a recorded vote (Appendix 14). With 11 votes in favour, 41 votes against and 6 abstentions, the amendment was **LOST**.
- 5.48 Council then debated the substantive recommendations as set out on pages 60-63 of the agenda and in paragraph 5.3 above.
- 5.49 Following debate and upon being put to a recorded vote (Appendix 15), with 41 votes in favour, 14 votes against and 0 abstentions the recommendations were **CARRIED** and Council **RESOLVED** accordingly.
- 5.50 **In respect of the Norfolk County Council Revenue Budget 2023-24 and Medium-Term Financial Strategy 2023-27 report (Annexe 1):**

The Cabinet recommendations to County Council in respect of the Budget are shown below.

All references in the recommendations relate to the annexed reports.

Cabinet RESOLVED to:

1). agree to recommend to County Council:

- a) The level of risk and budget assumptions set out in the Robustness of Estimates report (Appendix 4), which underpin the revenue and capital budget decisions and planning for 2023-27.**
- b) The general principle of seeking to increase general fund balances as part of closing the 2022-23 accounts and that in 2023-24 any further additional resources which become available during the year should be added to the general fund balance wherever possible.**
- c) The findings of public consultation (Appendix 5 of the report), which should be considered when agreeing the 2023-24 Budget (Appendix 1 of the report).**
- d) To note the advice of the Executive Director of Finance and Commercial Services (Section 151 Officer), in Section 5 of Appendix 1 of the report, on the financial impact of an increase in council tax and the sustainability of the Council's medium term position.**
- e) That the Council's 2023-24 Budget will include a general council tax increase of 2.99% and a 2.00% increase in the Adult Social Care precept, an overall increase of 4.99% (shown in Section 5 of Appendix 1 of the report), as recommended by the Executive Director of Finance and Commercial Services, and resulting in an increased overall County Council Net Revenue Budget of £493.707m for 2023- 24, including budget increases of £169.523m and budget decreases of -£139.939m as set out in Table 15 of Appendix 1 of the report, and the actions required to deliver the proposed savings, subject to any changes required in line with recommendation 1 above to enable a balanced budget to be proposed. This would result in a budget gap of £45.920m [£46.216m as updated following Final Settlement] to be addressed for 2024-25, and £124.127m [£126.522m as updated following Final Settlement] over the life of the Medium Term Financial Strategy.**
- f) The budget proposals set out for 2024-25 to 2026-27, including authorising Executive Directors to take the action required to deliver budget savings for 2024-25 to 2026-27 as appropriate.**
- g) With regard to the future years, that further plans, including phase two of the Strategic Review, to meet the remaining budget shortfalls in the period 2024-25 to 2026-27 are developed and brought back to Cabinet during 2023-24 in line with the proposed timetable and that a report on the next steps of the Strategic Review will be brought to the March Cabinet meeting.**
- h) Noting Government's assumptions that local authorities will raise the maximum council tax available to them, and that the final level of council tax for future years is subject to Member decisions annually (informed by any referendum principles defined by the Government), to confirm, or otherwise, the assumptions set out in the Medium Term Financial**

Strategy (MTFS Table 2 in Appendix 2 of the report) that the Council's budget planning for 2024-25 will include for planning purposes:

- i. general council tax increases of increases of 2.99% (1.99% from 2025-26);**
 - ii. Adult Social Care precept increases of 2.00% (1.00% 2025-26 and 0.00% 2026-27); and**
 - iii. that if the referendum threshold were increased in the period 2024-25 to 2026-27 to above 2.99%, or any further discretion were offered to increase the Adult Social Care precept (or similar), the Section 151 Officer would recommend the Council take full advantage of any flexibility in view of the overall financial position.**
- i) That the Executive Director of Finance and Commercial Services be authorised to transfer from the County Fund to the Salaries and General Accounts all sums necessary in respect of revenue and capital expenditure provided in the 2023-24 Budget, to make payments, to raise and repay loans, and to invest funds.**
- j) To agree the Medium Term Financial Strategy 2023-27 as set out in Appendix 2 of the report, including the two policy objectives to be achieved:**
 - i. Revenue: To identify further funding or savings for 2024-25 to 2026-27 to produce a balanced budget in all years 2023-27 in accordance with the timetable set out in the Revenue Budget report (Section 4 of Appendix 1 of the report).**
 - ii. Capital: To continue to provide a framework for identifying and prioritising capital requirements and proposals to ensure that all capital investment is targeted at meeting the Council's priorities.**
- k) The mitigating actions proposed in the equality impact assessments (Appendix 6 of the report).**
- l) Note the planned reduction in non-schools earmarked and general reserves of 48.94% over five years, from £182.994m (March 2022) to £93.441m (March 2027) (Section 6 of Appendix 3 of the report);**
- m) Note the policy on reserves and provisions in Section 3 of Appendix 3 of the report;**
- n) Agree, based on current planning assumptions and risk forecasts set out in Section 5 of Appendix 3 of the report:**
 - i. for 2023-24, a minimum level of general balances of £25.340m, and**
 - ii. ii) a forecast minimum level for planning purposes of**

- 2024-25, £26.590m;
- 2025-26, £27.840m; and
- 2026-27, £29.090m.

as part of the consideration of the budget plans for 2023-27 and supporting these budget recommendations;

- o) Agree the use of non-school Earmarked Reserves, as set out in Section 6 of Appendix 3 of the report.

5.51 In respect of the Capital Strategy and Programme 2023-24 report (Annexe 2):

Cabinet RESOLVED to:

- 2) To refer the programme to the County Council for approval, including the new and extended capital schemes outlined in Appendix D of the report;
- 3) To recommend to County Council the Council's Flexible Use of Capital Receipts Strategy for 2023-24 as set out in Section 5 of the report;

5.52 In respect of the Annual Investment and Treasury Strategy 2023-24 report (Annexe 3):

Cabinet RESOLVED to:

- 4) Endorse and recommend to County Council the Annual Investment and Treasury Strategy for 2023-24 as set out in Annex 1 of the report, including:
 - The Capital Prudential Indicators included in the body of the report
 - The Minimum Revenue Provision Statement 2023-24 in Appendix 1 of the report
 - The list of approved counterparties at Appendix 4 of the report
 - The Treasury Management Prudential Indicators detailed in Appendix 5 of the report

For inclusion within the policy framework.

6 Questions on notice under Rule 9.3

6.1 There were no questions.

The meeting ended at 2.28 pm.

Chair



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Norfolk County Council
Date: 21 February 2023 APPENDIX 1

RECORDED VOTE – ITEM NUMBER:5 Labour Amendment (1)

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy	x			KIDDLE-MORRIS Mark		x	
ADAMS Tony	Absent			KIRK Julian		x	
ANNISON Carl		x		LONG Brian		x	
AQUARONE Steffan	x			MACKIE Ian		x	
ASKEW Stephen	Absent			MASON BILLIG Kay		x	
BAMBRIDGE Lesley		x		MAXFIELD Ed	Absent		
BENSLY James	Absent			MORIARTY Jim	Absent		
BILLS David	Absent			MORPHEW Steve	x		
BIRMINGHAM Alison	x			NEALE Paul	x		
BLUNDELL Sharon	x			OLIVER Judy		x	
BORRETT Bill		x		OLIVER Rhodri	Absent		
BOWES Claire	Absent			OSBORN Jamie	x		
BROCIK-COULTON Julie	Absent			PECK Greg		x	
CARPENTER Graham	Absent			PENFOLD Saul	x		
CARPENTER Penny		x		PLANT Graham		x	
CLANCY Stuart	Absent			PRICE Ben	x		
COLMAN Ed	Absent			PRICE Richard	Absent		
COLWELL Robert	Absent			PROCTOR Andrew		x	
CONNOLLY Ed		x		REILLY Matthew	x		
CORLETT Emma	Absent			RICHMOND Will		x	
DALBY Michael		x		RILEY Steve	Absent		
DARK Stuart		x		ROPER Dan	x		
DAUBNEY Nick	Absent			Rumsby Chrissie	x		
DAWSON Christopher		x		SANDS Mike	Absent		
DEWSBURY Margaret		x		SAVAGE Robert		x	
DIXON Nigel		x		SAYERS David	x		
DUFFIN Barry		x		SHIRES Lucy	Absent		
DUIGAN Phillip		x		SMITH Carl		x	
EAGLE Fabian		x		SMITH-CLARE Mike	x		
ELMER Daniel		x		STONE Barry		x	
FISHER John		x		STOREY Martin		x	
FITZPATRICK Tom		x		THOMAS Alison		x	
GRANT Andy		x		THOMSON Vic	Absent		
GURNEY Shelagh		x		VARDY Eric		x	
HEMPSALL Lana		x		VINCENT Karen		x	
HORSBRUGH Michael Chenery of		x		WALKER Colleen	x		
JAMES Jane	Absent			WARD John		x	
JAMIESON Andrew		x		WATKINS Brian	Absent		
JERMY Terry	x			WEBB Maxine	x		
JONES Brenda	x			WHITE Tony		x	
KEMP Alexandra	x			WHYMARK Fran		x	
KIDDIE Keith		x		WILBY Martin	Absent		

For	19
Against	42
Abstentions	0

Norfolk County Council
Date: 21 February 2023 APPENDIX 2

RECORDED VOTE –ITEM NUMBER:5 Labour Amendment (2)

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy	Absent			KIDDLE-MORRIS Mark		x	
ADAMS Tony	Absent			KIRK Julian		x	
ANNISON Carl		x		LONG Brian		x	
AQUARONE Steffan			x	MACKIE Ian		x	
ASKEW Stephen	Absent			MASON BILLIG Kay		x	
BAMBRIDGE Lesley		x		MAXFIELD Ed	Absent		
BENSLY James		x		MORIARTY Jim	Absent		
BILLS David	Absent			MORPHEW Steve	x		
BIRMINGHAM Alison	x			NEALE Paul	x		
BLUNDELL Sharon			x	OLIVER Judy		x	
BORRETT Bill		x		OLIVER Rhodri	Absent		
BOWES Claire	Absent			OSBORN Jamie	x		
BROCIEK-COULTON Julie	Absent			PECK Greg		x	
CARPENTER Graham	Absent			PENFOLD Saul			x
CARPENTER Penny		x		PLANT Graham		x	
CLANCY Stuart	Absent			PRICE Ben	x		
COLMAN Ed	Absent			PRICE Richard	Absent		
COLWELL Robert	Absent			PROCTOR Andrew		x	
CONNOLLY Ed		x		REILLY Matthew	x		
CORLETT Emma	Absent			RICHMOND Will		x	
DALBY Michael		x		RILEY Steve	Absent		
DARK Stuart		x		ROPER Dan			x
DAUBNEY Nick	Absent			Rumsby Chrissie	x		
DAWSON Christopher		x		SANDS Mike	Absent		
DEWSBURY Margaret		x		SAVAGE Robert		x	
DIXON Nigel		x		SAYERS David			x
DUFFIN Barry		x		SHIRES Lucy	Absent		
DUIGAN Phillip		x		SMITH Carl		x	
EAGLE Fabian		x		SMITH-CLARE Mike	x		
ELMER Daniel		x		STONE Barry		x	
FISHER John		x		STOREY Martin		x	
FITZPATRICK Tom		x		THOMAS Alison		x	
GRANT Andy		x		THOMSON Vic	Absent		
GURNEY Shelagh		x		VARDY Eric		x	
HEMPSALL Lana		x		VINCENT Karen		x	
HORSBRUGH Michael Chenery of		x		WALKER Colleen	x		
JAMES Jane	Absent			WARD John		x	
JAMIESON Andrew		x		WATKINS Brian	Absent		
JERMY Terry	x			WEBB Maxine	x		
JONES Brenda	x			WHITE Tony		x	
KEMP Alexandra	x			WHYMARK Fran		x	
KIDDIE Keith		x		WILBY Martin	Absent		

For	13
Against	43
Abstentions	5

Norfolk County Council
Date: 21 February 2023 APPENDIX 3

RECORDED VOTE – ITEM NUMBER: 5 Labour Amendment (3)

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy	x			KIDDLE-MORRIS Mark		x	
ADAMS Tony	Absent			KIRK Julian		x	
ANNISON Carl		x		LONG Brian		x	
AQUARONE Steffan	x			MACKIE Ian		x	
ASKEW Stephen	Absent			MASON BILLIG Kay		x	
BAMBRIDGE Lesley		x		MAXFIELD Ed	Absent		
BENSLY James		x		MORIARTY Jim	Absent		
BILLS David	Absent			MORPHEW Steve	x		
BIRMINGHAM Alison	x			NEALE Paul	x		
BLUNDELL Sharon	x			OLIVER Judy	Absent		
BORRETT Bill		x		OLIVER Rhodri	Absent		
BOWES Claire	Absent			OSBORN Jamie	x		
BROCIK-COULTON Julie	Absent			PECK Greg		x	
CARPENTER Graham	Absent			PENFOLD Saul	x		
CARPENTER Penny		x		PLANT Graham		x	
CLANCY Stuart	Absent			PRICE Ben	x		
COLMAN Ed	Absent			PRICE Richard	Absent		
COLWELL Robert	Absent			PROCTOR Andrew		x	
CONNOLLY Ed		x		REILLY Matthew	x		
CORLETT Emma	Absent			RICHMOND Will		x	
DALBY Michael		x		RILEY Steve	Absent		
DARK Stuart	Absent			ROPER Dan	x		
DAUBNEY Nick	Absent			Rumsby Chrissie	Absent		
DAWSON Christopher		x		SANDS Mike	Absent		
DEWSBURY Margaret		x		SAVAGE Robert		x	
DIXON Nigel		x		SAYERS David	x		
DUFFIN Barry		x		SHIRES Lucy	Absent		
DUIGAN Phillip		x		SMITH Carl		x	
EAGLE Fabian		x		SMITH-CLARE Mike	x		
ELMER Daniel		x		STONE Barry		x	
FISHER John		x		STOREY Martin		x	
FITZPATRICK Tom		x		THOMAS Alison		x	
GRANT Andy		x		THOMSON Vic	Absent		
GURNEY Shelagh		x		VARDY Eric		x	
HEMPSALL Lana		x		VINCENT Karen		x	
HORSBRUGH Michael Chenery of		x		WALKER Colleen	x		
JAMES Jane	Absent			WARD John		x	
JAMIESON Andrew		x		WATKINS Brian	Absent		
JERMY Terry	x			WEBB Maxine	x		
JONES Brenda	x			WHITE Tony		x	
KEMP Alexandra	x			WHYMARK Fran		x	
KIDDIE Keith		x		WILBY Martin	Absent		

For	18
Against	41
Abstentions	0

Norfolk County Council
Date: 21 February 2023 APPENDIX 4

RECORDED VOTE – ITEM NUMBER: 5 Labour Amendment (4)

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy			x	KIDDLE-MORRIS Mark		x	
ADAMS Tony	Absent			KIRK Julian		x	
ANNISON Carl		x		LONG Brian		x	
AQUARONE Steffan			x	MACKIE Ian		x	
ASKEW Stephen	Absent			MASON BILLIG Kay		x	
BAMBRIDGE Lesley		x		MAXFIELD Ed	Absent		
BENSLY James		x		MORIARTY Jim	Absent		
BILLS David	Absent			MORPHEW Steve	x		
BIRMINGHAM Alison	x			NEALE Paul	x		
BLUNDELL Sharon			x	OLIVER Judy		x	
BORRETT Bill		x		OLIVER Rhodri	Absent		
BOWES Claire	Absent			OSBORN Jamie	x		
BROCIK-COULTON Julie	Absent			PECK Greg		x	
CARPENTER Graham	Absent			PENFOLD Saul			x
CARPENTER Penny		x		PLANT Graham		x	
CLANCY Stuart	Absent			PRICE Ben	x		
COLMAN Ed	Absent			PRICE Richard	Absent		
COLWELL Robert	Absent			PROCTOR Andrew		x	
CONNOLLY Ed		x		REILLY Matthew	x		
CORLETT Emma	Absent			RICHMOND Will		x	
DALBY Michael		x		RILEY Steve	Absent		
DARK Stuart		x		ROPER Dan			x
DAUBNEY Nick	Absent			Rumsby Chrissie	x		
DAWSON Christopher		x		SANDS Mike	Absent		
DEWSBURY Margaret		x		SAVAGE Robert		x	
DIXON Nigel		x		SAYERS David	x		
DUFFIN Barry		x		SHIRES Lucy	Absent		
DUIGAN Phillip		x		SMITH Carl		x	
EAGLE Fabian		x		SMITH-CLARE Mike	x		
ELMER Daniel		x		STONE Barry		x	
FISHER John		x		STOREY Martin		x	
FITZPATRICK Tom		x		THOMAS Alison		x	
GRANT Andy		x		THOMSON Vic	Absent		
GURNEY Shelagh		x		VARDY Eric		x	
HEMPSALL Lana		x		VINCENT Karen		x	
HORSBRUGH Michael Chenery of		x		WALKER Colleen	x		
JAMES Jane	Absent			WARD John		x	
JAMIESON Andrew		x		WATKINS Brian	Absent		
JERMY Terry	x			WEBB Maxine	x		
JONES Brenda	x			WHITE Tony		x	
KEMP Alexandra	x			WHYMARK Fran		x	
KIDDIE Keith		x		WILBY Martin	Absent		

For	14
Against	43
Abstentions	5

Norfolk County Council
Date: 21 February 2023 APPENDIX 5

RECORDED VOTE – ITEM NUMBER: 5 Labour Amendment 5

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy	x			KIDDLE-MORRIS Mark		x	
ADAMS Tony	Absent			KIRK Julian		x	
ANNISON Carl		x		LONG Brian		x	
AQUARONE Steffan	x			MACKIE Ian		x	
ASKEW Stephen	Absent			MASON BILLIG Kay		x	
BAMBRIDGE Lesley		x		MAXFIELD Ed	Absent		
BENSLY James		x		MORIARTY Jim	Absent		
BILLS David	Absent			MORPHEW Steve	x		
BIRMINGHAM Alison	x			NEALE Paul			x
BLUNDELL Sharon	x			OLIVER Judy		x	
BORRETT Bill		x		OLIVER Rhodri	Absent		
BOWES Claire	Absent			OSBORN Jamie			x
BROCIK-COULTON Julie	Absent			PECK Greg		x	
CARPENTER Graham	Absent			PENFOLD Saul	x		
CARPENTER Penny		x		PLANT Graham		x	
CLANCY Stuart	Absent			PRICE Ben			x
COLMAN Ed	Absent			PRICE Richard	Absent		
COLWELL Robert	Absent			PROCTOR Andrew		x	
CONNOLLY Ed		x		REILLY Matthew	x		
CORLETT Emma	Absent			RICHMOND Will		x	
DALBY Michael		x		RILEY Steve	Absent		
DARK Stuart		x		ROPER Dan	x		
DAUBNEY Nick	Absent			Rumsby Chrissie	x		
DAWSON Christopher		x		SANDS Mike	Absent		
DEWSBURY Margaret		x		SAVAGE Robert		x	
DIXON Nigel		x		SAYERS David	x		
DUFFIN Barry	Absent			SHIRES Lucy	Absent		
DUIGAN Phillip		x		SMITH Carl		x	
EAGLE Fabian		x		SMITH-CLARE Mike	x		
ELMER Daniel		x		STONE Barry		x	
FISHER John		x		STOREY Martin		x	
FITZPATRICK Tom		x		THOMAS Alison		x	
GRANT Andy		x		THOMSON Vic	Absent		
GURNEY Shelagh		x		VARDY Eric		x	
HEMPSALL Lana		x		VINCENT Karen			x
HORSBRUGH Michael Chenery of		x		WALKER Colleen	x		
JAMES Jane	Absent			WARD John		x	
JAMIESON Andrew		x		WATKINS Brian	Absent		
JERMY Terry	x			WEBB Maxine	x		
JONES Brenda	x			WHITE Tony		x	
KEMP Alexandra	x			WHYMARK Fran		x	
KIDDIE Keith		x		WILBY Martin	Absent		

For	16
Against	41
Abstentions	4

Norfolk County Council
Date: 21 February 2023 APPENDIX 6

RECORDED VOTE – ITEM NUMBER:5 Labour Amendment (6)

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy	x			KIDDLE-MORRIS Mark		x	
ADAMS Tony	Absent			KIRK Julian		x	
ANNISON Carl		x		LONG Brian		x	
AQUARONE Steffan	x			MACKIE Ian		x	
ASKEW Stephen	Absent			MASON BILLIG Kay		x	
BAMBRIDGE Lesley		x		MAXFIELD Ed	Absent		
BENSLY James		x		MORIARTY Jim	Absent		
BILLS David	Absent			MORPHEW Steve	x		
BIRMINGHAM Alison	x			NEALE Paul	x		
BLUNDELL Sharon	x			OLIVER Judy		x	
BORRETT Bill		x		OLIVER Rhodri	Absent		
BOWES Claire	Absent			OSBORN Jamie	x		
BROCIK-COULTON Julie	Absent			PECK Greg		x	
CARPENTER Graham	Absent			PENFOLD Saul	x		
CARPENTER Penny		x		PLANT Graham		x	
CLANCY Stuart	Absent			PRICE Ben	x		
COLMAN Ed	Absent			PRICE Richard	Absent		
COLWELL Robert	Absent			PROCTOR Andrew		x	
CONNOLLY Ed		x		REILLY Matthew	x		
CORLETT Emma	Absent			RICHMOND Will		x	
DALBY Michael		x		RILEY Steve	Absent		
DARK Stuart		x		ROPER Dan	x		
DAUBNEY Nick	Absent			Rumsby Chrissie	x		
DAWSON Christopher		x		SANDS Mike	Absent		
DEWSBURY Margaret		x		SAVAGE Robert		x	
DIXON Nigel		x		SAYERS David	x		
DUFFIN Barry		x		SHIRES Lucy	Absent		
DUIGAN Phillip		x		SMITH Carl		x	
EAGLE Fabian		x		SMITH-CLARE Mike	x		
ELMER Daniel		x		STONE Barry		x	
FISHER John		x		STOREY Martin		x	
FITZPATRICK Tom		x		THOMAS Alison		x	
GRANT Andy		x		THOMSON Vic	Absent		
GURNEY Shelagh		x		VARDY Eric		x	
HEMPSALL Lana		x		VINCENT Karen			x
HORSBRUGH Michael Chenery of		x		WALKER Colleen	x		
JAMES Jane	Absent			WARD John		x	
JAMIESON Andrew		x		WATKINS Brian	Absent		
JERMY Terry	x			WEBB Maxine	x		
JONES Brenda	x			WHITE Tony		x	
KEMP Alexandra	x			WHYMARK Fran		x	
KIDDIE Keith		x		WILBY Martin	Absent		

For	19
Against	42
Abstentions	1

Norfolk County Council
Date: 21 February 2023 APPENDIX 7

RECORDED VOTE – ITEM NUMBER:5 Labour Amendment (7)

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy	x			KIDDLE-MORRIS Mark		x	
ADAMS Tony	Absent			KIRK Julian		x	
ANNISON Carl		x		LONG Brian		x	
AQUARONE Steffan	x			MACKIE Ian		x	
ASKEW Stephen	Absent			MASON BILLIG Kay		x	
BAMBRIDGE Lesley		x		MAXFIELD Ed	Absent		
BENSLY James		x		MORIARTY Jim	Absent		
BILLS David	Absent			MORPHEW Steve	x		
BIRMINGHAM Alison	x			NEALE Paul	x		
BLUNDELL Sharon	x			OLIVER Judy		x	
BORRETT Bill		x		OLIVER Rhodri	Absent		
BOWES Claire	Absent			OSBORN Jamie	x		
BROCIEK-COULTON Julie	Absent			PECK Greg		x	
CARPENTER Graham	Absent			PENFOLD Saul	x		
CARPENTER Penny		x		PLANT Graham		x	
CLANCY Stuart	Absent			PRICE Ben	x		
COLMAN Ed	Absent			PRICE Richard	Absent		
COLWELL Robert	Absent			PROCTOR Andrew		x	
CONNOLLY Ed		x		REILLY Matthew	x		
CORLETT Emma	Absent			RICHMOND Will		x	
DALBY Michael		x		RILEY Steve	Absent		
DARK Stuart		x		ROPER Dan	x		
DAUBNEY Nick	Absent			Rumsby Chrissie	x		
DAWSON Christopher		x		SANDS Mike	Absent		
DEWSBURY Margaret		x		SAVAGE Robert		x	
DIXON Nigel		x		SAYERS David	x		
DUFFIN Barry	Absent			SHIRES Lucy	Absent		
DUIGAN Phillip		x		SMITH Carl		x	
EAGLE Fabian		x		SMITH-CLARE Mike	x		
ELMER Daniel		x		STONE Barry		x	
FISHER John		x		STOREY Martin		x	
FITZPATRICK Tom		x		THOMAS Alison		x	
GRANT Andy		x		THOMSON Vic	Absent		
GURNEY Shelagh		x		VARDY Eric		x	
HEMPSALL Lana		x		VINCENT Karen		x	
HORSBRUGH Michael Chenery of		x		WALKER Colleen	x		
JAMES Jane	Absent			WARD John		x	
JAMIESON Andrew		x		WATKINS Brian	Absent		
JERMY Terry	x			WEBB Maxine	x		
JONES Brenda	x			WHITE Tony		x	
KEMP Alexandra	x			WHYMARK Fran		x	
KIDDIE Keith	Absent			WILBY Martin	Absent		

For	19
Against	41
Abstentions	0

Norfolk County Council
Date: 21 February 2023 APPENDIX 8

**RECORDED VOTE – ITEM NUMBER: Green Budget Amendment (1):
Retrofit Strategy**

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy			X	KIDDLE-MORRIS Mark		x	
ADAMS Tony	Absent			KIRK Julian		x	
ANNISON Carl		x		LONG Brian		x	
AQUARONE Steffan			x	MACKIE Ian		x	
ASKEW Stephen	Absent			MASON BILLIG Kay		x	
BAMBRIDGE Lesley		x		MAXFIELD Ed	Absent		
BENSLY James		x		MORIARTY Jim	Absent		
BILLS David	Absent			MORPHEW Steve			x
BIRMINGHAM Alison			x	NEALE Paul	x		
BLUNDELL Sharon			x	OLIVER Judy		x	
BORRETT Bill		x		OLIVER Rhodri	Absent		
BOWES Claire	Absent			OSBORN Jamie	x		
BROCIEK-COULTON Julie	Absent			PECK Greg		x	
CARPENTER Graham	Absent			PENFOLD Saul			x
CARPENTER Penny		x		PLANT Graham		x	
CLANCY Stuart	Absent			PRICE Ben	x		
COLMAN Ed	Absent			PRICE Richard	Absent		
COLWELL Robert	Absent			PROCTOR Andrew		x	
CONNOLLY Ed		x		REILLY Matthew			x
CORLETT Emma	Absent			RICHMOND Will		x	
DALBY Michael		x		RILEY Steve	Absent		
DARK Stuart		x		ROPER Dan			x
DAUBNEY Nick	Absent			Rumsby Chrissie			x
DAWSON Christopher		x		SANDS Mike	Absent		
DEWSBURY Margaret		x		SAVAGE Robert		x	
DIXON Nigel	Absent			SAYERS David			x
DUFFIN Barry		x		SHIRES Lucy	Absent		
DUIGAN Phillip		x		SMITH Carl		x	
EAGLE Fabian		x		SMITH-CLARE Mike	Absent		
ELMER Daniel		x		STONE Barry		x	
FISHER John		x		STOREY Martin		x	
FITZPATRICK Tom		x		THOMAS Alison		x	
GRANT Andy		x		THOMSON Vic	Absent		
GURNEY Shelagh		x		VARDY Eric		x	
HEMPSALL Lana		x		VINCENT Karen		x	
HORSBRUGH Michael Chenery of		x		WALKER Colleen			x
JAMES Jane	Absent			WARD John		x	
JAMIESON Andrew		x		WATKINS Brian	Absent		
JERMY Terry			x	WEBB Maxine			x
JONES Brenda			x	WHITE Tony		x	
KEMP Alexandra	x			WHYMARK Fran		x	
KIDDIE Keith		x		WILBY Martin	Absent		

For	4
Against	42
Abstentions	14

Norfolk County Council
Date: 21 February 2023 APPENDIX 9

**RECORDED VOTE – ITEM NUMBER: Green Budget Amendment (2):
Renewable Energy Investment Officer**

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy			X	KIDDLE-MORRIS Mark		x	
ADAMS Tony	Absent			KIRK Julian		x	
ANNISON Carl		x		LONG Brian		x	
AQUARONE Steffan			x	MACKIE Ian		x	
ASKEW Stephen	Absent			MASON BILLIG Kay		x	
BAMBRIDGE Lesley		x		MAXFIELD Ed	Absent		
BENSLY James		x		MORIARTY Jim	Absent		
BILLS David	Absent			MORPHEW Steve			x
BIRMINGHAM Alison			x	NEALE Paul	x		
BLUNDELL Sharon			x	OLIVER Judy		x	
BORRETT Bill		x		OLIVER Rhodri	Absent		
BOWES Claire	Absent			OSBORN Jamie	x		
BRODIEK-COULTON Julie	Absent			PECK Greg		x	
CARPENTER Graham	Absent			PENFOLD Saul			x
CARPENTER Penny		x		PLANT Graham		x	
CLANCY Stuart	Absent			PRICE Ben	x		
COLMAN Ed	Absent			PRICE Richard	Absent		
COLWELL Robert	Absent			PROCTOR Andrew		x	
CONNOLLY Ed		x		REILLY Matthew			x
CORLETT Emma	Absent			RICHMOND Will		x	
DALBY Michael		x		RILEY Steve	Absent		
DARK Stuart		x		ROPER Dan			x
DAUBNEY Nick	Absent			Rumsby Chrissie			x
DAWSON Christopher		x		SANDS Mike	Absent		
DEWSBURY Margaret		x		SAVAGE Robert	Absent		
DIXON Nigel		x		SAYERS David			x
DUFFIN Barry		x		SHIRES Lucy	Absent		
DUIGAN Phillip		x		SMITH Carl		x	
EAGLE Fabian		x		SMITH-CLARE Mike	Absent		
ELMER Daniel		x		STONE Barry		x	
FISHER John		x		STOREY Martin		x	
FITZPATRICK Tom		x		THOMAS Alison		x	
GRANT Andy		x		THOMSON Vic	Absent		
GURNEY Shelagh		x		VARDY Eric		x	
HEMPSALL Lana		x		VINCENT Karen		x	
HORSBRUGH Michael Chenery of		x		WALKER Colleen			x
JAMES Jane	Absent			WARD John		x	
JAMIESON Andrew		x		WATKINS Brian	Absent		
JERMY Terry			x	WEBB Maxine			x
JONES Brenda			x	WHITE Tony		x	
KEMP Alexandra	x			WHYMARK Fran		x	
KIDDIE Keith		x		WILBY Martin	Absent		

For	4
Against	42
Abstentions	14

Norfolk County Council
Date: 21 February 2023 APPENDIX 10

**RECORDED VOTE – ITEM NUMBER: Green Budget Amendment (3):
Sure Start Centres**

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy			X	KIDDLE-MORRIS Mark		x	
ADAMS Tony	Absent			KIRK Julian		x	
ANNISON Carl		x		LONG Brian		x	
AQUARONE Steffan			x	MACKIE Ian		x	
ASKEW Stephen	Absent			MASON BILLIG Kay		x	
BAMBRIDGE Lesley		x		MAXFIELD Ed	Absent		
BENSLY James		x		MORIARTY Jim	Absent		
BILLS David	Absent			MORPHEW Steve			x
BIRMINGHAM Alison			x	NEALE Paul	x		
BLUNDELL Sharon			x	OLIVER Judy	Absent		
BORRETT Bill		x		OLIVER Rhodri	Absent		
BOWES Claire	Absent			OSBORN Jamie	x		
BROCIEK-COULTON Julie	Absent			PECK Greg		x	
CARPENTER Graham	Absent			PENFOLD Saul			x
CARPENTER Penny		x		PLANT Graham		x	
CLANCY Stuart	Absent			PRICE Ben	x		
COLMAN Ed	Absent			PRICE Richard	Absent		
COLWELL Robert	Absent			PROCTOR Andrew		x	
CONNOLLY Ed		x		REILLY Matthew			x
CORLETT Emma	Absent			RICHMOND Will		x	
DALBY Michael		x		RILEY Steve	Absent		
DARK Stuart		x		ROPER Dan			x
DAUBNEY Nick	Absent			Rumsby Chrissie			x
DAWSON Christopher		x		SANDS Mike	Absent		
DEWSBURY Margaret		x		SAVAGE Robert		x	
DIXON Nigel		x		SAYERS David			x
DUFFIN Barry		x		SHIRES Lucy	Absent		
DUIGAN Phillip		x		SMITH Carl		x	
EAGLE Fabian		x		SMITH-CLARE Mike	Absent		
ELMER Daniel		x		STONE Barry		x	
FISHER John		x		STOREY Martin		x	
FITZPATRICK Tom		x		THOMAS Alison		x	
GRANT Andy		x		THOMSON Vic	Absent		
GURNEY Shelagh		x		VARDY Eric		x	
HEMPSALL Lana		x		VINCENT Karen		x	
HORSBRUGH Michael Chenery of		x		WALKER Colleen			x
JAMES Jane	Absent			WARD John		x	
JAMIESON Andrew		x		WATKINS Brian	Absent		
JERMY Terry			x	WEBB Maxine			x
JONES Brenda			x	WHITE Tony		x	
KEMP Alexandra	x			WHYMARK Fran		x	
KIDDIE Keith		x		WILBY Martin	Absent		

For	4
Against	42
Abstentions	14

Norfolk County Council
Date: 21 February 2023 APPENDIX 11

**RECORDED VOTE – ITEM NUMBER: Green Budget Amendment (4):
Extension of On-Demand Bus Service (pilot)**

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy			X	KIDDLE-MORRIS Mark		x	
ADAMS Tony	Absent			KIRK Julian		x	
ANNISON Carl		x		LONG Brian		x	
AQUARONE Steffan			x	MACKIE Ian	Absent		
ASKEW Stephen	Absent			MASON BILLIG Kay		x	
BAMBRIDGE Lesley		x		MAXFIELD Ed	Absent		
BENSLY James		x		MORIARTY Jim	Absent		
BILLS David	Absent			MORPHEW Steve	x		
BIRMINGHAM Alison	x			NEALE Paul	x		
BLUNDELL Sharon			x	OLIVER Judy		x	
BORRETT Bill		x		OLIVER Rhodri	Absent		
BOWES Claire	Absent			OSBORN Jamie	x		
BROCIEK-COULTON Julie	Absent			PECK Greg		x	
CARPENTER Graham	Absent			PENFOLD Saul			x
CARPENTER Penny		x		PLANT Graham		x	
CLANCY Stuart	Absent			PRICE Ben	x		
COLMAN Ed	Absent			PRICE Richard	Absent		
COLWELL Robert	Absent			PROCTOR Andrew		x	
CONNOLLY Ed		x		REILLY Matthew	x		
CORLETT Emma	Absent			RICHMOND Will		x	
DALBY Michael		x		RILEY Steve	Absent		
DARK Stuart	Absent			ROPER Dan			x
DAUBNEY Nick	Absent			Rumsby Chrissie	x		
DAWSON Christopher		x		SANDS Mike	Absent		
DEWSBURY Margaret		x		SAVAGE Robert		x	
DIXON Nigel		x		SAYERS David	Absent		
DUFFIN Barry		x		SHIRES Lucy	Absent		
DUIGAN Phillip		x		SMITH Carl		x	
EAGLE Fabian		x		SMITH-CLARE Mike	Absent		
ELMER Daniel		x		STONE Barry		x	
FISHER John		x		STOREY Martin		x	
FITZPATRICK Tom		x		THOMAS Alison		x	
GRANT Andy		x		THOMSON Vic	Absent		
GURNEY Shelagh		x		VARDY Eric		x	
HEMPSALL Lana		x		VINCENT Karen		x	
HORSBRUGH Michael Chenery of		x		WALKER Colleen	x		
JAMES Jane	Absent			WARD John		x	
JAMIESON Andrew		x		WATKINS Brian	Absent		
JERMY Terry	x			WEBB Maxine	x		
JONES Brenda	x			WHITE Tony		x	
KEMP Alexandra	x			WHYMARK Fran		x	
KIDDIE Keith		x		WILBY Martin	Absent		

For	12
Against	41
Abstentions	5

Norfolk County Council
Date: 21 February 2023 APPENDIX 12

**RECORDED VOTE – ITEM NUMBER: Green Budget Amendment (5):
EHCP Support Capacity**

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy			X	KIDDLE-MORRIS Mark		x	
ADAMS Tony	Absent			KIRK Julian		x	
ANNISON Carl		x		LONG Brian		x	
AQUARONE Steffan			x	MACKIE Ian		x	
ASKEW Stephen	Absent			MASON BILLIG Kay		x	
BAMBRIDGE Lesley		x		MAXFIELD Ed	Absent		
BENSLY James		x		MORIARTY Jim	Absent		
BILLS David	Absent			MORPHEW Steve			x
BIRMINGHAM Alison			x	NEALE Paul	x		
BLUNDELL Sharon			x	OLIVER Judy		x	
BORRETT Bill		x		OLIVER Rhodri	Absent		
BOWES Claire	Absent			OSBORN Jamie	x		
BROCIEK-COULTON Julie	Absent			PECK Greg		x	
CARPENTER Graham	Absent			PENFOLD Saul			x
CARPENTER Penny		x		PLANT Graham		x	
CLANCY Stuart	Absent			PRICE Ben	x		
COLMAN Ed	Absent			PRICE Richard	Absent		
COLWELL Robert	Absent			PROCTOR Andrew		x	
CONNOLLY Ed		x		REILLY Matthew			x
CORLETT Emma	Absent			RICHMOND Will		x	
DALBY Michael		x		RILEY Steve	Absent		
DARK Stuart		x		ROPER Dan			x
DAUBNEY Nick	Absent			Rumsby Chrissie			x
DAWSON Christopher		x		SANDS Mike	Absent		
DEWSBURY Margaret		x		SAVAGE Robert		x	
DIXON Nigel		x		SAYERS David			x
DUFFIN Barry		x		SHIRES Lucy	Absent		
DUIGAN Phillip		x		SMITH Carl		x	
EAGLE Fabian		x		SMITH-CLARE Mike	Absent		
ELMER Daniel		x		STONE Barry		x	
FISHER John		x		STOREY Martin		x	
FITZPATRICK Tom		x		THOMAS Alison		x	
GRANT Andy		x		THOMSON Vic	Absent		
GURNEY Shelagh		x		VARDY Eric		x	
HEMPSALL Lana		x		VINCENT Karen		x	
HORSBRUGH Michael Chenery of		x		WALKER Colleen			x
JAMES Jane	Absent			WARD John		x	
JAMIESON Andrew		x		WATKINS Brian	Absent		
JERMY Terry			x	WEBB Maxine			x
JONES Brenda			x	WHITE Tony		x	
KEMP Alexandra	x			WHYMARK Fran		x	
KIDDIE Keith		x		WILBY Martin	Absent		

For	4
Against	43
Abstentions	14

Norfolk County Council
Date: 21 February 2023 APPENDIX 13

**RECORDED VOTE – ITEM NUMBER: Green Budget Amendment (6):
Capital Amendments/Additions**

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy	Absent			KIDDLE-MORRIS Mark		x	
ADAMS Tony	Absent			KIRK Julian		x	
ANNISON Carl		x		LONG Brian		x	
AQUARONE Steffan	Absent			MACKIE Ian		x	
ASKEW Stephen	Absent			MASON BILLIG Kay		x	
BAMBRIDGE Lesley		x		MAXFIELD Ed	Absent		
BENSLY James		x		MORIARTY Jim	Absent		
BILLS David	Absent			MORPHEW Steve			x
BIRMINGHAM Alison			x	NEALE Paul	x		
BLUNDELL Sharon			x	OLIVER Judy		x	
BORRETT Bill		x		OLIVER Rhodri	Absent		
BOWES Claire	Absent			OSBORN Jamie	x		
BROCIK-COULTON Julie	Absent			PECK Greg		x	
CARPENTER Graham	Absent			PENFOLD Saul			x
CARPENTER Penny		x		PLANT Graham		x	
CLANCY Stuart	Absent			PRICE Ben	x		
COLMAN Ed	Absent			PRICE Richard	Absent		
COLWELL Robert	Absent			PROCTOR Andrew		x	
CONNOLLY Ed		x		REILLY Matthew			x
CORLETT Emma	Absent			RICHMOND Will		x	
DALBY Michael		x		RILEY Steve	Absent		
DARK Stuart		x		ROPER Dan			x
DAUBNEY Nick	Absent			Rumsby Chrissie			x
DAWSON Christopher		x		SANDS Mike	Absent		
DEWSBURY Margaret		x		SAVAGE Robert		x	
DIXON Nigel		x		SAYERS David			x
DUFFIN Barry		x		SHIRES Lucy	Absent		
DUIGAN Phillip		x		SMITH Carl		x	
EAGLE Fabian		x		SMITH-CLARE Mike	Absent		
ELMER Daniel		x		STONE Barry	Absent		
FISHER John		x		STOREY Martin		x	
FITZPATRICK Tom	Absent			THOMAS Alison		x	
GRANT Andy		x		THOMSON Vic	Absent		
GURNEY Shelagh		x		VARDY Eric		x	
HEMPSALL Lana		x		VINCENT Karen		x	
HORSBRUGH Michael Chenery of		x		WALKER Colleen			x
JAMES Jane	Absent			WARD John		x	
JAMIESON Andrew	Absent			WATKINS Brian	Absent		
JERMY Terry			x	WEBB Maxine			x
JONES Brenda			x	WHITE Tony		x	
KEMP Alexandra	x			WHYMARK Fran		x	
KIDDIE Keith		x		WILBY Martin	Absent		

For	4
Against	40
Abstentions	12

Norfolk County Council
Date: 21 February 2023 APPENDIX 14

**RECORDED VOTE – ITEM NUMBER: Cllr Kemp budget amendment:
Capital Amendments/Additions**

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy			x	KIDDLE-MORRIS Mark		x	
ADAMS Tony	Absent			KIRK Julian		x	
ANNISON Carl		x		LONG Brian		x	
AQUARONE Steffan			x	MACKIE Ian		x	
ASKEW Stephen	Absent			MASON BILLIG Kay		x	
BAMBRIDGE Lesley		x		MAXFIELD Ed	Absent		
BENSLY James		x		MORIARTY Jim	Absent		
BILLS David	Absent			MORPHEW Steve	x		
BIRMINGHAM Alison	x			NEALE Paul	x		
BLUNDELL Sharon			x	OLIVER Judy		x	
BORRETT Bill		x		OLIVER Rhodri	Absent		
BOWES Claire	Absent			OSBORN Jamie	x		
BROCIEK-COULTON Julie	Absent			PECK Greg		x	
CARPENTER Graham	Absent			PENFOLD Saul			x
CARPENTER Penny		x		PLANT Graham		x	
CLANCY Stuart	Absent			PRICE Ben	x		
COLMAN Ed	Absent			PRICE Richard	Absent		
COLWELL Robert	Absent			PROCTOR Andrew		x	
CONNOLLY Ed		x		REILLY Matthew	x		
CORLETT Emma	Absent			RICHMOND Will		x	
DALBY Michael		x		RILEY Steve	Absent		
DARK Stuart		x		ROPER Dan			x
DAUBNEY Nick	Absent			Rumsby Chrissie	x		
DAWSON Christopher		x		SANDS Mike	Absent		
DEWSBURY Margaret		x		SAVAGE Robert		x	
DIXON Nigel	Absent			SAYERS David			x
DUFFIN Barry		x		SHIRES Lucy	Absent		
DUIGAN Phillip		x		SMITH Carl		x	
EAGLE Fabian		x		SMITH-CLARE Mike	Absent		
ELMER Daniel		x		STONE Barry		x	
FISHER John		x		STOREY Martin		x	
FITZPATRICK Tom	Absent			THOMAS Alison		x	
GRANT Andy		x		THOMSON Vic	Absent		
GURNEY Shelagh		x		VARDY Eric		x	
HEMPSALL Lana		x		VINCENT Karen		x	
HORSBRUGH Michael Chenery of		x		WALKER Colleen	Absent		
JAMES Jane	Absent			WARD John		x	
JAMIESON Andrew		x		WATKINS Brian	Absent		
JERMY Terry	x			WEBB Maxine	x		
JONES Brenda	x			WHITE Tony		x	
KEMP Alexandra	x			WHYMARK Fran		x	
KIDDIE Keith		x		WILBY Martin	Absent		

For	11
Against	41
Abstentions	6

Norfolk County Council
Date: 21 February 2023 APPENDIX 15

RECORDED VOTE – ITEM NUMBER 5: Substantive Motion

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy		x		KIDDLE-MORRIS Mark	x		
ADAMS Tony	Absent			KIRK Julian	x		
ANNISON Carl	x			LONG Brian	x		
AQUARONE Steffan		x		MACKIE Ian	x		
ASKEW Stephen	Absent			MASON BILLIG Kay	x		
BAMBRIDGE Lesley	x			MAXFIELD Ed	Absent		
BENSLY James	x			MORIARTY Jim	Absent		
BILLS David	Absent			MORPHEW Steve		x	
BIRMINGHAM Alison		x		NEALE Paul		x	
BLUNDELL Sharon		x		OLIVER Judy	x		
BORRETT Bill	x			OLIVER Rhodri	Absent		
BOWES Claire	Absent			OSBORN Jamie		x	
BROCIEK-COULTON Julie	Absent			PECK Greg	x		
CARPENTER Graham	Absent			PENFOLD Saul		x	
CARPENTER Penny	x			PLANT Graham	x		
CLANCY Stuart	Absent			PRICE Ben		x	
COLMAN Ed	Absent			PRICE Richard	Absent		
COLWELL Robert	Absent			PROCTOR Andrew	x		
CONNOLLY Ed	x			REILLY Matthew		x	
CORLETT Emma	Absent			RICHMOND Will	x		
DALBY Michael	x			RILEY Steve	Absent		
DARK Stuart	x			ROPER Dan		x	
DAUBNEY Nick	Absent			Rumsby Chrissie	Absent		
DAWSON Christopher	x			SANDS Mike	Absent		
DEWSBURY Margaret	x			SAVAGE Robert	x		
DIXON Nigel	Absent			SAYERS David		x	
DUFFIN Barry	x			SHIRES Lucy	Absent		
DUIGAN Phillip	x			SMITH Carl	x		
EAGLE Fabian	x			SMITH-CLARE Mike	Absent		
ELMER Daniel	x			STONE Barry	x		
FISHER John	x			STOREY Martin	x		
FITZPATRICK Tom	x			THOMAS Alison	x		
GRANT Andy	x			THOMSON Vic	Absent		
GURNEY Shelagh	x			VARDY Eric	x		
HEMPSALL Lana	Absent			VINCENT Karen	x		
HORSBRUGH Michael Chenery of	x			WALKER Colleen	Absent		
JAMES Jane	Absent			WARD John	x		
JAMIESON Andrew	x			WATKINS Brian	Absent		
JERMY Terry		x		WEBB Maxine	Absent		
JONES Brenda	Absent			WHITE Tony	x		
KEMP Alexandra		x		WHYMARK Fran	x		
KIDDIE Keith	x			WILBY Martin	Absent		

For	14
Against	41
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 7 – 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.

Recommendations from the Cabinet Meeting held on 30 January 2023

- 1 **Finance Monitoring Report 2022-23 P8: November 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 full Council the addition of **£0.427m** to the capital programme to address capital funding requirements funded mostly from various external sources as set out in detail in capital Appendix 3, paragraph 4.1 of the report as follows:
 - a. £0.299m external funding raised for Museum Painting Exhibits and Acquisitions
 - b. £0.095m increase in the Castle Keep Gateway to Medieval England budget for monitoring and quality assurance mitigation works which was approved at the December 22 Cabinet meeting
 - c. £0.033m miscellaneous minor adjustments to project budgets
 2. To recommend to Full Council the addition of £2.511m to the capital programme for the MyOracle project in 2022-23 as set out in detail in Capital Appendix 3, paragraph 4.3 of the report.

[Please click here to view the reports considered by Cabinet at its meeting on 30 March 2023 and the minutes of that meeting](#)

Recommendations from the Cabinet Meeting held on 6 March 2023

- 1 **Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26**
- 1.1 Cabinet Received the report detailing Norfolk Fire and Rescue Service's Community Risk Management Plan which all fire and rescue authorities are required to produce in accordance with the Fire and Rescue National Framework for England 2018, setting out the authority's strategy in collaboration with other agencies, for reducing the commercial, economic and social impact of fires and other emergency incidents.
- 1.2 Cabinet **RESOLVED** to:
 1. Recommend to full council that the CRMP23-26 is adopted

2. Finance Monitoring Report 2022-23 P10: January 2023

- 2.1 Cabinet Received the report providing 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.

Cabinet **RESOLVED:**

1. To recommend to full Council the addition of **£9.228m** to the capital programme to address capital funding requirements funded mostly from various external sources as set out in detail in capital Appendix 3, paragraph 4.2 of the report, as follows:
 - £0.657m S106 contributions to various Schools projects
 - £7.4m Town Deal funding and previously approved £3.148m NCC Borrowing to fund the Kings Lynn Multi User Hub
 - £0.194m miscellaneous minor adjustments to project budgets for S106 contributions and final estimates
 - Offset by a budget reduction of £2.171m in Department of Transport funding for Highways based on the latest forecast for the Norwich City Centre E-bound traffic reduction scheme
2. To recommend to Full Council the addition of £0.6m to the capital programme for the purchase of Wildfire Personal Protective Equipment as set out within the Norfolk Fire and Rescue Service Community Risk Management Plan elsewhere in this agenda

[Please click here to view the reports considered by Cabinet at its meeting on 6 March 2023 and the minutes of that meeting](#)

Cllr Andrew Proctor
Chairman, Cabinet

Report from the Cabinet
meetings held on 17 January, 30 January and 6 March 2023.

A: Meeting held on 17 January 2023

1. Update from the Chairman/Cabinet Members

- 1.1 The Vice-Chairman gave an update on funding received for electric buses in Norwich:
- The Vice-Chairman had been notified during the meeting that Norfolk County Council had received £14.7m funding from Government for electrifying of buses from Norwich taking the number of electric buses to 70 and meaning the depot at Rountree Way would be fully electrified.
 - The Vice-Chairman felt this was great news for Norfolk and thanked the team who applied for the funding. Extra money had been received on top of what was applied for.
 - The Vice-Chairman also thanked First Bus for their partnership working and for the money they put in to make sure this happened.

2. A Devolution Deal for Norfolk

- 2.1 Cabinet received the report providing details of the Norfolk Deal and the steps to be taken following the announcement of the “minded to” County Deal for Norfolk and seeks agreement to commence the consultation on the Deal.
- 2.2 Cabinet **RESOLVED** to:
- 1) ratify the “in-principle” devolution deal for Norfolk
 - 2) agree to proceed with the process, as summarised in this report, to:
 - a. undertake a full consultation exercise (as set out in section 4 of the report)
 - b. develop implementation planning and assurance processes (as set out in section 5 of the report) and, as part of this, consider what an exit strategy would be if there would have to be one.
 - c. prepare for a County Council resolution to change the current leader and cabinet executive governance model to a ‘directly elected leader and cabinet’ governance model in December 2023 (as set out in section 3 of the report)
 - 3) agree that a report on the outcome of the consultation is brought to Cabinet.
 - 4) agree that further progress reports are presented to the Cabinet as appropriate
 - 5) set up a cross-party member working group to oversee the work around implementation planning and assurance processes.
 - 6) start to hold regular Member briefings and workshops to ensure all understand what needs to be done.

B: Meeting held on 30 January 2023

1. Update from the Chairman/Cabinet Members

- 1.1 The Chairman gave an announcement on changes made under his delegated authority to internal and external bodies following the recent changes in membership on Cabinet:
- **Norfolk Parking Partnership Joint Committee:** Cllr Plant, The Vice-Chairman, to be appointed as the Member representing Norfolk County Council and Chair of the Joint Committee, replacing Cllr Martin Wilby.
 - **Transport for Norwich Advisory committee:** Cllr Plant, The Vice-Chairman, to take up the role of one of the 4 County Council appointed Members and Chair of the Committee, replacing Cllr Martin Wilby.
 - **Internal bodies:** Cllr Plant, The Vice-Chairman, to sit on the following bodies as Cabinet Member for Highways, Infrastructure and Transport, replacing Cllr Martin Wilby:
 - West Norfolk Transport and Infrastructure Steering Group
 - Norwich Western Link Working Group
 - Norfolk Windmill Trust
 - Long Stratton Bypass Committee.
 - **Member Champion for Rural Economy:** Cllr Chris Dawson to replace Cllr Fabian The Cabinet Member for Growing the Economy as Member Champion for Rural Economy.
2. **Scottow Enterprise Park Capital Investment Plan**
- 2.1 Cabinet received the report setting out proposals to ensure effective implementation of the Scottow Enterprise Park Capital Investment Plan 2022-2027 and enable the successful operation and development of Scottow Enterprise Park.
- 2.2 Cabinet **RESOLVED** to:
1. Approve the Scottow Enterprise Park Capital Investment Plan 2022- 2027 attached at Annex 1 of the report subject to, where applicable, Enterprise Zone Pot B and other capital funding to be approved at February County Council.
 2. Delegate authority to the Executive Director of Finance and Commercial Services to enter into a New Anglia Enterprise Zone Memorandum of Understanding for the capital refurbishment of Scottow Enterprise Park.
 3. Agree that the directors of Hethel Innovation Limited (“HIL”) will approve detailed business cases in order to deliver the Scottow Enterprise Park Capital Investment Plan 2022-2027 within the funding available, noting that NCC appointed directors have majority voting rights and that HIL reports activity to the HIL annual Shareholder meeting.
3. **Herbicide Use Policy**
- 3.1 Cabinet received the report setting out the Norfolk County Council Policy for the use of glyphosate-based herbicides.
- 3.2 Cabinet **RESOLVED** to approve the NCC Glyphosate Policy (Appendix 1 of the report)
4. **Norfolk Speed Management Strategy**
- 4.1 Cabinet received the report setting out the revised Norfolk Speed Management Strategy, a Norfolk County Council document that provided countywide strategic direction and guidance on how speed is safely managed on Norfolk’s roads.

- 4.2 Cabinet **RESOLVED** to agree the revised Norfolk Speed Management Strategy (NSMS).

5. Dedicated Schools Grant (DSG) Funding

- 5.1 Cabinet received the report setting out the changes to the distribution for the Dedicated Schools Grant from April 2023 in line with the Department of Education's National Funding Formula arrangements.
- 5.2 Cabinet **RESOLVED** to agree:
1. the Dedicated Schools Grant funding including
 - a. the changes to the schools funding formula;
 - b. the changes to the early years funding entitlements formula;
 - c. agreeing the high needs block budget, noting that it has been assessed to meet our statutory duties and it adds to the DSG cumulative deficit in line with the Safety Valve plan submitted to the Secretary of State for Education for approval;
 2. to delegate decision making powers to the Executive Director of Children's Services, in conjunction with the Lead Member for Children's Services, to agree the final funding cap, or allocation of additional funds, once the final DSG calculations of individual school allocations are known and in line with the principles of Cabinet's decision.

6. Fee levels for adult social care providers 2023/24

- 6.1 Cabinet received the report setting out the Council's legal duties under the Care Act 2014 to promote the effective and efficient operation of this market including its sustainability and maintaining adequate fee levels, setting out proposals for a fee uplift in 2023/24 and reporting the outcome of a Fair Cost of Care exercise.
- 6.2 Cabinet **RESOLVED** to
- a) Agree to award a £30m increase in fee levels, as described in detail in section 2 of this paper
 - b) As part of the Government's Social Care Reform, commit to moving towards paying the median cost of care within Government's timescales and within the funding afforded to the Council for this specific purpose
 - c) c) Agree to continue to lobby the Government to make the case for sustainable fair funding for Norfolk

7. Finance Monitoring Report 2022-23 P8: November 2022

- 7.1 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.
- 7.2 Cabinet **RESOLVED**
For recommendations 1 and 2 please refer to the "Cabinet recommendations to full council" report.
3. Subject to full 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 Approve the proposal to dissolve NCC Nurseries Limited as set out in Appendix 4 paragraph 5 of the report.
5. To recognise the period 8 general fund revenue forecast of a £2.054m overspend (0.44% of net budget), noting also that Executive Directors will take measures to reduce or eliminate potential over-spends where these occur within services to deliver a balance budget by the year end.
6. To recognise the period 8 forecast of 92% 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;
7. To note the forecast General Balances at 31 March 2023 of **£24.340m**, assuming the Council will mitigate the overspends reported in P8 of the report.
8. To note the expenditure and funding of the revised current and future 2021-26 capital programmes.

8 2023-24 Revenue Budget and Medium Term Financial Strategy 2023-27

8.1 *This report was dealt with at the Full Council meeting of 21 February 2023.*

9 Capital Strategy and Programme 2023-24

9.1 *This report was dealt with at the Full Council meeting of 21 February 2023.*

10 Annual Investment and Treasury Strategy 2023-24

10.1 *This report was dealt with at the Full Council meeting of 21 February 2023.*

C: Meeting held on 6 March 2023

1. **Matters referred to Cabinet by the Scrutiny Committee, Select Committees or by full Council.**

1.1 Cabinet received the report outlining the recommendation to Cabinet from Scrutiny Committee from their meeting held on 26 January 2023 when they considered a report providing an overview of Education Health and Care Plan performance. The recommendation asked that the Cabinet Member for Children's Services "be asked to review the adequacy of the support for families that were currently going through the appeal process with the aim of reducing the incidence of appeals".

1.2 The Cabinet Member for Children's Services provided a verbal response to the recommendation from Scrutiny Committee:

- The written scheme of action board would be replaced by the local first inclusion board and Members would be invited to sit on this. Monthly meetings of the delivery group, practitioner reference group, schools' forum and parent carer groups would input into this board.
- The aim of the local first inclusion board was to support children and families at an earlier stage so that they did not need to seek an Education Health and Care Plan. Increased help and support would also be developed, and more specialist provision would be made available in mainstream schools.
- A new role would be invested in to restore relationships with parents and help minimise disputes.
- This work could be reviewed through the Select Committee if required.

1.3 Cabinet:

- **Considered** the recommendation from Scrutiny Committee outlined in the report responding to issues raised
- **Noted** the verbal response to the recommendation from Scrutiny Committee given by the Cabinet Member for Children's Services who explained the developments which would be put in place to support families and children with Special Educational Needs and Disabilities to reduce the incidence of appeals relating to Education Health and Care Plans.

2. **Update from the Chairman/Cabinet Members**

2.1 The Cabinet Member for Children's Services gave an update to Cabinet:

- Since the last Cabinet meeting on 30 January 2023, the report from the Ofsted revisit looking at the Special Educational Needs and Disabilities (SEND) written scheme of action had been received. Ofsted noted that the Council was on the right track and no longer showing any significant areas of weakness and that support for services and children with Special Educational Needs and Disabilities was satisfactory.
- The Cabinet Member for Children's Services was keen to recognise that there was more to be done to support children and young people with Special Educational Needs and Disabilities and their families and Local First Inclusion and the improvement programme would build on what had been done so far.
- The inspection came after the standard inspection in which the service was found to be good across the board, with exemplary practice in place to

support care leavers and exceptional services provided to children in care. The Cabinet Member for Children's Services thanked staff involved in this service.

- The Cabinet Member for Children's Services thanked the Executive Director for Children's Services for her work and thanked the Council for its continued investment in children's social care.
- Further work would continue to develop the investment programme for more schools for children with Special Educational Needs and Disability
- The Chairman also thanked staff for their work.

3. Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26

3.1 Cabinet received the report detailing Norfolk Fire and Rescue Service's Community Risk Management Plan which all fire and rescue authorities are required to produce in accordance with the Fire and Rescue National Framework for England 2018, setting out the authority's strategy in collaboration with other agencies, for reducing the commercial, economic and social impact of fires and other emergency incidents.

3.2 Cabinet **RESOLVED** to:

1. Agree the CRMP23-26 (Community Risk Management Plan) Final Version as set out in Appendix A of the report

For recommendation 2 please refer to the "Cabinet recommendations to full council" report.

4. Adult Learning Annual Plan

4.1 Cabinet received the report setting out details of the Adult Learning Plan for 2023-24.

4.2 Cabinet **RESOLVED** to:

1. To commend the Adult Learning service for its exceptional performance and contribution to Norfolk priorities.
2. To approve the Adult Learning Annual Plan for 2023/24.

5. Highway Parish Partnership Schemes 2023-24

5.1 Cabinet received the report setting out the 2023-24 programme for the Highway Parish Partnership scheme.

5.2 Cabinet **RESOLVED** to:

1. To approve the 75 local schemes listed in Appendix B of the report for inclusion in the Parish Partnership Programme for 2023/24.
2. To approve the 20 vehicle activated sign schemes listed in Appendix C of the report for inclusion in the Parish Partnership Programme for 2023/24, subject to securing funding from the Safety Camera Partnership.

6. Highways Capital Programme 2023/24/25 and Transport Asset Management Plan (TAMP)

- 6.1 Cabinet received the report summarising the three-year settlement following the Government's 2022 autumn statement and the proposed allocations for 2023/24/25/26 and the successful progression of the 3rd River Crossing in Great Yarmouth, the Transforming Cities Fund in the Greater Norwich Area and Long Stratton Bypass.
- 6.2 Cabinet **RESOLVED** to:
1. Approve the Highways Capital Programme including the proposed draft allocations and programme for 2023/24 and indicative allocations for 2024/25/26 (as set out in Appendices A, B and C of the report).
 2. Approve the proposals for the £10m Highway Maintenance Fund (as set out in Appendix D of the report).
 3. Approve the proposals for the Road Safety Community Fund (as set out in Appendices E and F of the report).
 4. Approve the Transport Asset Management Plan (TAMP) for 2023/24 to 2027/28.
- 7. Norfolk Investment Framework Pilot Projects**
- 7.1 Cabinet received the report setting out details of the Norfolk Investment Framework, set up to allow Norfolk to self-determine long-term investment priorities and ensure the collective benefits of those investments are shared by all residents, and the pilot projects recommended for approval.
- 7.2 Cabinet **RESOLVED**:
1. To approve £1,500,000 funding within the 2023/24 budget, to deliver the Norfolk Investment Framework (NIF) pilot projects recommended for approval in this report.
 2. For a performance update report on the NIF Pilot Projects to be brought back to Cabinet in April 2024.
- 8. Harleston Independent Living**
- 8.1 Cabinet received the report summarising the business case for approving £4,095,000 capital funding from the existing Independent Living (extra care) capital programme to Saffron Housing Trust to support the development and secure nomination rights for NCC for 91 apartments in a new 91-unit Independent Living scheme for older people in Harleston, South Norfolk district.
- 8.2 Cabinet **RESOLVED** to:
- a) To approve £4,095,000 of capital contribution funding from the existing £29m Independent Living (extra care) capital programme to Saffron Housing Trust to support the development and secure nominations rights for 91 apartments in a new Independent Living scheme for older people in Harleston, South Norfolk
 - b) To approve an exemption under paragraph 10(a)(iii) of contract standing orders
 - c) To delegate the responsibility to the Director of Commissioning to complete the relevant contract(s) with Saffron Housing Trust
- 9. Market Sustainability Plan**

- 9.1 Cabinet received the report setting out Norfolk's Market Sustainability Plan, which detailed the significant challenges that the adult social care sector was facing, and the significant additional resources and market re-shaping needed to secure a sustainable market for the future.
- 9.2 Cabinet **RESOLVED** to:
- a) To continue to support the national discussion for sustainable funding for local authorities
 - b) To approve publication of the Norfolk Market Sustainability Plan (attached at Appendix A of the report)

10 Modern Slavery Statement 2021-22

- 10.1 Cabinet received the report setting out Norfolk's County Council's Modern Slavery Statement for 2021-22 which set out the steps that Norfolk County Council had undertaken to help ensure that there is no slavery or human trafficking within our organisation, our sub-contractors, partners or supply chains.
- 10.2 Cabinet **RESOLVED**:
- A. To agree:
 - 1. The Modern Slavery Statement for the year 2021/2022 (in Appendix B of the report); and
 - 2. The Equality Impact Assessment (EqIA) at Appendix A of the report.
 - B. To note progress against the action plan and agree that Corporate Select Committee should be asked to review progress on modern slavery this summer, before the 2022/23 statement is brought to Cabinet for approval

11. Equality Diversity & Inclusion (EDI) Objectives for 2023-2026

- 11.1 Cabinet received the report proposing proposes four Equality Diversity & Inclusion objectives for 2023 to 2026, supported by a range of priorities, summarising the arrangements to prepare the new Plan, including public consultation, and the operational challenges to address and noting that on 16 January 2023, Corporate Select Committee endorsed the four objectives and requested an annual report on progress, supported by a six-monthly member briefing.
- 11.2 Cabinet **RESOLVED** to:
- 1. Note the progress to date;
 - 2. Consider the operational challenges set out in Section 2 of the report and the evidence gathering that has taken place to prepare new objectives;
 - 3. Agree the proposed objectives and priorities for 2023 to 2026 set out in Section 4 and Appendix 1 of the report.

12. Strategic Review and Future Transformation

- 12.1 Cabinet received the report providing an update on the work carried out as part of the Strategic Review so far and future work which would be carried out.
- 12.2 Cabinet **RESOLVED**:
- 1. To agree to the Strategic Review being continued, as part of our ongoing transformation journey, to meet the challenges being faced by the Council

2. To ask officers to bring further reports to Cabinet on the review method and intended financial savings

13 NCC Companies Business Plans

- 13.1 Cabinet received the report seeking Cabinet's approval for each of the four main companies to operate within their 2023/24 Business Plan as approved by their respective Boards.
- 13.2 Cabinet **RESOLVED** to:
 1. Review and approve the Hethel Innovation Ltd 2023/24 Business Plan in Appendix A of the report with the following amendment:
 - Alter the wording of the objective "integrate with NCC's economic development team" on the first page of the Hethel Innovation business plan, shown on page 423 of the Cabinet agenda, to instead state "**collaborate** with NCC's economic development team"
 2. Review and approve the Independence Matters C.I.C 2023/24 Business Plan in Appendix B of the report.
 3. Review and approve the Norse Group Limited 2023/24 Business Plan in Appendix C of the report.
 4. Review and approve the Repton Property Developments Limited 2023/24 Business Plan in Appendix D of the report.

14 Finance Monitoring Report 2022-23 P10: January 2023

- 14.1 Cabinet received the report providing 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.
- 14.2 Cabinet **RESOLVED**:

For recommendations 1 and 2 please refer to the "Cabinet recommendations to full council" report.

 3. Subject to full 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 note the progress towards achieving 100% ownership of Independence Matters and the share transfer due to take place in March 2023, and delegate to the Executive Director of Finance and Commercial Services to agree updated Articles of Association to reflect the change in ownership, controls are in place as are required to ensure the relationship with the company is compliant with regulation 12 of the Public Contracts Regulations 2015 and consequential changes to Board membership.
 5. To approve the appointment of Craig Chalmers, Director of Community Social Work, as County Council Director on the Independence Matters Board with effect from the date of the share transfer, and note that an additional Director appointment will be proposed to Cabinet in April 2023, if required
 6. To approve the acceptance of two Arts Council England (ACE) grants for investment in the Norfolk Museums Service comprising of
 - a. £4.126m National Portfolio Organisations (NPOs) over 2023-26 at £1.375m per year
 - b. £0.444m annual grant to SHARE Museums East for 2023-24
 7. To approve the write-off seven debts over £10,000 totalling £114,658.40 due to the exhaustion of estate and legal options where there is no further possibility of recovery, as set out in Appendix 2 paragraph 3.9 of the report;
 8. To recognise the period 10 general fund revenue forecast of a balanced budget, noting also that Executive Directors will take measures to reduce or eliminate potential over-spends where these occur within services to maintain a balance budget at the year end.
 9. To recognise the period 10 forecast of 92% 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;
 10. To note the forecast General Balances at 31 March 2023 of **£24.340m**, assuming the Council will mitigate the overspends reported in P10 of the report.
 11. To note the expenditure and funding of the current and future 2022-27 capital programmes has been increased by **£51.135m** as set out in detail in capital Appendix 3, paragraph 4.1 of the report, as follows:

- £7.8m uplift to Highways schemes as previously approved by Full Council in September 22
- £43.35m additional NCC Borrowing for various capital schemes approved by Full Council on 21 February 23 in the 2023-24 Capital Strategy
- £0.201m NCC Borrowing to fund the Electric Vehicle Charging points

15 Authority to enact capital programme

15.1 Cabinet received the report asking Cabinet to take the necessary executive decisions for the capital programme to be enacted.

15.2 Cabinet **RESOLVED**:

1. To undertake a programme of capital works for which the Council has agreed a budget, as further set out in the paper *Capital strategy and programme 2023-24* (the “Programme Paper”) approved by Cabinet on 30 January 2023
2. To delegate:
 - a. 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;
 - b. 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 acquired for delivery of the works) and to dispose of land so acquired that is no longer required upon completion of the scheme;
 - c. to each responsible chief officer authority to:
 - i. (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 recompleted
 - ii. 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.
3. 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.

16. Disposal, acquisition and exploitation of property

16.1 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.

16.2

Cabinet **RESOLVED:**

1. To formally declare Norman House, Tarworks Road, Great Yarmouth NR30 1QR (6009/025) surplus to County Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt 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.
2. To formally declare Land at King's Lynn Academy, Queen Mary Road, Gaywood, King's Lynn PE30 4QG (2045/067B) surplus to County Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt 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.
3. To formally declare the Woodside Complex, Norwich surplus to County Council requirements and:
 - (i) Instruct the Director of Property to dispose of the site to an independent living/extra care housing provider, or
 - (ii) In the event of no satisfactory agreement instruct the Director of Property to dispose of the property on the open market.

In the event of a disposal receipt exceeding delegated 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.

4. To agree to the purchase of Low Farm, The Street, Ringland NR8 6JG on terms agreed as detailed in confidential Appendix A and instruct the Director of Property to oversee the implementation of the acquisition.
5. To formally declare the Land at Ward's Chase, Stow Bardolph (2075/130 part) surplus to County Council requirements and:
 - (i) Instruct the Director of Property to dispose of the site to the adjoining owner, or
 - (ii) In the event of no satisfactory agreement instruct the Director of Property to dispose of the property on the open market

In the event of a disposal receipt exceeding delegated 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.

6. To authorise the purchase of the land at Lynne Road Swaffham on the terms as detailed in confidential Appendix A and instruct the Director of Property to implement the acquisition.
7. To reaffirm their decision made on the 7 November 2022 Cabinet report as follows: to confirm their agreement to formally declare the Land at Terrington Fern House Estate (part), Terrington St Clement (2078/108A) (edged red on plan (as noted on the correct plan)) amounting to 1.65 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.

8. To formally adopt the metal detecting and field walking policy as detailed in Appendix 1 of the report.

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. For the fourth round, the Chair will revert to the Labour Group, the Liberal Democrat Group and then the Conservative Group.
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.

APPOINTMENT OF CHAIR & VICE CHAIR FOR CORPORATE SELECT COMMITTEE

Report by the Director of Democratic and Regulatory Services

1. Introduction

The recent resignation of Councillor Ed Colman leaves the Corporate Select Committee without a Chair.

Part 5.2 (ix) of the Constitution states that the appointment of Chairs and Vice Chairs of committees is a function of Full Council. The Leader of the Council has proposed a new Chair and Vice Chair for the Corporate Select Committee and the recommendation that Council should approve these appointments is made below.

2. Recommendation

Council is asked to approve the appointment of Cllr Penny Carpenter as Chair and Cllr Barry Duffin as Vice Chair for the Corporate Select Committee.

Pay Policy Statement 2023-24 Recommendation from the Head of Paid Service

1. Pay Policy Statement 2023-24

1.1 Under the Localism Act 2011 each Local Authority is required to publish a Pay Policy Statement at the beginning of each financial year. The present statement was approved by Council in March 2022.

1.2 Substantive amendments this year (see appendix A for the full statement) include:

- a) Section 7.8 has been amended to reflect that, as part of net carbon zero plans, the Council is introducing an ultra-low emission car lease salary sacrifice scheme which most employees can use providing they meet the National Minimum Wage criterion. Teachers are excluded as their national terms and conditions do not permit use of the scheme. The salary sacrifice scheme replaces the previous car lease scheme which was only available to employees who regularly travelled for business. Under this new scheme employees save tax and National Insurance Contributions (NICs), and Norfolk County Council saves employer NICs on the amount of salary sacrificed.
- b) Section 8.6 - the government continues to consider actions to mitigate high-cost severance payments in the public sector. A sentence is added: "In addition, any statutory requirements for additional levels of authorisation will be followed" to allow for any such measures.

1.3 Other amendments to the Statement include updated dates and terminology.

1.4 While not directly impacting the Statement, the Local Government Services (Green Book) pay award 2022-23 included the deletion of point 1 from the national (NJC) pay spine from 1 April 2023. This is part of ongoing adjustments to pay in response to rises to the National Minimum Wage. Norfolk County Council (NCC) uses points from the national pay spine to make up its salary scales up to and including Scale J and is bound by the national pay agreement. As a result, the salary scales A-C have been amended as follows:

Scale	Salary point	Salary (2022-23)
	1	£20,258
Scale A	2	£20,441
Scale B	3	£20,812
Scale C	4	£21,189
Scale D	5	£21,575
	6	£21,968
Scale E	7	£22,369
	8	£22,777
	9	£23,194
	10	£23,620
	11	£24,054

Notes:

- Scale C has been reduced from two to one point (point 4) with Scale A using point 2 and Scale B using point 3.
- The year one cost including oncosts to NCC Services was £39k and to NCC-maintained schools £107k (an average £633 per school).
- 113 (40 full time equivalent) employees were impacted in NCC Services and 1688 (407.8 full time equivalent) in schools.
- The 2023-24 annual national pay negotiations have started and will result in a further uplift to salaries.

1.5 A strategic review of pay and reward at NCC will be carried out to make sure our current offer supports future objectives as part of the wider Strategic Review programme. This will include a review of salary scales, pay rates, additional allowances and employee benefits. An in-year amendment to the Pay Policy Statement will be requested if required.

1.6 The Head of Paid Service has reviewed the draft statement and recommends the Pay Policy Statement 2023-24 (attached at Appendix A) to Council for approval.

NORFOLK COUNTY COUNCIL
Pay Policy Statement 2023-2024
Approved by County Council on 28 March 2023

1. Introduction and Scope

- 1.1. Norfolk County Council is committed to accountability, transparency, equity and fairness in pay, reward and remuneration. This Pay Policy Statement outlines the Council's pay and reward policies for 2023-2024. These ensure that pay and reward policies are appropriate for the Council's aims, are appropriate to attract and retain key skills, and are consistently and equitably applied.
- 1.2. The Pay Policy Statement fulfils the Council's statutory requirements under Chapter 8 of the Localism Act 2011 and will be updated annually.
- 1.3. The policies referred to in this Statement are relevant to Council employees generally. However, the scope of this Statement does not include all pay policies relating to certain categories of employees whose pay arrangements are determined nationally, including:
 - 1.3.1. Firefighters (covered by the National Conditions for Local Authorities' Fire Brigades)
 - 1.3.2. Teachers (covered by statutory School Teachers' Pay and Conditions)
 - 1.3.3. Employees paid on national pay rates determined by the Soulbury Committee covering Education Improvement Professionals and Educational Psychologists
 - 1.3.4. Employees in Public Health on NHS conditions of employment.
- 1.4. As the Act does not apply to local authority schools, information relating to the pay of support staff in schools is not included.

2. Definitions

- 2.1. The Council defines the total employment package as consisting of both tangible and intangible elements. The pay policy statement focuses on the tangible pay and reward and recognition elements, including salary, allowances, benefits in kind, pension enhancement and payments relating to the ceasing of employment.
- 2.2. The Council defines "lowest paid employees" as staff paid on the first salary point of the County Council's pay grades for National Joint Council (NJC) for Local Government Services staff, as this is the lowest pay rate generally applied to NCC roles.
- 2.3. Apprentices are generally paid according to the rate for the job as described in section 6.1, but the Council may in exceptional circumstances

employ some apprentices under the national Apprenticeship framework, and people on similar learning programmes who are paid at less than the Council's minimum salary point, in line with the National Minimum Wage (NMW). For instance, if stepping in to host an apprentice when the host business closes until a new provider is located we would continue the existing rate of pay which could be NMW, or for schemes like Kickstart, designed to give people work experience and funded at NMW rate. The rates from April 2023 are from £5.28 to £10.42 per hour depending on age, (equivalent to £10,187 to £20,103 per annum for a 37 hour week).

3. The Council's Pay and Rewards Strategy

3.1. The Council's overall approach to pay and reward is set out in its *Pay and Rewards Strategy*. The objectives set out in that document are to:

- Attract and retain people with the skills and talent the County Council needs to deliver excellent services in Norfolk.
- Encourage and reward high levels of contribution, flexibility, innovative ways of working, and relevant skills acquisition through experience and development, by employees at all levels.
- Provide a fair system of reward and recognition for employees.
- Enable the organisation to quickly adapt to changes in priority and deploy resources where they are most needed.

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

4. Governance Arrangements

4.1. The Pay Policy is approved by council and the Officer Employment Procedure Rules provides the delivery mechanism.

4.2. The Officer Employment Procedure Rules of the [Council's Constitution](#) provide for designated Senior Officers to take certain delegated decisions in relation to employment matters, within the policy framework approved by Council.

5. Publication of and access to information relating to pay

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

6. Basic Pay Determination

Pay levels for all employees are determined by the following:

- 6.1. The Council uses the Korn Ferry Job Evaluation Scheme to establish the relative “sizes” of jobs within the organisation. An evaluation results in an overall job evaluation score, which is used to rank jobs within the organisation. The overall job evaluation score for a job is used to allocate that job to the appropriate pay grade of the Council's *grade structure*. The design and standardisation of job descriptions by a “professional” group supports consistency across professions and the organisation. For roles which would attract Grade P or above, external evaluation specialists will be commissioned to independently review and validate the job evaluation rationale and this will be signed off by the Executive Director and Director for People and aligned to the organisational design across senior posts of the Council. Roles which are defined in Part 10 – Officers [Norfolk County Council Constitution](#) are also subject to general oversight by the Employment Committee.
- 6.2. Appointment – The incremental point an individual will be appointed to within the grade will normally be the minimum of the scale. However, an appointment may be at a higher point within the scale where necessary to appoint the best candidate. In the case of the defined Senior Officers listed within the Constitution, views of Members of the Appointments Panel will inform the decision.
- 6.3. Progression – all employees are eligible to receive annual incremental increases within the grade structure until they reach the top increment of the grade. There is no further base pay progression once the employee reaches the maximum salary point, or maximum of the grade range, for the role. Incremental progression may be withheld from an individual who has an action plan under the Council's policy for Dealing with unsatisfactory performance. New starters must complete a satisfactory 6-month period before becoming eligible for incremental increases.
- 6.4. The Council's pay scale values are subject to annual review. For Norfolk grades from Scale A to Scale S, the Council applies the annual pay award agreed by the National Joint Council for Local Government Services (Green Book). For Scales P and above, (deemed Senior Officers) the Council may exceptionally, in addition, review pay levels locally from time to time, having regard to national settlements covering local government and local affordability.
- 6.5. General Review - Pay levels are set with reference to a number of internal and external factors and market forces. Where a need is identified to review the levels of basic pay at all or some pay grades (for example in the light of sustained recruitment and retention difficulties), the Council will commission research into market levels. Any decision on changes as a result of this research would be considered by the Employment Committee, taking account of affordability.
7. Additional Pay Determination
- 7.1. In addition to basic pay, the Council's reward package may include

additional pay elements.

- 7.2. The Council will consider the payment of salary supplements in the event of external market pressures for recruitment and retention. Payments must be based on genuine objective grounds and driven by business requirements and not individual circumstances. Payments must be applied consistently based on sound, recognised and robust pay data in accordance with Equal Pay legislation and the *Equalities in Employment Policy*. Market supplements are applied, reviewed and withdrawn in accordance with the Council's *Market Pay Supplement policy*.
- 7.3. There will be occasions where, due to the service needs, employees will temporarily be required to undertake work or perform beyond the normal remit of their substantive role (for example, working to a higher-level role or undertaking additional responsibilities). Payment for these extra duties will be made in accordance with the *Recognition Payments Policy*. All payments are regularly monitored and reviewed as outlined in the policy.
- 7.4. The County Council's recognition payment scheme, which allows a flat rate payment of up to £1000 in recognition of an exceptional "one-off" contribution or a substantially increased workload, or up to two accelerated increments where the exceptional contribution is sustained, applies to all staff, including Senior Officers. The decision to award a recognition payment to a Senior Officer would be taken by the Executive Director in consultation with the Director for People or designated deputy.
- 7.5. The County Council does not operate a performance pay scheme outside the incremental grading structure that determines basic pay and, therefore, there are no performance payments paid to employees of the Council.
- 7.6. Employees that are redeployed, due to redundancy or disability, to a post at a lower grade may be eligible for a redeployment compensation payment in accordance with the *Redeployment Policy*.
- 7.7. The Council employs the use of a number of additional allowances and enhancements to reflect and recompense for additional responsibilities, duties and working patterns. The eligibility to these enhancements varies depending upon the nature of the allowance or enhancement. The applicable principles, scope, eligibility, process and rates are detailed in the respective policy documents. These are kept under review and changes, or additional policies would be approved by the Head of Paid Service and Director for People.
- 7.8. The Council operates a Car Provision Scheme, which provides lease cars to employees on a contributory basis.

8. Termination of Employment

- 8.1. The Council's policy on redundancy is contained within the *Staffing Adjustment Policy*, which details the conditions under which redundancy payments can be made. Where an employee is made redundant, severance benefits will be based on the number of weeks in the statutory Redundancy Pay Table based on actual weekly earnings. Where full time weekly earnings are less than the statutory cap, employees will receive a rate equivalent to the statutory cap per week, pro rata for part time staff.

- 8.2. Membership of a pension scheme is determined by the relevant conditions of service and is subject to the rules of the specific scheme. The Council operates the Local Government Pension Scheme (LGPS) for most employees within the scope of this statement. Some employees may be members of the Teachers' Pension Scheme (TPS) and the Firefighters' Pension Scheme.
- 8.3. The Council's practice for early termination of employment arrangements (for reasons other than redundancy) are detailed in the Retirement policy and procedure; and any additional discretions under the pensions regulations for the LGPS are detailed in the "*Local Government Pension Scheme - NCC's discretion policy*".
- 8.4. Only in very exceptional circumstances and where the business case supports it might the Council agree to any arrangements in relation to termination of employment outside those referred to above, to avoid or settle a legal claim and reduce risk of costs. In these exceptional circumstances, the Director of Governance, Director of Financial Management and Director for People will sign off any arrangements.
- 8.5. The Council's policy on the employment of people retired on redundancy grounds from Norfolk County Council, or on ill-health or efficiency grounds from any local authority employment, is that any such case must show clear organisational and financial benefits to the Authority. Each case must be considered by the Director for People. The remuneration on employment would be determined in the same way as for any other appointment.
- 8.6. Where severance payments costing the County Council over £100,000 are due, (including pension strain costs) these will be approved by the Head of Paid Service in consultation with the Leader and the Employment Committee will be advised. In addition, any statutory requirements for additional levels of authorisation will be followed.
9. Remuneration of staff on a Contract for Services
- 9.1. In common with any large organisation in the public or private sector, from time to time and on a temporary basis the Council needs to use interim staff who are not directly employed. In such cases, the Council would not incur the costs of pension contributions, annual leave or sick pay.
- 9.2. This happens where we have a short term need for particular skills or where we are experiencing recruitment and retention difficulties. When we use interim staff, they are usually sourced through specialist agencies.
- 9.3. In line with the Agency Workers Directive, the Council will aim to pay staff on a Contract for Services at a rate consistent with the pay and reward of the Council's directly employed staff performing a role of comparable responsibility. However, as with the employed workforce the Council retains the discretion to consider market factors in determining the appropriate pay level, whilst demonstrating value for money for the remuneration offered.
- 9.4. The Council's guidance on temporary and agency workers outlines the actions required when there is a requirement for interims or consultants.

This confirms the threshold at which a business case will need to be submitted for Chief Officer approval and Member endorsement, prior to any contractual commitment.

- 9.5. Workers employed directly by the Council will be assessed to establish whether they fall within scope of the IR35 legislation using the HMRC employment status tool. Workers that fall within scope will have Income Tax and National Insurance contributions deducted and paid over to HMRC.

10. Fairness in pay

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

10.1.1. the Council's pay and reward policies are applied equally to all employees, except where there are good reasons reflecting genuine factors which apply only to certain employee categories.

10.1.2. the Council's Employment Committee is responsible for setting the pay and conditions policies of all employees within the scope of this statement.

10.1.3. the Council involves the workforce and recognised trades unions in any proposals to change pay and rewards policies and practices. Regular consultation and negotiation take place on all employment matters, including pay and reward; Local collective agreements are in place which set out locally determined arrangements which differ to the nationally negotiated National Joint Council for Local Government Services "Green Book."

10.1.4. all categories of employees are covered by recognised trade unions.

10.1.5. the Council's approach to publishing information on pay is set out in paragraph 5.1 to ensure that pay policies are open to scrutiny.

- 10.2. The current ratio of the highest paid Officer's pay to the median pay in the organisation is published as set out in paragraph 5.1.

11. Review

The Pay Policy Statement this year is reviewed by the Head of Paid Service and is recommended to Full Council for approval. The statement for 2023-2024 was submitted to Full Council for approval in March 2023.

Policies and procedures referred to in this document are available on request. For queries contact hrstrategy@norfolk.gov.uk

County Council

Item No: 12.3

Report Title: Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26

Date of Meeting: 28 March 2023

Responsible Cabinet Member: Cllr Dewsbury (Cabinet Member for Communities & Partnerships)

Responsible Director: Ceri Sumner, Director Norfolk Fire and Rescue Service / Chief Fire Officer

Executive Summary

Norfolk's Fire and Rescue Service plays a critical part in the emergency service response in our County. They provide a vitally important role in protecting our communities, properties and countryside. This was particularly apparent during last summer (2022) where the skill, capability and expertise of our firefighters was put to the test in the most extreme of conditions.

The proper consideration and analysis of risk is a key element to ensuring we have the right infrastructure, resource, and capacity in place to ensure our Fire and Rescue Service can continue to provide such a robust response. We must be ready to respond not just to extreme events as we have seen recently, but also to the everyday emergencies which, whilst less visible to the general public, are by no means less important.

Alongside our response capability, it is equally important we properly plan and target our prevention and protection activities to ensure we are working with residents and businesses most at risk, and likely to suffer the most determinantal impacts from fires and other emergencies. Our recent short reinspection from HMICFRS highlighted the progress the service has made in terms of prevention, noting:

"We recognise the considerable work that has been carried out to support these improvements. The service is making prevention a high priority"

In accordance with the Fire and Rescue National Framework for England 2018, all fire and rescue authorities are required to produce a Community Risk Management Plan (CRMP) that sets out the authority's strategy, in collaboration with other agencies, for reducing the commercial, economic and social impact of fires and other emergency incidents. The CRMP is the renamed Integrated Risk Management Plan. The CRMP forms part of Norfolk County Council's policy framework.

Norfolk County Council, as the Fire and Rescue Authority for Norfolk, has a statutory duty to develop a CRMP covering at least 3 years. The current IRMP sets out the service strategy for the period 2020-2023. Therefore, a new plan has been developed for 2023 onwards.

The analysis of risk across Norfolk and consideration of key emerging drivers lead to seven proposals which were taken to public consultation. Two proposals were amended based on public and stakeholder feedback and, following agreement by Cabinet and Scrutiny, the final version is presented to Council with a recommendation for adoption.

Recommendations

To:

- 1. Review and agree the CRMP23-26 Final Version as set out in Appendix A**

1. Background and Purpose

- 1.1. In accordance with the Fire and Rescue National Framework for England 2018, all fire and rescue authorities are required to produce a Community Risk Management Plan (CRMP) that sets out the authority's strategy, in collaboration with other agencies, for reducing the commercial, economic and social impact of fires and other emergency incidents.
- 1.2. The purpose and content of a CRMP is detailed in the [Cabinet report from 6 March 2023](#) (page 46, item no. 8).
- 1.3. The current IRMP for Norfolk and Fire and Rescue Service sets out the service strategy for the period 2020-2023. Therefore, a new plan has been developed for 2023 onwards.
- 1.4. In May 2022, Cabinet approved the timetable and approach for developing the CRMP. This, and the key findings, are detailed in the Cabinet report from 6 March 2023.
- 1.5. In considering the refreshed community risk profile and the strategic context in which Norfolk Fire and Rescue Service operates and taking into account the outcomes of the public consultation, the following proposals have been identified as key areas of development (these are set out in more detail in the final CRMP). Further detail on the consultation outcomes and development of the proposals is provided in the Cabinet report from 6 March 2023.
- 1.6. The full CRMP and the seven specified proposals were supported by Cabinet, with particular support for proposal 5, relating to wildfire provision, from the

Police and Crime Commissioner for Norfolk, the Cabinet member for growing the economy, the vice-chairman and the chairman. The Cabinet member for finance confirmed that additional funding to support this proposal was included in the finance monitoring report.

- 1.7 The Scrutiny Committee has a clear role in providing challenge to any refresh or amendment to items that form part of the policy framework. This is set out in section 11b of the NCC constitution: *Budget and Policy Framework Procedure Rules*. At the Scrutiny Committee meeting held on the 16 March 2023, members were asked to consider the proposed CRMP, providing feedback and recommendations where appropriate. The agenda and associated papers for this meeting can be found [here](#). The report from the Scrutiny Committee to the Leader of the Council is included as Appendix B to this report.

2. Proposals

Proposal 1 - Develop a more targeted approach to prevention activity across Norfolk's communities, prioritising vulnerable people and communities and those at highest risk.

Proposal 2 - Relocate the Thetford Technical Rescue Unit (TRU) to Great Yarmouth in order to better align our specialist water capability to the location of greatest risk. Enhance training for selected Water First Responder (WFR) crews to allow them to perform swimming or buoyant raft rescues in non-swiftwater (rivers, broads etc), providing additional specialist rescue capability for persons in water across the county. There are no capital investment costs associated with this proposal.

Proposal 3 - Change provision of gas tight suits to Environmental Protection Units, Wholtime fire engines, and selected strategic On-Call fire engines. There are no cost increases associated with this proposal.

Proposal 4 - Amend the way we calculate and report our emergency response attendance time to align with the Home Office and HMICFRS (until there is an agreed national standard which we are committed to adopting).

Proposal 5 - We will review our readiness to respond to summer heatwave conditions. This will include the emergent requirements of increasing our stock and use of Technical Response Vehicles (TRVs) and other firefighting vehicles and equipment, operational procedures, and training

Proposal 6 - Develop further local participation in the Emergency Medical Response scheme during the CRMP23-26 period. Our communities will benefit from lives being saved and from wider Fire and Rescue staff skillsets. Core traditional service responsibilities (fire cover) will not be negatively impacted.

Proposal 7 - Undertake a detailed review of the On-Call Model in tandem with an anticipated national review. This will be a holistic review of all aspects encompassing recruitment, reward, training, support, management, and availability (including a trial to evaluate the effectiveness of a dynamic roaming resource (DRR) fire engine).

3. Impact of the Proposal

- 3.1 Accepting the proposals will enable a robust CRMP for Norfolk to be implemented from April 2023, meeting the statutory requirement to have an up-to-date plan in place and providing a strong framework for service delivery and improvement.

4. Evidence and Reasons for Decision

- 4.1 The proposals are based on an assessment of community risk and reflect the views of the public based on our consultation.

5. Alternative Options

- 5.1 It is technically feasible to extend the period of the current IRMP, rather than develop a new CRMP. However, there is also scope to review the proposed CRMP once published in-year and alter or amend (with due public consultation) should significant change occur that warrants amendments. This CRMP acknowledges areas for immediate change and areas that are likely to require change within the lifetime of the CRMP and therefore it is considered appropriate to move forwards with the new CRMP at the current time.

6. Financial Implications

- 6.1 It is anticipated that the cost of realigning specialist water rescue (£150k for training and PPE over three years) will be partially offset against savings made by realigning our Hazmat capability (-£115,880 in capital purchase and servicing during 2024-25). The remaining training cost will be absorbed from existing budgets and a separate equipment capital bid of circa £50k during 2023-24.
- 6.2 The proposal to further local participation in the Emergency Medical Response scheme is currently funded by the East of England Ambulance Trust, and an evaluation of the trial will be needed to understand the financial model for the future

6.3 The proposal to review welfare, appliance, equipment, and training provision in order to improve readiness for summer heatwave conditions is likely to require capital and revenue expenditure beyond that already planned for 2023-24. This has been initially costed at:

- circa £70k capital for welfare and firefighting equipment provision prior to summer 2023
- £600k capital for wildfire PPE with an associated £70k per annum in revenue expenditure prior to summer 2023
- circa £400k for new TRVs prior to summer 2024
- £35k per annum in revenue for Wildfire incident command training.

These will be provided for through a combination of reprofiling existing spend, use of reserves, capital bids for the two large outlays during 2023-24 as advised by NCC Finance, and £100k p.a. revenue growth ringfenced for wildfire to support incident command, welfare provision and PPE.

6.4 Although not a specific proposal, the CRMP contains specific commitments to supporting the wellbeing of our staff, recognising the particular mental health challenges that their role presents and importance of positive and inclusive culture. Any resource requirements will be defined through the usual budget setting process.

7. Resource Implications

7.1 **Staff:** There are no staff implications associated with the implementation of the CRMP proposals. Budget uplift (£240k emerging burdens) has recently been secured to increase prevention activities (which will also assist with delivering improvements highlighted by HMICFRS).

7.2 **Property:** No implications.

7.3 **IT:** No implications.

8. Other Implications

8.1 **Legal Implications:** Fire and rescue authorities are required to produce an **Community Risk Management Plan (section 4.6 of the Fire and Rescue National Framework for England 2018)**. Fire and rescue authorities must give due regard to reports and recommendations made by HMICFRS (section 7.5 of the Fire and Rescue National Framework for England 2018).

8.2 **Human Rights Implications:** None

8.3 Equality Impact Assessment (EqIA): An equality impact statement has been developed to cover the CRMP proposals. The final assessment takes account of feedback from the public consultation.

8.4 Data Protection Impact Assessments (DPIA): None at this time.
Under the General Data Protection Regulation (GDPR) any processing of personal data will be compliant with all relevant NCC policies and procedures. This will be done relative to the implementation of specific proposals.

8.5 Health and Safety implications: The summer review highlighted acute risks to our staff during wildfire interventions and chronic risks due to working for long periods in high temperatures. The implementation of proposal 5, including the necessary investment, will support the mitigation of these risks.

8.6 Sustainability implications: None

8.7 Any Other Implications: None

9. Risk Implications / Assessment

9.1 The key risk is that the authority will not have an in date CRMP in place for the 1st of April 2023 if the proposals are not accepted.

10. Select Committee Comments

10.1 None

11. Recommendations

To:

- 1. Review and agree the CRMP23-26 Final Version as set out in Appendix A**

12. Background Papers

12.1 [Report to Cabinet 6 March 2023 titled 'NFRS Community Risk Management Plan \(CRMP 2023-26\) Development Plan](#) (page 46, item no. 8)

Officer Contact

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

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



Norfolk
County Council

Norfolk Fire & Rescue Service

Community Risk Management Plan

CRMP Summary 2023-26

www.norfolkfireservice.gov.uk

1. Foreword – CFO & Chair of FRA

Welcome to our 2023/26 Community Risk Management Plan (CRMP23-26)

This document identifies areas of existing and emergent community risk that Norfolk Fire and Rescue Service has responsibility for, and the approaches and strategies we intend to use to mitigate those risks. Over the last three years, Norfolk Fire and Rescue Service has demonstrated its ability to meet the needs of Norfolk communities through one of the most turbulent times in our country's history. Our teams of dedicated professionals have worked through the constraints and challenges of a global pandemic, faced the early implications of climate change and ensured we have upheld our core mission of making Norfolk as safe as possible.

Some changes have brought distinct positives, such as the increase in agile working and digital competence, the improved and strengthened relationships between public sector partners and the impressive way in which our local communities have demonstrated their compassion and support for each other. Collaboration with partners continues to be a strength of Norfolk Fire and Rescue Service, demonstrated by the co-location of our control room with Norfolk Constabulary, our interoperability with Eastern Region Fire and Rescue Service to increase resilience and share best practise, and our support for the East of England Ambulance Trust.

Our previous Community Risk Management Plans (previously Integrated Risk Management plans) have enabled us to make progress as a service, and our emergency response, along with a number of other areas, has again been judged as "good" by our recent HMICFRS report. We had implemented learning from the Grenfell tragedy and were also recognised for our innovative approach to equality, diversity and inclusion, particularly in relation to seldom heard communities.

Our capital investment programme ensures we have the right capabilities to meet the requirements set out in the CRMP, and we have a range of key appliances in the pipeline for delivery over the next 3 years including high reach vehicles and replacement Fire Engines. We are also leading the way in electric and hybrid vehicle usage with over 30 electric vehicles replacing our existing fleet and helping to achieve NCC's environmental objectives.

Whilst this document sets out a three-year plan, we are also mindful of the changing national picture for Fire and Rescue, as well as how quickly risks and challenges can present on a local level.

Three key areas the CRMP aims to explore are:

1. Improving response times,

- a. Consider the impact on response times following improvements in our county's highway infrastructure and expansion of housing, commercial and industrial infrastructure and reviewing the optimum location of our fire stations and placement of our resources.

2. Improving the effectiveness of our prevention activities.

- a. Consider how we enable staff to increase focus on upscaling prevention activities whilst maintaining our response effectiveness
- b. Enable improved collaboration with partner agencies and key stakeholders to ensure there is a joined-up safety net across the county

3. Maximising our efficiency and effectiveness.

- a. Consider how we can redistribute our workforce and other resources to fulfil all legislative requirements to a good or better standard
- b. Realign our specialist emergency response capability
- c. Futureproof the service through recognising and developing intelligence and data ownership (staff with skills, systems with supportive capacity and investment in data quality) in order to enrich our understanding of risk and how we can best mitigate it.



Our Integrated Risk Management Plan 2020-23 contained five proposals to be considered:

- 1.** Strengthen our community fire protection services.
- 2.** Develop a new concept of operations.
- 3.** Explore the potential to undertake co-responding
- 4.** Maintain our specialist water rescue capability.
- 5.** Adopt national performance measures against emergency response standards if they are introduced.

It is pleasing to be able to detail how work on these has progressed over the last three years:

- 1.** We have successfully strengthened our community fire protection services which has resulted in HMICFRS recently moving their judgment in this area from "Requires Improvement" to "Good".
- 2.** We have been developing our concept of operations (ConOps Project) which has already delivered a number of organisational and operational changes to the ways we work.
- 3.** We are currently trialling Emergency Medical Response (EMR) at our North Walsham and Sheringham fire stations working in collaboration with EEAST to review where we may be able to support their response further.
- 4.** We have maintained our specialist water rescue capability, addressed the funding gap and secured the finances to enable continued specialisation.
- 5.** We have continued to participate in national conversations around emergency response standards. We remain committed to adopting it if and when it is introduced.



Margaret Dewsbury
(Cabinet Member Communities
& Partnerships)



Ceri Sumner
(Director of Norfolk Fire
and Rescue Service)

2. Introduction and Background

All fire and rescue services have duties and responsibilities that are set out in legal documents.

These include:

- The Fire and Rescue Services Act 2004.
- The Civil Contingencies Act 2004.
- The Regulatory Reform (Fire Safety) Order 2005.
- The National Framework 2018.

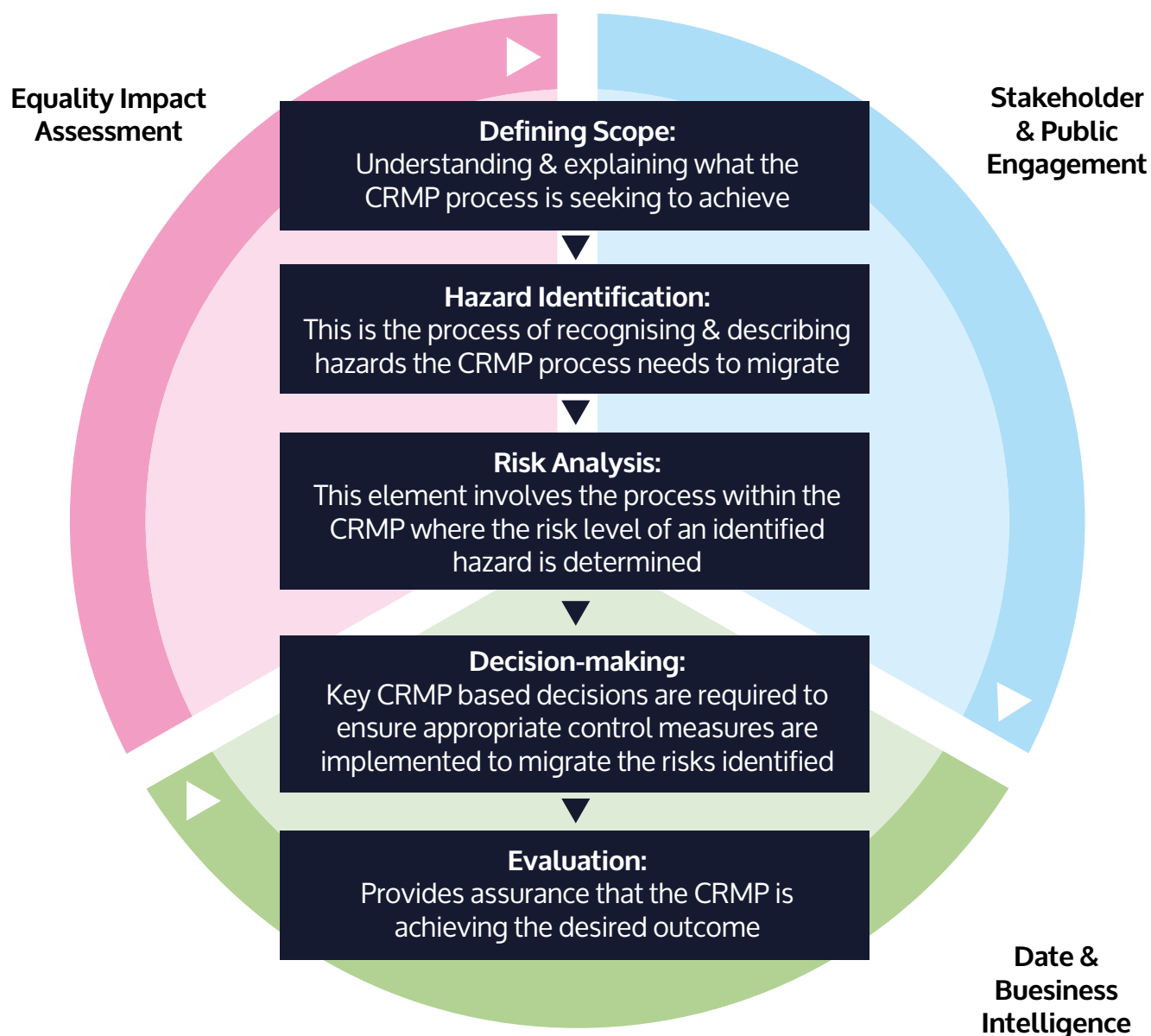
The National Framework 2018 states that all English Fire and Rescue Services have to produce an Integrated Risk Management Plan.

Our Plan must:

- reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority,
- demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources,
- outline required service delivery outcomes including the allocation of resources for the mitigation of risks,
- set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat,
- cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework,
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- be easily accessible and publicly available.

Subsequently the National Fire Chiefs' Council (NFCC) and the Fire Standards Board (FSB) have produced national guidance on community risk management planning. In May 2021 the FSB issued an approved standard for 'Community Risk Management Planning' ([FSS-RMP01](#)). NFRS have used this and the NFCC '[Community Risk Management Planning Strategic Framework](#)' to develop this CRMP23-26.

CRMP Strategic Framework



3. Our Story – Norfolk Fire & Rescue Service

Our Vision. Norfolk Fire & Rescue Service is at the heart of protecting communities. We exist to make our county as safe as possible.

Our Mission.

Norfolk Fire & Rescue Service will make Norfolk a safer place through:

- Preventing fires and other emergencies
- Protecting people, buildings and the environment
- Responding to fires and other emergencies when they arise.

We will deliver our vision by...



Having a service that remains relevant, capable and agile to protect Norfolk as best as it can.



Supporting our communities to reduce risk by educating and advising them.



Responding to incidents, ensuring we have the best people, equipment and technology to be able to do this.



Investing in our greatest asset – our workforce – to ensure they are engaged, supported and connected

Our Priorities:

- **People:** Promote a working environment of diversity, equality, inclusion & safety
- **Prevention:** Target community fire safety advice for vulnerable people and increase the number of homes in Norfolk with working smoke detectors
- **Protection:** Reduce the risk and impact of fires in non-domestic premises, support Norfolk's seven Local Authorities in enforcing fire safety standards and fewer false alarm calls by reducing the volume of false alarm calls.
- **Response:** Provide a proportionate emergency response service to all emergencies
- **Logistics:** Ensure equipment and vehicles are maintained to a service-ready standard
- **Planning:** Enable the service to be relevant to the needs of our communities

We will support Norfolk by...

- **Educating** adults, children, partners and businesses so they can all better understand the part they can play in reducing risk.
- **Understanding** the diverse needs of our communities, using local knowledge and risk mapping based on current data.
- **Preparing** for the unexpected, through continued staff training opportunities, investment in our service and flexibility to take on different duties with utmost professionalism.
- Being a **trusted** voice. We will work with businesses and residents to help them reduce the risk of incidents occurring, whether at work, at home, in public places or on the move.
- Take **enforcement** action where attempts to work with people have not resulted in the safest course of action being followed to ensure the ongoing safety of everyone.

Our actions will be driven by...

- We will do what matters – we will have clear strategic priorities and plans, based on evidence and need.
- We will do the right thing – we will have honest and thoughtful conversations and use our expertise to take the right course of action whatever the circumstances.
- We will adhere to our corporate values and behaviours to ensure we work as one inclusive team.
- We will show compassion and empathy with our audiences, supporting them in the most appropriate ways.



The future of Norfolk will be safer through the work that we do.

In 2021 the 'Core Code of Ethics and Guidance for Fire and Rescue Services (England)' was published. This has been designed to help employees of the Fire and Rescue Service (FRS) act in the best way towards each other and while serving the public. We have reviewed and incorporated its principles (below) into our 'Cultural Framework', our policies and our procedures.

- **Putting our communities first** – we put the interest of the public, the community and service users first (*Reliable & Flexible*)
- **Integrity** – we act with integrity including being open, honest and consistent in everything we do (*Supportive & Understanding*)
- **Dignity and respect** - making decisions objectively based on evidence, without discrimination or bias (*Respectful & Inclusive*)
- **Leadership** – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards (*Proud & Positive*)
- **Equality, diversity, and inclusion (EDI)** – We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference (*Respectful & Inclusive*)

Our Values:

- Make strategy happen
- Be business-like
- Be evidence based
- Be collaborative
- Take accountability

4. Community Risk Management Plan Methodology

Community risk management planning is a requirement under the National Framework, produced by the Home Office and supported by the National Fire Chiefs' Council (NFCC).

This is to ensure that all fire and rescue services produce, review and update their CRMP in line with NFCC guidelines and in consultation with key stakeholders within their organisation and the community, making the plan accessible and publicly available.

The CRMP will be supported by service plans that further describe how the service reduces the identified risks. These identify the resources needed to deliver each plan, as well as highlight proposals for areas where we could improve the delivery of our service over the lifespan of the document. We also review and respond to the findings of inspections from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).



The CRMP methodology is one that all fire and rescue services must use to ensure that appropriate resources are available with the emphasis placed on prevention, protection, response and its people, taking into consideration the risk profile in Norfolk. To achieve this NFRS will identify and consider all foreseeable and existing strategic, operational and community risks relevant to the service. In doing so we will also consider national, regional, and local influences, taking account of local and national policies. NFRS will consider the needs of the community, our stakeholders and all our partners through consultation to include consideration of their existing plans and risks.

To achieve this NFRS have a number of key stages which look internally at our own data sources and externally working with our partners. These include:

- Horizon scanning for local, regional, and national influences which may affect service objectives.
- Critical fire risk maps
- Community Risk Data and Local Risk Management Plans (LRMP)
- Data produced in our Statement of Assurance and Norfolk Insight (Joint Strategic Needs Assessment, Norfolk Story, etc)
- Ongoing engagement with personnel/ staff across NFRS and NCC
- National and community risk registers
- Evaluation against Equality, Diversity and Inclusion (EDI) policy and Equality Impact Assessment (EqIA)

The identified risks from these and other data sources are analysed using the Risk Evaluation Cycle.

Risk Evaluation Cycle



What is Risk?

The NFCC have defined risk as a combination of the likelihood and consequences of hazardous events. Risk is the potential for an emergency to occur, that may threaten life, cause damage or harm to people, property, or the environment, including an impact on critical infrastructure, or protracted demand on emergency service resources. We identify, assess and research our foreseeable risks, drawing on local incidents, feedback and learning from significant local and national events. This is reviewed every year to identify our priorities, set our objectives and measure our performance.

Statement of Assurance

We must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in our IRMP. [Our statement of assurance is available from our website.](#)

Norfolk County Community Safety Partnership

Norfolk is one of the safest counties in the country but is still faced with significant and diverse community safety challenges, ranging from combating the supply of drugs through county lines and growing levels of domestic violence, to modern slavery and environmental crime. The [Norfolk County Community Safety Partnership](#) (NCCSP) brings together organisations from across Norfolk to tackle crime and disorder, to ensure the county remains a safe place for people to live, work and visit.

Norfolk Insight

[Norfolk Insight](#) is a locality-focused information system providing data and analysis for neighbourhoods in Norfolk and Waveney. By providing up-to-date knowledge of local communities, Norfolk Insight provides the evidence-base needed to make better informed decisions to improve services and localities. It also hosts the Joint Strategic Needs Assessment (JSNA) which provides a picture of the health and wellbeing of the people of our county and the issues which affect their needs, inequalities and services, aiming to inform and improve their health and wellbeing. It is accessible through Norfolk Insight.

Commercial Partnership

NFRS also works in partnership with Norfolk Safety CIC. Norfolk Safety CIC share common objectives in promoting and developing safety for everyone at home, work and in leisure time. Their courses are designed to develop awareness and promote safe working and leisure practices throughout the county of Norfolk and beyond.

5. Our Norfolk

Norfolk has a balance of urban and rural districts with Norwich the most urban and North Norfolk the most rural.

Having such a large number of road mileage naturally equates to a higher risk of being killed or seriously injured on the roads and provides challenges to the delivery of services. Currently more than 140,000 people in Norfolk live in areas categorised as the most deprived 20% in England. These are mainly located in the urban areas of Norwich, Great Yarmouth and King's Lynn, together with some identified pockets of deprivation in rural areas, coastal villages and market towns.

Norfolk is made up of seven local authority areas - Breckland District; Broadland District; Great Yarmouth Borough; King's Lynn & West Norfolk Borough; North Norfolk District; Norwich City; and South Norfolk District. At around 551,000 hectares Norfolk is the fifth largest county in England with a population of around 916,200 (a 0.92% increase since 2019) and 404,300 households (0.62% increase since 2019). Norwich is the only major city in the county and there are also three large towns - Great Yarmouth, King's Lynn and Thetford.



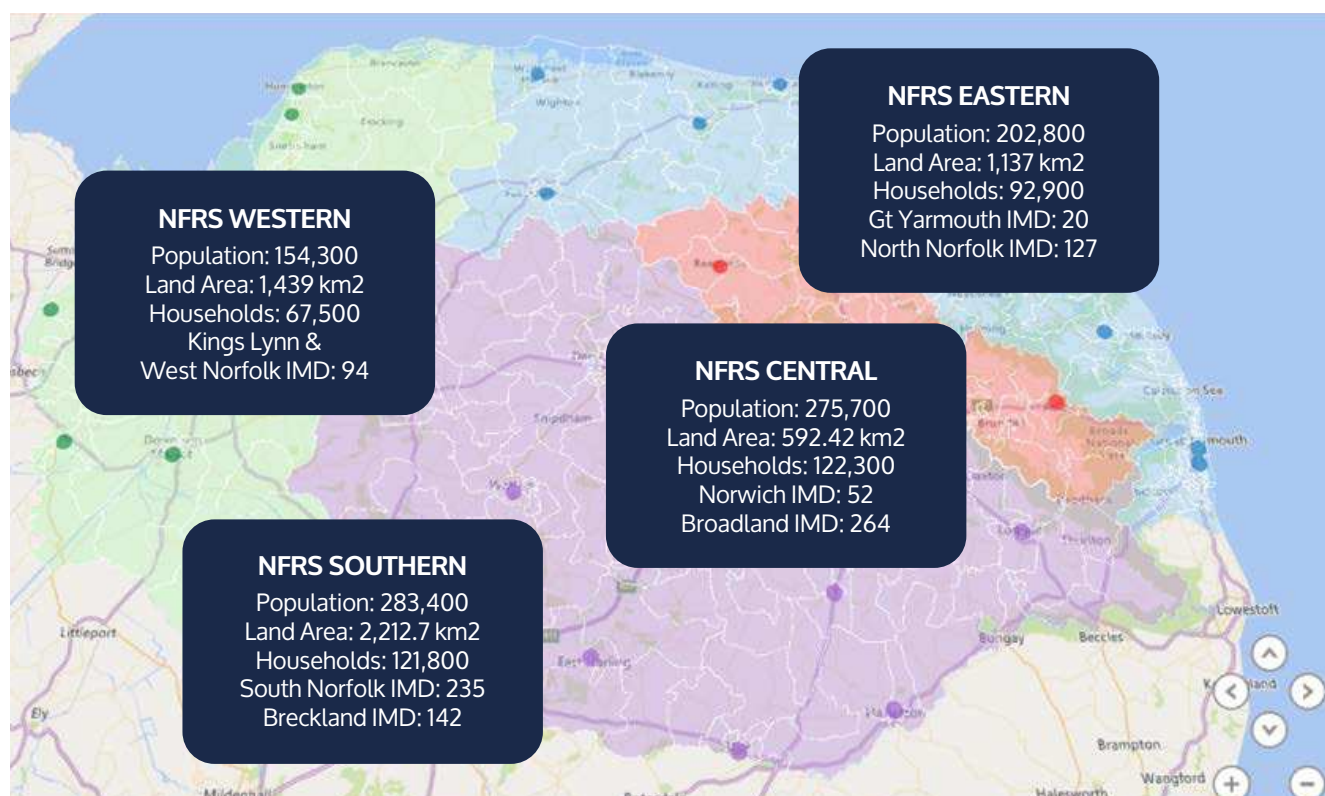
The estimated proportion of Norfolk's population living in an urban setting increased from 47.5% in 2010 to 50.8% in 2019, with the corresponding reduction of people living in a rural setting from 52.5% in 2010 to 49.2% in 2019. More recent estimates (based off the Census 2021) are not available at the time of drafting this document as only first results have been released as of March 2022. In the main, Norfolk has an ageing population. It is expected that around 27% of the population will be aged 65 and over by 2028. The 85+ population of Norfolk is projected to grow significantly with a 24% increase by 2028. Norfolk's population is projected to exceed one million by 2036.

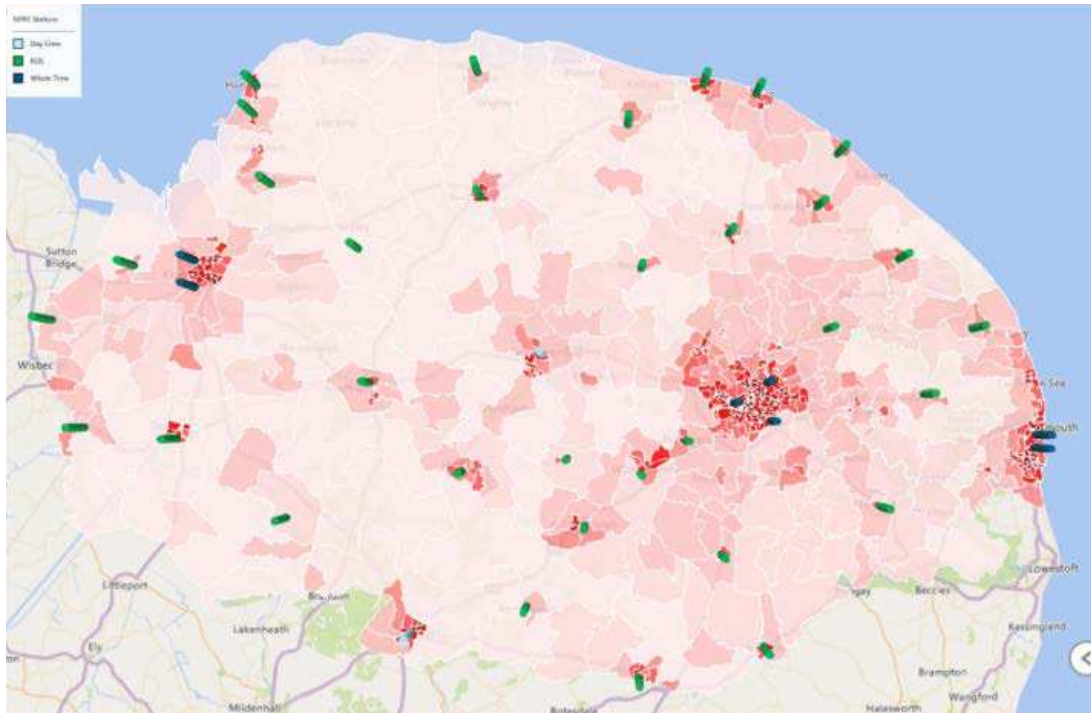
While Norfolk's land area is around 93% rural, just over half our residents live in an environment that can be classed as urban. The Indices of Deprivation 2019 show that Norfolk has experienced an increase in relative deprivation compared with 2015 and 2010. Of Norfolk's 538 Lower Super Output Areas (LSOAs), 97 have moved to a relatively more deprived decile compared with 2015. Around 135,000 Norfolk residents live in areas which have been classified as being among the 20% most deprived in England.

NFRS Districts

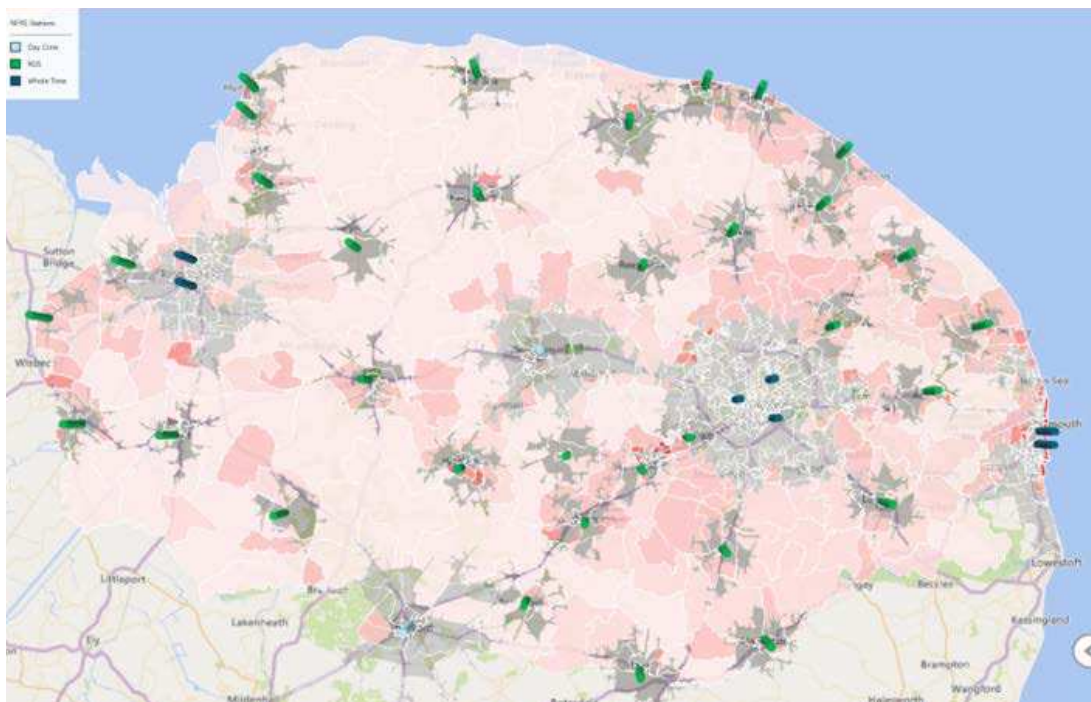
NFRS has four districts that provide cover of all of Norfolk:

- Central (Broadland District & Norwich District)
- Eastern (Great Yarmouth District & North Norfolk District)
- Southern (Breckland District and South Norfolk District)
- Western (King's Lynn and West Norfolk District)





There are currently [42 stations](#) providing operational coverage to Norfolk and these are located strategically against areas of greater population density



Our drive-times around our station locations provides coverage to the concentrated areas of population

6. Preparing our Plans

When writing our Community Risk Management Plan our approach is broken down into three themes that all make a difference to the safety of people, buildings and places in Norfolk.

We then consider these against risk, demand, vulnerability, resources and consultation and engagement. This informs the best ways to spend our budget to deal with the Risk, Demand and Vulnerability in Norfolk in the most efficient and effective way.



7. Risk, Demand & Vulnerability

NFRS and the Fire Authority have a number of statutory duties placed upon us to ensure that we consider the risks and hazards that can impact the residents of Norfolk.

We are active members of the Norfolk Resilience Forum (NRF), a partnership within Norfolk that includes the emergency services, local authorities, Environment Agency and health agencies along with voluntary and private agencies. The NRF assesses the non-malicious risks (i.e., hazards, rather than threats) that are most likely to happen, the impact these would have across the county and ensures that adequate planning, response and recovery arrangements are in place. The NRF also publishes a [Community Risk Register](#), designed to inform people about the risks that could occur where they live, so they can think about what they can do to be better prepared in their homes, communities and businesses. For national and malicious events, such as terrorism, there is a National Risk Register (NRR) which provides information on the most significant risks that could occur in the next two years, and which could have a wide range of impacts on the UK.

Climate change

Climate change is one of the biggest challenges our county will ever face. Human activity has already led to 1°C of global warming from pre-industrial levels. This is resulting in damaging impacts on lives, infrastructure and ecosystems already being felt by communities across Norfolk. NCC approved an [Environmental Policy](#) in November 2019 which includes a focus on climate change strategy, which is intended to provide a framework which will shape and influence all day-to-day activity.

NFRS is committed to the protection of the environment, and to ensure that the environmental impact of firefighting activities is limited as far as possible. NFRS works closely with the Environment Agency (EA) to ensure that firefighting tactics are employed which have environmental protection at the forefront of decision making. NFRS also carries out direct environmental protection work such as deploying specialist equipment to prevent environmentally damaging substances from entering watercourses. In partnership with the EA, NFRS has two specialist environment protection units based in Norwich and King's Lynn which can deploy a wide range of environmental protection equipment. NFRS have recently agreed to replace all of their emergency response vehicles (ERVs), used by officers (who are also incident commanders) for routine business and for an emergency response to the scene of operations, by a mix of petrol hybrid and all-electric vehicles. We are also replacing our pool vehicles to all-electric.

Risk Evaluation

During preparation for the CRMP23-26 extensive work was completed around the National Risk Register and the Community Risk Register. Through this work we have identified the highest scoring Risk Types that we should focus on in Norfolk.

From these risks we have identified the following six high impact incident types:

- Flooding, where as a result of sea water flooding or inland flooding from heavy rainfall.
- Terrorist related incidents (Chemical, Biological, Radiological, Nuclear)
- Human health (pandemic flu, other infectious diseases)
- Hazardous materials and marine incidents
- Fires (including fire or explosion at a gas terminal or flammable gas storage site and wildfire)
- Major industrial accident (fire or explosion)

These are the six high impact areas (identified using the NRA and local community risk register) that we have established because of the impact they can have on the community and on our Service. They tend to occur less often but take a large number of firefighters and equipment to deal with them when they do happen, so we must be prepared for that.

With the increasing impact of climate change, we will consider our preparedness for responding to unusual events resulting from extreme weather, such as wildfires, flooding and storms. This will include structured reviews of operational response such as the recent period of hot weather-related wildfires. We will seek to ensure that we have appropriate resources, and that staff are provided with the correct training to effectively deal with these types of incidents.

We already have in place specific resources for dealing with these types of emergencies such as off-road firefighting capability, fire misting units, bulk water carriers, and 4-all-wheel drive vehicles. We also have effective water rescue capability, which we are looking to improve over the period of this CRMP. We will review the findings of recent extreme weather events to ensure that our current arrangements remain suitable for the expected increase in these types of events.

This does not mean they are the only risks we are prepared for as there are many other types of incidents that we plan for and respond to. These include air, road, rail, tunnels and heritage sites. Many types of incidents such as road traffic collisions and house fires are sadly much more common and part of our day-to-day work, even though we also work hard to reduce these. These risks are factored into our wider training and exercise programme.

Other sections of the CRMP23-26, including those about vulnerability, demand and response provide more information about our plans for those types of incidents. Plotting these risks on a map of Norfolk allows us to identify where our risks are and place our resources to meet these risks.

There are areas which are important to the infrastructure of Norfolk supporting the prosperity and heritage of the area. This includes some of our buildings, museums and galleries. We recognise the importance of our role in preserving these precious and valuable assets and what a loss they would be to the County of Norfolk should an incident occur.

To ensure we can respond appropriately to these risks, we gather site specific risk information and develop operational plans for these places, in addition to holding large scale exercises with partner agencies to test our plans. This ensures we have the right people, with the right equipment in the right place, at the right time.

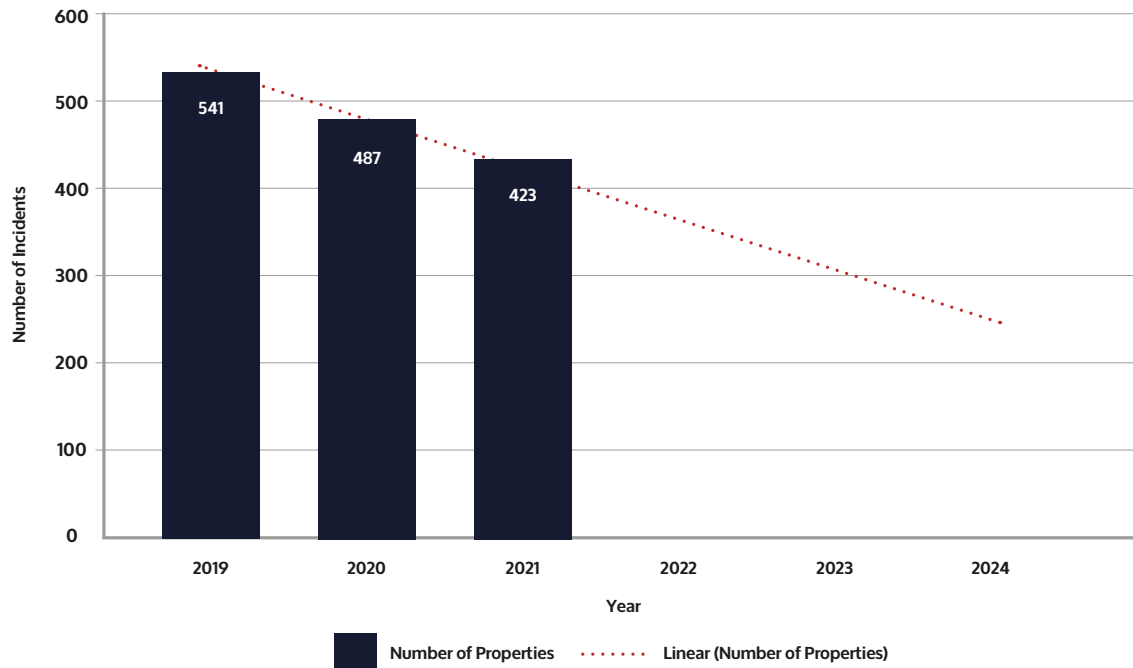
Demand:

Knowing where emergency incidents happen helps us plan where we base our fire stations, fire engines (and other specialist equipment) and people. Incidents aren't evenly spread across Norfolk. We also know that demand fluctuates between the day and night (approx. 0700 to 1900) so resources are significantly busier during the day than at night. Using this knowledge, we ensure we have our fire engines, in the right place at the right time to respond.

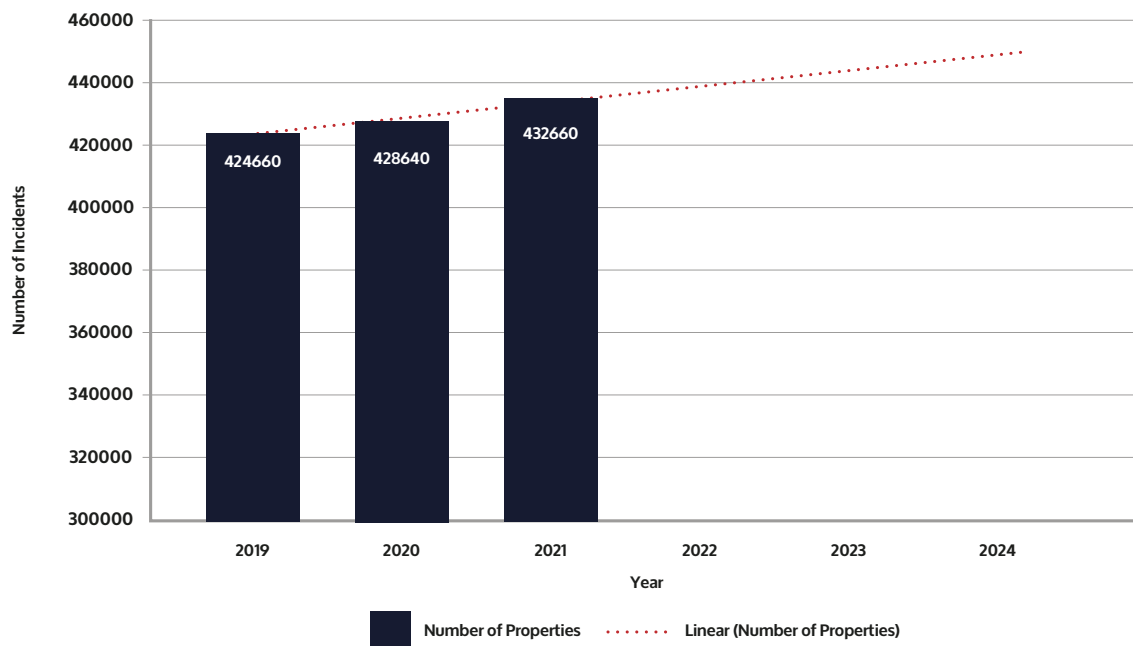
We also need to know where vulnerable people live to help us plan how to deliver our services to help prevent fires and other emergencies. Fire Services receive information about people aged over 65 from the NHS. We use this to target our prevention services at this most vulnerable group of people, and we work with other partner agencies too to help their vulnerable clients. The graphs below illustrate the success of our Prevention activities over the course of our current IRMP, showing how the number of both deliberate dwelling fires have fallen and are projected to fall in the future. We also use this information to help us plan for the future.



Number of Deliberate and Accidental Dwelling Fires 2019 to 2021



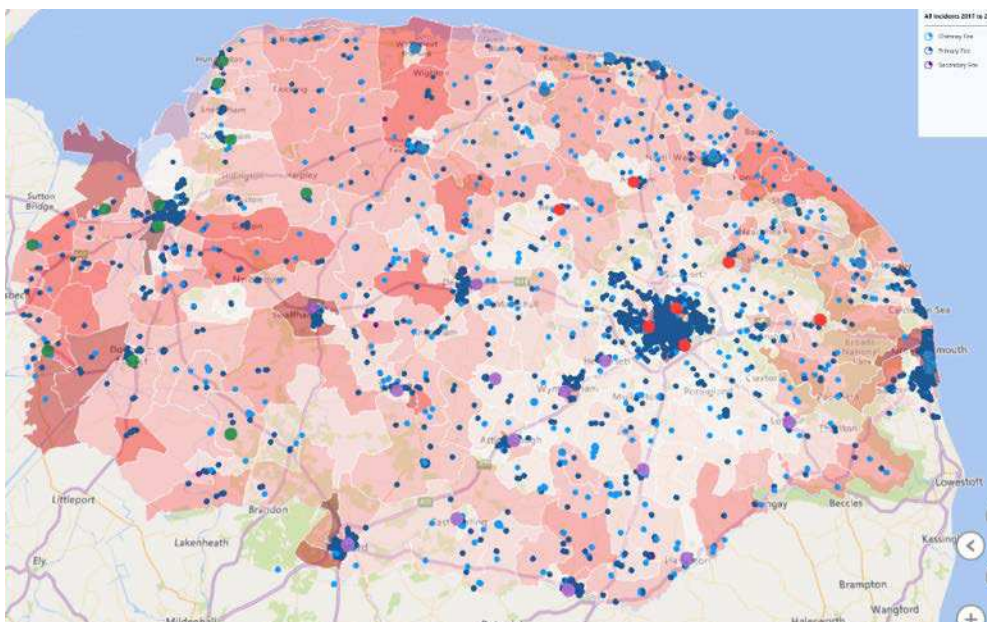
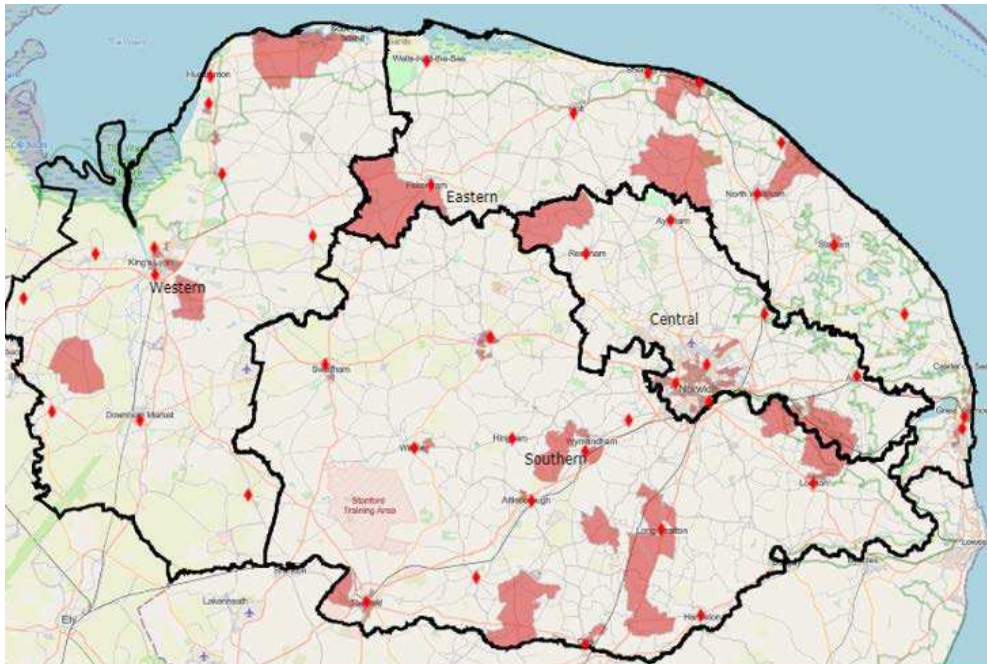
Number of Properties in Norfolk 2019 to 2021



(2020 and 2021 data may produce a disproportionate trend due to the Lockdowns and Home-Working as a result of the Covid Pandemic)

We also use a range of datasets to support risk identification, intelligence and the effective targeting of resources. These include Geographic & Demographic Data, Social Data, Partnerships & Collaborative Data, Historic Demand Data and Business Data. The Community Risk Profile also takes account of information supplied by partners and external influences on our Service at a local and national level.

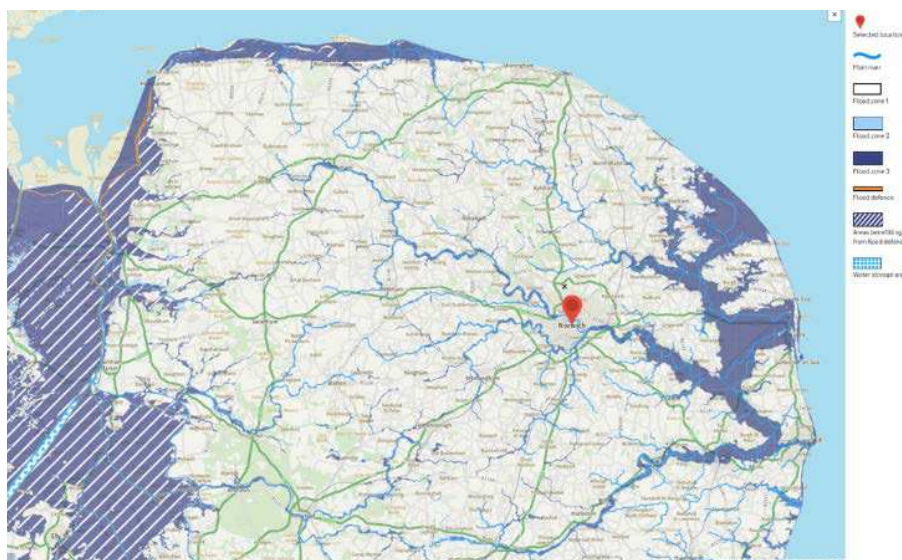
We use historic incident data relating to life risk, vulnerability data and drive time data which we weight against proportionality and consequence and then combine in order to produce a baseline map of risk across the county at Local Super Output Area (LSOA) geography level. Our risk model presents a balanced view of relative risk. Relative risk means that we can determine that one locality is more at risk than another. The risk model provides a general view of risk; it does not consider personal circumstances, i.e., not everyone living in a very high-risk locality will be equally at risk. Relative risk prioritises localities for resource provision and allocation.



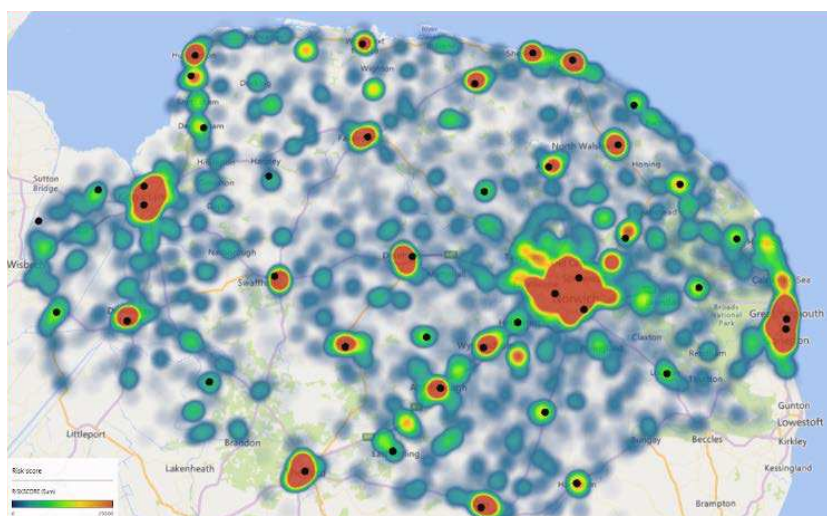
Vulnerability and fire incidents mapped against Indices of Multiple Deprivation



Very High Risk & High-Risk premises



Flood Risk (Environment Agency)



All premises with an NFRS allocated Risk Score

8. About us

Over 800 people are employed by Norfolk Fire & Rescue Service across 42 operational fire stations, a training and development centre, an Urban Search and Rescue (USAR) deployment base, headquarters and control centre.

Budget and Finance

The Authority has an excellent record for dealing with any financial challenge it faces. For many years now the Authority has maintained a comprehensive Medium Term Financial Plan (MTFP) and capital programme. The County Council sets a rolling 3-year MTFP for revenue and capital budget programmes that encompasses all services and functions. Norfolk Fire and Rescue is part of this process as part of the wider directorate of Community and Environment Services. The CRMP is the key driver in the allocation of the Authority's resources in response to the risks facing Norfolk Fire & Rescue. The Authority's CRMP states the main strategic themes that the Authority is progressing and its plans. The MTFP prioritises the allocation of resources to deliver the Authority's mission and aims.

Operational Preparedness

The aim of our operational response framework is to ensure that we are prepared, should an incident occur, so we can minimise the impact of that incident by providing a timely, appropriate and resilient response capability. Our response strategy comprises several key elements from the National Operational Concept of Operations through to our local system of work.

Capability (Logistics and People)

Fires & Pumping

All of our front-line fire crews are trained to extinguish domestic, commercial and industrial fires and our incident commanders are trained on wildfires. We ensure sufficient firefighting foam is available for extinguishing liquid fuel fires and deep-seated fires. We provide an off-road capability to provide access, equipment transportation and extinguishing media in respect of wildfires. We supplement fire engines with water carriers and a high-volume pump hosted and deployed on behalf of the National Resilience lead authority.

Rescues

All our fire crews are trained to perform rescues from height through the use of ladders. Aerial ladder platforms provide a safe working platform for rescues up to 32m. For heights higher than 32m or for inaccessible rescues, a rope rescue team is provided through Urban Search and Rescue (USAR) teams. All our fire crews are trained to undertake confined space rescues, with winch capabilities provided on our heavy rescue fire engines and with a USAR specialist capability and are trained to rescue people from road traffic collisions and transport incidents. All fire engines are provided with hydraulic rescue equipment, supplemented by four heavy rescue fire engines carrying enhanced equipment and with USAR providing a specialist capability. USAR provides rescues from collapsed structures. Our fire crews are trained and equipped to deliver intermediate medical care with clinical governance aligned with the East of England Ambulance Service. All our fire crews are trained to undertake bankside rescues of casualties in water and are provided with lifejackets and throw lines. Eleven water first responder (type D) teams are equipped to undertake wading and raft-based flood response. Four water and flood rescue technician (type B) teams can undertake rescues in fast flowing water via surface rescue boats and tethered swimming (Team typing is based on DEFRA flood rescue concept of operations 2019). Our proposal in respect of realigning our Specialist Water Capability in Section 12 includes allowing the type D teams to undertake swimming rescues in non-swift water such as rivers broads. We respond to flooding incidents to protect property at risk of flooding and remove flood water from buildings and infrastructure. Rescues from fallen trees is provided by our USAR chainsaw operatives. All our fire crews are trained to safely work with trapped large animals; with dedicated animal rescue teams to undertake the rescues.



Hazardous materials

We provide hazardous materials & environmental protection advisers (HMEPAs) to provide advice to commanders on mitigating the effects of an accidental release of a hazardous material and the protection of the environment. HMEPAs are also trained to provide an Initial Assessment Team (IAT) to test substances in the field to identify hazards and to quantify the risk. We work in partnership with the Environment Agency to transport and deploy large quantities of protective equipment to mitigate the effect of hazardous materials on the environment. Selected fire crews are trained to use gas tight suits and undertake decontamination. We deploy a mass decontamination capability on behalf of the National Resilience lead authority. All fire crews are trained and equipped to attend a chemical or biological attack as the initial operation response (IOR). Specialist fire crews are trained to attend incidents involving radiological or nuclear materials supported by monitoring and testing equipment.

Vehicle (and equipment) provision for fires, pumping, rescues and hazardous materials include general purpose type B fire engines, rural fire engines, water carriers, wildfire water mist systems, heavy rescue pumps, technical rescue units, aerial ladder platform, urban search and rescue, 4 x 4 vehicles. Environmental protection units and mass decontamination unit.

Following on from the decision in previous integrated risk management plans, over the past couple of years we have been replacing the second fire engines at our On - Call fire stations with tactical 4x4 response vehicles. With their ability to go off road and deliver 'misting' water to extinguish wildfires, these vehicles have proved invaluable to fire crews during heatwaves.

In addition to the introduction of these off-road vehicles, we have also retained the second fire engine at three fire stations to act as agile fire engines. These fire engines are available to local crews if they have enough firefighters to staff them but crucially act as agile fire engines that are used to provide fire cover at large events such as the Norfolk Show, backfill areas in the county that require additional fire cover and act as spare fleet should a fire engine break down.

Prevention Staff

Prevention delivery is the responsibility of all our teams, whilst the responsibility for developing partnerships and delivery plans, quality assuring and evaluation sits with our central Prevention Team.

Activities include:

- Home Fire Safety Visits (HFSVs)
- Post fire home fire safety engagement
- Arson reduction initiatives and focused juvenile interventions (Firesetter Scheme)
- Water Safety / Drowning Prevention initiatives
- Road Casualty Reduction initiatives.
- Crucial Crew (Multi-Agency safety education events)
- Fire safety information to refugees and asylum seekers through ESOL courses (delivered by Norfolk Adult Learning service)

Protection Staff

To ensure we achieve an integrated approach to managing risk, we use both dedicated fire safety staff and operational crews to deliver our community fire protection services. Protection staff roles: Senior Fire Safety Inspector, Fire Investigator & Protection Officer (FIPO), Fire Safety Inspector, Fire Safety Advisor, Entry level Fire Safety Advisor, Business engagement and compliance.

Support Services (our internal frontline)

Although most people will see our fire fighters and Prevention and Protection staff out in our communities, we also have several support staff working behind the scenes to make sure the Service runs efficiently, and that front-line staff are able to carry out their work effectively. As an element of the Concept of Operations programme we identified the advantages of utilising the wider professional support and improved resilience of Norfolk County Council's corporate shared services. As an outcome we have migrated existing fire teams within Human Resources, Estates, Information & Technology, Communications, Pay and Health & Safety.

Operational Response

As would be expected, road traffic collisions predominately occur when people are travelling through the day. Fires tend to peak in the early evening when people are cooking. How we organise our emergency response capability and the location of our emergency response resources is the result of previous IRMPs and the Concept of Operations (Con Ops) review. As a result, we have confirmed that the current locations are the most tactical locations to distribute our operational response resources and provide a proportionate standard of delivery to mitigate risk across Norfolk.

- **Fire Control** - All emergency incidents start with an emergency call and our teams of fire control operators handle 999 calls, manage risk critical information and support our fire crews and commanders to resolve the incident.
- **On Call** - Our emergency fire cover in Norfolk is predominately on-call covering 39 teams and relies on the commitment of our people to provide cover.
- **Wholetime Duty System** - Firefighters working on the wholetime system work two days then two nights. This system requires four shifts, known as watches, to provide guaranteed fire cover 24/7 at five of our stations.
- **Day Duty System** - At Thetford, firefighters on our Day Duty System (DDS) work during the day between Monday and Fridays with on-call firefighters providing cover in the evenings and weekends.
- **Dereham USAR** - Our National Urban Search and Rescue (USAR) teams based at Dereham Fire Station crew the fire engines on the station when they are in residence.
- **Turnouts** - Our response teams' turnouts to incidents are quicker during the day when they are often already on the engine or working close to the station if they are on-call, and slower at night when they are asleep.

Through the Con Ops project, we have identified some changes to the way we use these locations (and these changes are detailed in Section 12).

Participation with National Resilience

The Norfolk Community Risk Register (CRR) is produced by the Norfolk Resilience Forum and helps identify hazards that may lead to an emergency. As a member of the Norfolk Resilience Forum, we work with our partners to identify strategic community risks and quantify both the likelihood of the event happening and the severity of the impact of the event. Risks are rated as either Very High, High, Medium and Low.

Norfolk Fire and Rescue plays a key role in the preparedness and planning for potential community risk through the Norfolk Resilience Forum (NRF). Mutual assistance for responding to large scale community risks is secured through the fire and rescue service National Coordination Advisory Framework (NCAF) and through formal agreements with our neighbouring fire and rescue services.

Control of Major Accident Hazards (COMAH) - COMAH applies mainly to the chemical industry, but also to some storage activities, explosives and nuclear sites, and other industries where the threshold quantities of dangerous substances identified in the Regulations are kept or used. There are two types (tiers) of establishment which are subject to COMAH, known as 'Upper Tier' and 'Lower Tier' depending on the quantity of dangerous substances they hold. We help mitigate the risk of these sites through our resilience forum planning, exercising and sending an enhanced number of fire engines to any incidents on these sites.

Major Accident Control Regulations (MACR) - MACR relates to military sites and implements arrangements to achieve results at least as good as those achieved by non-MOD controlled sites which fall within scope of COMAH.

All our commanders are trained and focused on delivering a joined-up response to emergencies, with the Joint Emergency Services Interoperability Principles (JESIP) as their guiding principles. To ensure intra-operability with other fire and rescue services, we are standardising our operations by adopting National Operational Guidance (NOG).

Terrorism - All our fire crews will attend the aftermath of a terrorist attack to provide intermediate emergency medical care, to decontaminate the public and first responders, to rescue trapped casualties, to make structures safe and to extinguish fires. We also provide National Incident Liaison Officers to assist Incident Commanders in deploying capabilities during a terrorist attack. Additionally, we provide a Marauding Terrorist Attack Specialist Response Team (SRT) that will be deployed during a terrorist attack to extinguish fires and treat and extricate casualties alongside the ambulance service and the police. This function is deployed on behalf of the National Resilience lead authority.

Prevention Delivery

Prevention touches every aspect of what we do and how we work. Our prevention framework helps set our expectation for a range of services that we deliver to help prevent fires and other emergencies from occurring. We recognise how risk changes for individuals and families throughout their life and with the adoption of the National Fire Chiefs' Council Person Centred Framework we will develop a wide-reaching approach to managing risk where we can influence behaviour to ensure people are safer in all aspects of their lives.

We use our Community Risk Profile, local intelligence, and regional and national data to assess foreseeable risk that could affect our communities in Norfolk, this enables us to direct our resource in a targeted approach to prioritise those most at risk. Our prevention work is focused on effective partnerships and is delivered in the form of evidence-based activities and initiatives to reduce the risk of fires occurring in the home (including Home Fire Safety Visits - HFSVs), reduce the number of arson incidents and to reduce the number of people who are killed or seriously injured on our roads and waterways.

We have increased the number of staff within the team and reconfigured roles to make the best use of our staff and resources to facilitate better community engagement. This has enabled us to reshape how we interact with our own staff, partners, and other stakeholders and this will improve how we collaborate, share information, knowledge and understanding of risk to deliver a better coherent service for Norfolk.

Accidental dwelling fires - The number of accidental dwelling fires has reduced over the last 2 years in Norfolk. As a proportion of total dwellings, it has significantly reduced. The total number of dwellings increased from 416,690 in 2017 to 432,660 in 2021. The majority of people who died in accidental dwelling fires over the past five years were older people (14 people aged 60+) with the largest proportion of older people over 80 years old. This reflects our EqlA and is in line with previous national studies which has shown "Those aged 80 and over have a higher fire-related fatality rate, accounting for five per cent of the population but 20 per cent of all fire-related fatalities in 2016/17" (Home Office 2017).

Over the past five years (2017 to 2021) the majority of fatal accidental dwelling fires occurred in built up areas of the county; with nine fatalities in urban city and towns and six in rural towns. In rural areas, such as rural villages, and in sparse settings there were six fatalities all over the age of 68 reflecting the age profile of rural areas. Over the past five years, most accidental dwelling fires in Norfolk have consistently been caused by cooking and cooking appliances. This is in line with previous national studies. When occupancy type is categorised, the category with the largest number of accidental dwelling fires occurs in homes where people over pensionable age live alone with 809 fires (18.0%) followed by lone person under pensionable age with 580 fires (17.8%). Most accidental dwelling fires occur in single occupancy houses. The individual property category with the most fires was single occupancy houses with 1640 fires (56.6%). The next highest category was purpose built flat / maisonette - single occupancy (Up to 3 storeys) with 509 fires (15.7%), closely followed by Bungalow - single occupancy with 490 fires (15.1%).

There have been a possible 52 fires on Gypsy, Roma and Traveller (GRT) sites between 2017-2021. The year-on-year figure has been decreasing since 2019. The GRT community is identified in the EqlA as having a higher risk of dwelling fires due to their lifestyle and culture.

Deliberate fires have remained quite consistently low through the period from 2017 to 2021. We work closely with business owners and local authorities to reduce the risk of arson. We liaise daily with Norfolk Constabulary to exchange data to assist in reducing the threat from arson. In order to reduce the likelihood of children setting fires, we use interventions, such as our Firesetters Education Programme, to work with families and carers whose children show an unhealthy interest in fires.

Road traffic collisions (a safe system approach) - A review in 2018 led by elected members resulted in a new "safe system" strategy approach that considers all the factors (road, vehicles, road use and speed) to prioritise initiatives focused on prevention and reducing risks. This will mean that all partners will be encouraged to shift attention away from a single focus to influencing wider road user behaviour.

There is a clear link between vulnerability to flooding and wider social demographic vulnerability, as shown by the [Neighbourhood Flood Vulnerability Index](#). We will deliver targeted advice to vulnerable communities. As part of the [Norfolk Strategic Flooding Alliance](#), we will help communities to develop self-reliance at Parish and Town council levels. When floods occur, we will use the NSFA [flood reporting line](#) and information from local action groups to help target our resources at those most in need.

ESOL Fire Safety Adult Education Course - Over the past year, and in line with risks identified in the EqIA, there has been award-winning partnership work between the Prevention Team and Adult Education to identify a high-risk community group (asylum-seekers, refugees and migrant workers where English is not the first language) and take huge steps towards reducing their risk from fire. Firefighters helped to create scripts and record videos to provide course content for the tutors enabling to students to have an interactive experience with our Service.

Our Continuous Organisational Improvement and Learning process, Fire Standards Board Prevention standard, National Operational Guidance and HMICFRS preparedness has enabled us to recognise and identify key areas of Prevention activities that we need to further develop in order to improve and deliver a better service to the communities we serve. We will explore this area further in the next section.



Protection Delivery

Our risk-based inspection programme

Our resources are targeted at those premises which have the highest potential risk of death or injury, should a fire occur.

Norfolk Fire and Rescue Service risk-based inspection programme focuses on premises with the highest societal risk, which is sleeping accommodation. Borough, City and District Councils enforce fire safety in houses in multiple occupation and flats, except the common areas, such as escape routes, or where the escape route goes through a commercial premises, in which case we are the lead authority. Our risk-based inspection programme is flexible in nature and can be adapted as risks emerge, for example, following the Grenfell Tower fire all residential high-risk buildings across the county were inspected.

Frequency and causes of fires occurring in non-domestic premises in Norfolk. - There is a downward trend in fires in all non-domestic premises, with the largest reduction seen in the number of fires in sleeping accommodation, which is the focus of our fire safety inspections. Industrial, warehouse and agriculture premises fires have also reduced, but they continue to constitute most of our non-domestic fires.

There has been one fire fatality in non-domestic premises over the past five years (related to industrial processing - chemical). The main cause of primary fire in non-domestic premises (Non-Residential and Other Residential) is "Deliberate Others Property: Heat source and combustibles brought together deliberately". The main cause of primary fire in Other Residential Non-Domestic premises continues to be (accidental) Cooking, Combustible items close to heat source and Fault in equipment or appliance.

Although our focus is on enforcing the relevant fire standards, we do this with a supportive and proportionate approach, working with organisations to help them ensure the safety of their staff, premises and customers. We use formal enforcement and prosecutions when we find deficiencies that are very serious, or when, despite working with an organisation, they have failed to improve their fire safety standards. Our approach is shaped by the principles set out in the Statutory Code of Compliance for Regulators and the Enforcement Concordat.

Our Risk Based Inspection & Audit Programme (RBIAP) focusses on those premises which have the highest potential risk of death or injury, should a fire occur. The risk is derived from a process that is generic based risk coupled with an assessed risk. In addition to the premises that present the greatest risk due to the demographic or profile of the persons who utilise or live in them, NFRS recognises the importance of buildings that support the economy. These range from Industrial/Commercial through to Heritage/Historical, these premises also form part of the protection plan. In September 2022 the service will introduce an online evaluation tool that will help the service review its performance in delivery to the communities of Norfolk. This process will help us shape our future RBIAP.

In addition to pre-programmed inspections, we undertake intelligence led and reactive inspections with our partners; joint working with Environmental Health Officers, joint inspections with the Environment Agency, joint action with Norfolk Constabulary against modern day slavery, post fire inspections and participation in the Safety Advisory Group (SAG).

Working With Our Partners

How we will work in partnership to deliver community safety education and development:

- Work in partnership to support youth development, such as the Prince's Trust Team Programme
- Provide Fire Cadet Units to support youth development and promote the role of the fire and rescue service as a career
- Lead the delivery of the Multi-Agency Crucial Crew safety educational experiences, accessible to year six school children across Norfolk
- Provide tailored intervention and education programmes for young people and children addressing 'Firesetting' behaviours
- Work with partners to promote safe driving, to promote the installation and testing of smoke detection and where appropriate sprinkler installations and to increase our capacity to improve the safety of vulnerable people through co-designed services and referral routes

How we will work with our communities and other regulators to inspect and protect Norfolk's businesses, buildings and heritage:

- Monitor Unwanted Fire Signals (UwFS) using our reporting systems to highlight those premises that will require engagement from NFRS protection staff to reduce the volume of false alarm calls to domestic and non-domestic premises.
- Work with partners to improve our engagement and support for businesses and organisations to minimise their risk from fire and to deliver a joined-up risk-based inspection programme that reduces duplication and helps prioritise inspection activity
- Monitor the prosecutions and other enforcement activity to ensure that it is proportional to the risk.
- Support businesses and organisations in complying with the legislation and taking consistent and focused enforcement action, including prosecutions, for serious contraventions



9. Improvement, Best Practice & HMICFRS Readiness

Over recent years, there have been a number of drivers for improvement in the Fire Service sector, notably from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), National Fire Chiefs' Council (NFCC) National Operational Guidance (NOG) and the Fire Standards Board (FSB). HMICFRS, formerly Her Majesty's Inspectorate of Constabulary (HMIC), has statutory responsibility for the inspection of the police forces, and since July 2017 the fire and rescue services, of England and Wales. HMICFRS independently assesses the effectiveness and efficiency of police forces and fire & rescue services – in the public interest.

The National Fire Chiefs' Council's strategy contains four strategic commitments. The Central Programme Office (CPO) manages the programmes that will help ensure the commitments are delivered. The CPO is responsible for the maintenance of national operational guidance and national operational learning. It also provides support to the Strategic Engagement Forum and for the Fire Standards Board.

The role of the Fire Standards Board is to oversee the identification, organisation, development and maintenance of professional Standards for fire and rescue services in England. With the publication of the Prevention and Safeguarding Fire Standards, we have taken the opportunity to reflect and consider new opportunities for professional growth in this function. This is a big undertaking as Prevention touches every area of what we do and how we work.

NFRS has embraced Continuous Organisational Improvement and Learning (COIL) to monitor our progress against the best practice and standards promoted by these drivers. In order to provide additional focus on Prevention, we have reviewed all areas of how our Service is structured. We have restructured and increased the number of staff within our Prevention department to provide the best possible service for the people of Norfolk. We believe this will enable us to better target those most at risk in our community, with greater speed, efficiency and capability. How we organise the department will change. We will reshape how we interact with staff, partners and other stakeholders to deliver a better service for Norfolk.

Community Safety Action Plan

Recent HMICFRS inspection feedback recommended that we ensure that all staff have a good understanding of how to identify vulnerability and safeguard vulnerable people, that we improve our targeting of the most vulnerable, who are at greatest risk from fire and that we need to ensure that joint agency reviews take place after significant or fatal fire incidents.

To improve in these areas, we have already implemented robust arrangements to ensure Multi-Agency review and learning from fatal fires and serious incidents takes place, we have secured additional capacity to deliver community safety activities, we have refreshed our prevention plan so that it clearly sets out priorities for delivery within the capacity available, targeting resources to support those most at risk of fire and we have targeted strategic governance arrangements to provide oversight, energy, and support to implement the Development Plan. (A Community Development Safety Board). We are also developing assurance processes to ensure that our staff have received, understood and act on training and guidance, particularly around vulnerability and safeguarding, we are developing a clear methodology to identify those most at risk from fire in place, linked to our delivery plans and we are introducing evaluation measures that enable a good understanding of how successful, or not, our prevention activities are.

10. Equality, Diversity and Inclusion

We use our influence as one of Norfolk's most trusted organisations to champion equality and tackle prejudice.

We use our [LGC award-nominated](#) research with 212 residents from Norfolk's diverse communities to target our recruitment strategy, prevention and protection activities and risk planning. This research identified high levels of trust in Norfolk Fire and Rescue Service. The Asian Fire Service Association awarded us 'partnership of the year' for our work to minimise risk for people from abroad. We are "[Personnel Today](#)" (2021) award-winning for our work to increase the gender diversity of our workforce.

Norfolk County Council sets the Council's [objectives for equality, diversity and inclusion](#) and we are committed to delivering these. In addition, we have our own Norfolk Fire and Rescue Service EDI Plan which sets out EDI priorities for our service.

Our EDI priorities

1. Increase the diversity of our workforce, so that we better reflect the local population
2. Ensure that people who represent a minority in their team are supported and valued
3. Develop our capability on EDI - our knowledge and professional curiosity - and ensure that our physical infrastructure can support our increasing diversity
4. Target our Prevention and Protection activities to address identified risks for our diverse communities.
5. Implement the findings of our 850 equality impact assessments of our policies and procedures, to guide inclusive decision-making across our workforce.

People and wellbeing

One of the priorities of the Fire and Rescue National Framework for England is for fire and rescue authorities to develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse. The fire and rescue sector is going through a period of significant change and we need to ensure that our workforce is able to adjust to these changes and contribute innovatively. We have already made great strides on our equality, diversity and inclusion priorities but know we have a lot more to do. We want to build a truly diverse workforce which is engaged, motivated and high performing.

We will develop a workforce strategy and plan which brings together all of our people priorities including some of the following:

- We will continue to create an inclusive culture where our people are valued, developed and recognised with equality
- We will continue to invest in our professional development so our staff maintain their competence and confidence
- We will build a more diverse workforce so that we can represent the community we serve and support more effective engagement
- We will develop our leaders to deliver our people priorities and build a high performing culture
- We will work towards developing mechanisms which allow us to succession plan and develop our talent more effectively
- We will develop a recruitment and retention strategy which promotes diversity and more effective onboards our new staff
- We will continue collaboration with our staff and representative bodies to ensure our staff are deployed in the most effective way and are fully engaged in any changes affecting them.
- We will arm our people with the tools they need to manage their own resilience and support those whose mental health is impacted.
- We will do all we can to support colleagues and to try and prevent mental health crisis, whatever the cause of the crisis. We are putting together a refreshed strategy and practical plan around mental health and getting expert advice on what will work. This strategy will include a range of things from access to professional services to social and sporting events.

We pledge to ensure:

1. Significant improvement of our wellbeing offer, in particular support for mental health, remains our top priority. We want to ensure our staff have access to resources and proactive support is offered when needed.
2. We are putting in place specialist trauma counselling which offers tailored support for emergency services.
3. We will continue to change and evolve our culture to make sure everyone feels able to share openly and seek help and support when they need it.

11. Horizon Scanning and Emergent Risks

We have already detailed the increased risks presented by climate change earlier in this document. There are other areas of consideration that we regularly review in order to inform our strategic planning.

County Strategic Planning & Infrastructure

The Strategic Planning team is responsible for supporting the delivery of infrastructure that contributes to sustainable housing and jobs growth for Norfolk. We regularly review plans produced by this team to assess any impact on risk or implications for our service delivery. More information can be found at [NCC Strategic Planning & Infrastructure](#). The [Norfolk Strategic Delivery Infrastructure Plan](#) sets out Norfolk's high-level strategic infrastructure priorities for the next 10 years. This list of projects has been compiled in conjunction with stakeholders/local partners including internal county council departments, district councils, utility companies and government agencies. These projects are selected on the basis that they deliver considerable housing and jobs growth. Priority strategic projects include A47 improvements £2-300m, Great Yarmouth Third River Crossing £120m, Transforming Cities as part of the Transport for Norwich programme £66m, Long Stratton Bypass, West Winch Housing Access Road and Norwich Western Link.

The National Infrastructure Strategy sets out plans to transform infrastructure and achieve net zero emissions by 2050 and the Net Zero Strategy provides Governments long term plan to end the UK's domestic contribution to manmade climate change. Norfolk County Council has chosen to bring forward this target by making a commitment to reduce their carbon emission to zero by 2030.

Norfolk County Council commissioned an EV Strategy during 2020, to help identify areas of need within the county as far as charging infrastructure is concerned, as the national vehicle fleet transitions to electric. A number of projects linked to this are emerging. As far as Norwich is concerned, a pilot project is underway to install on-street EV charging points within the city. This partnership involves Norwich City Council, Norfolk County Council and UK Power Networks, the regional electricity network operator.

Electric Vehicles and Lithium-Ion Batteries (and electric battery storage)

As technology advances and more people turn to electric vehicles, the prevalence of Lithium-Ion vehicle batteries and locations to store these safely also increases. NFRS maintains a watching brief on research into the fire risks posed by these and consults with the industry around any plans for battery storage locations within Norfolk.

Maximising our efficiency and effectiveness: Improved Intelligence & Analytics

More than ever NFRS works in an environment where data-led decision-making and data-evidenced evaluation is crucial, be it for internal performance management and strategic decision-making or to enable external scrutiny and evaluation. In May 2022 the Home Office published the white paper, "[Reforming Our Fire and Rescue Service](#)". Within this consultation document there is a clear focus on the importance on recognising the importance and improving the quality of data driven intelligence to support effective and efficient service delivery.

This CRMP23-26 has highlighted a number of key areas that will require further analysis and data modelling in order to truly evaluate the best ways forward. Increasingly we are being challenged with evidencing our effectiveness, our efficiency and the way we utilise, develop and look after our people. Budgetary challenges and the need for transformation and improvement also add additional weight to the need for improved intelligence & analytical capability.



The impact of highway infrastructure improvements in Norfolk: WDS Crewing Options

Norfolk Fire and Rescue Service currently has 7 wholetime duty system (WDS) fire engines which are crewed 24/7. There are tidal crewing arrangements at King's Lynn and Gt Yarmouth / Gorleston where one of the crews starts and finishes the shift at the base station but takes the fire engine to King's Lynn South / Gorleston fire stations as a standby base. There are also 2-day crewed engines based at Thetford fire station and Dereham fire station. These engines are crewed during the day only by WDS staff and crewed at night by on-call staff. The day crewed stations each have a different day crewing system. Dereham is crewed with two watches of USAR personnel working 4 days on and 4 days off, and Thetford is crewed with one watch working Monday – Friday only.

National data indicates a general decrease in emergency incidents attended by fire and rescue services and Norfolk is no exception. Data also indicates that in Norfolk there is on average across all fire stations a greater number of incidents during the day compared with during the night. On average in Norfolk the ratio is 62% of incidents during the day and 38% of incidents during the night based on the hours of 0700-1900 and 1900-0700.

An assessment of station incident data indicates that there may be potential to review the crewing arrangements at some stations and to consider whether there are opportunities to change to a day crewed model.

During the CRMP23-26 period we should consider a detailed review of the WDS crewing arrangements in the King's Lynn and Great Yarmouth / Gorleston areas to evaluate impact (positive or negative) on community safety risk mitigation.



The impact of highway infrastructure improvements in Norfolk: Implications of Great Yarmouth Third River Crossing

Construction of a third river crossing bridge is already underway and will provide a further crossing between Great Yarmouth and Gorleston by 2023. The map indicates the location of the current bridges, the bridge under construction and the fire stations at Great Yarmouth and Gorleston. When the new bridge is open, it is estimated that the new travel distance from Great Yarmouth fire station to the Gorleston side of the crossing will reduce to around 0.5 miles, with an estimated journey time of around one minute. It is also estimated that the journey time from Great Yarmouth fire station to Gorleston fire station will reduce to around 1.5 minutes. Therefore, incidents that would be attended by the Gorleston WDS engine (whilst crewing at Gorleston fire station) could be resourced from Gt Yarmouth station instead with an increase in attendance time of around one minute.



A range of Options need to be considered, including (but not exhaustive) relocating both WDS fire engines to Gt Yarmouth and leaving one on-call fire engine at Gorleston, closing Gorleston fire station and opening a new fire station or service delivery point for Gorleston on-call, closing Gorleston fire station and providing all operational response for the Gt Yarmouth and Gorleston area from Gt Yarmouth fire station, closing both stations and building a new modern facility in the most suitable and effective location or doing nothing differently.

To evaluate these options, we will need to analyse available data after the bridge has opened and is being used. It is anticipated that the current arrangements may be inefficient when the new crossing opens due to the proximity of the two stations.

During the CRMP23-26 period we should consider a detailed review of the WDS crewing arrangements and building stock in the Great Yarmouth / Gorleston area to evaluate impact (positive or negative) on community safety risk mitigation.

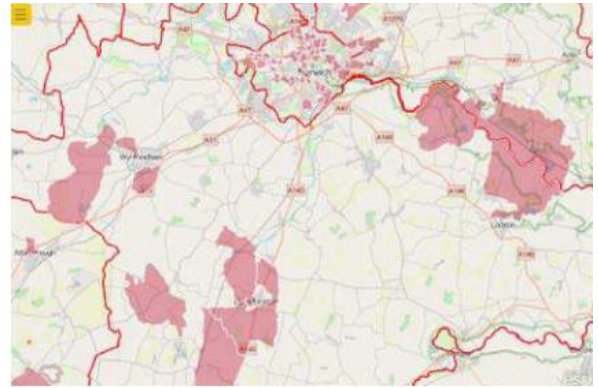
Maximising our efficiency and effectiveness: Implications of Reducing Ridership

Current NFRS Service policy identifies the expected crewing levels for all WDS fire engines (except 2 stations) to be made up of 5 riders. The Service needs to further consider the options to reduce ridership levels from 5 to 4.

During the CRMP23-26 period we should consider a review of ridership levels to evaluate impact (positive or negative) on community safety risk mitigation.

The impact of highway infrastructure improvements in Norfolk: A11 Corridor Station Coverage

We know that the A11 corridor is subject to continued and sustained growth. There are currently two fire stations which are positioned geographically close together in Norfolk and in close proximity to the A11. These are Hethersett & Wymondham in the Southern district. Additionally, Attleborough is also located close to the corridor. With projections of future housing growth along the A11 corridor in Cringleford, Hethersett, and Wymondham, it could be reasonably expected that operational demand will increase.



The CRP 2021-22 identifies that there are very high-risk LSOAs in and around the Wymondham and Attleborough areas. Acknowledging that Attleborough and Wymondham stations are amongst the busiest in our County, it is reasonable to predict that as the A11 corridor is developed, there will be an increasing demand on these stations as well as Hethersett.

During the CRMP23-26 period we should consider reviewing the building stock and crewing along the A11 corridor to identify the most suitable location or locations for prevention, protection and response bases to effect positive community safety risk mitigation.



12. Our Plans for 2023-2026 (and outcomes of the Con Ops Review promised in last IRMP)

One of the proposals in the IRMP 2020-23 was to conduct a review of our Concept of Operations, effectively analytically reviewing the way we deliver our services, deploy our resources and manage our workforce.

The outcomes of this substantial piece of work have directly informed the development of this CRMP23-26.

Areas Reviewed, Proposed Changes and Why

Many of the areas of review within the Con Ops Project have resulted in outcomes that restructure our internal ways of working and therefore do not materially alter the structure of our delivery mechanisms. Where this is the case, we have summarised areas of review below. Where there is a proposal to significantly change a delivery mechanism, the rationale is explained in more detail and is marked as a significant Proposal.



Ultimately the project has enabled us to match resources to risk, match our Response activities to incidents (location and severity), identify what Prevent and Protect changes would potentially improve service delivery, consider the right locations of Fire Stations and the enable the discussion on the possibility of reducing numbers or relocation and consider the removal of second appliances at On-Call stations.

We have been able to change quarterly maintenance of competence to four-monthly to free up time to develop On-Call firefighters and create time for greater Prevention and Protection activities for the Wholetime staff, change On-Call contracts to include three-hour drill nights, re-set and align turn-out times for all On-Call crews, move our Water team from Procurement to CFP and transition and integrate some of our support functionality (Human Resources, Pay, Equality Diversity and Inclusion and Health & Safety) into NCC Corporate shared service provision.

It has also provided additional areas of consideration around the way that NFRS organises its service delivery:

- **Staffing** - What contract changes could be considered for Wholetime staff to incorporate new ways of working for modern firefighters. FTE for Control, On-Call and WDS including the possibility of staff re-distribution
- **Crewing** - Variable crewing options. Revision of duty systems
- **Training and Development** - review of requirements and methodology
- **Capability** - Operational response structure review as a result of Norfolk infrastructure changes. Additional collaborative opportunities. Better understanding of time and type of incidents.
- **Logistics** - Redistribution of specialist rescue capability (HAZMAT and Water). Review of scale and currency (i.e., two incidents of 5 fire engines or more and spate conditions)
- **Financial** - The actual cost of water rescue teams Type B and D throughout the County.

The following outputs have been more thoroughly reviewed to develop our Proposals for change:

Maximising our efficiency and effectiveness: Develop a more targeted approach to prevention activity across Norfolk's communities, prioritising vulnerability and those at highest risk.

As detailed earlier in this document, we have restructured and increased the number of staff within our Prevention department to provide the best possible service for the people of Norfolk. This delivers against our commitment to continue the core elements of our community safety work, but with a significant planned increase in capacity to enable better community engagement. We believe this will enable us to better target those most at risk in our community, with greater speed, efficiency and capability. And this, in turn, will enable us to better execute our strategy to make the people and communities of Norfolk safer.

How we organise the department will change. We will reshape how we interact with staff, partners and other stakeholders to deliver a better service for Norfolk. We plan to organise the Prevention department by function: Home Fire Safety and Prevention Delivery (Water Safety and Volunteers, Road Safety and Events, Arson/Firesetters and Schools/Education). Each discipline will help drive our overall Prevention strategy – enabling us to deliver the most and with greater coherence across Norfolk.

HMICFRS recommended that we:

- Ensure that all staff have a good understanding of how to identify vulnerability and safeguard vulnerable people.
- Target the most vulnerable, who are at greatest risk from fire.
- Ensure that joint agency reviews take place after significant or fatal fire incidents; reviews should take place at an appropriate strategic level in the service and with other relevant organisations.

We have already implemented:

- Robust arrangements to ensure Multi-Agency review and learning from fatal fires and serious incidents.
- Additional capacity to deliver community safety activities.
- A refresh of our prevention plan so that it clearly sets out priorities for delivery within the capacity available, targeting resources to support those most at risk of fire.
- Targeted strategic governance arrangements to provide oversight, energy, and support to implement the Development Plan. (A Community Development Safety Board).

We are developing:

- Clear accountability, assurance and governance at senior management level with regard to Safeguarding.
- Clear methodology to identify those most at risk from fire linked to our delivery plans.
- Clear evaluation measures to understand how successful our prevention and protection activities are.
- How we strengthen and expand existing partnerships and will seek opportunities for new collaboration.
- How we expand our offer to young people by establishing a Princes Trust programme in the East of the County.

We aim to achieve this by increasing partnership working and knowledge sharing with other emergency services and organisations, e.g. housing providers and local authorities. In Norfolk, we work with blue light services (police, ambulance, HM Coastguard) and other partners such as adult social services, care providers, charities and local authorities to share appropriate information relating to risk. This includes examples such as supporting partner agencies to raise hoarding concerns with residents they routinely visit and to us if they feel there is a need for us to support. We recently offered some partners advice and training on what to look for and how to report any concerns to us. This training enables other professionals to better identify fire safety issues they might encounter during visits and know what advice to give to help reduce public risk.

We want to strengthen and expand our partnership working.

By training and arming partners with information to help them understand and pass on fire safety messaging to vulnerable people, alerting us to any concerns, we believe Norfolk will become safer.

We also intend to increase our own staff knowledge of other issues that we may encounter during our role and work more closely with teams from other organisations to understand this and to share information. We are working with partners to gain knowledge, so that we can give information on behalf of partners to the public. For example, giving crime prevention advice or signposting to support groups to help reduce issues of poverty.

We wish to grow this work with our partners, to work together, share information and knowledge for the good of Norfolk. We also want to expand our offer to young people in Norfolk by setting up a further Prince's Trust Team programme in the East of the county. We currently have these free youth development programmes in Norwich, Dereham and King's Lynn. They support 16-25s on to further training, education and employment.

Proposal 1 – Develop a more targeted approach to prevention activity across Norfolk's communities, prioritising vulnerability and those at highest risk.

Maximising our efficiency and effectiveness: Realignment of Specialist Response Capability - Specialist Water Rescue Capability

Water plays a significant part in the daily lives of Norfolk residents and provides a significant contribution to the tourism economy. The low-lying nature of our landscape makes our communities susceptible to pluvial (rain) surface water flooding.

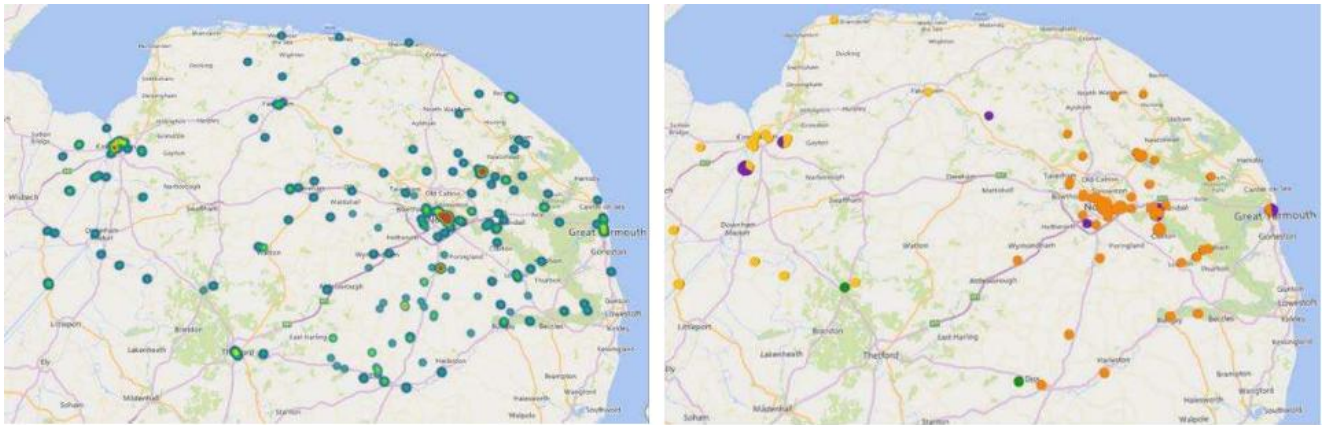
Excluding the Urban Search and Rescue (USAR) water rescue team based at Dereham (our primary team for national deployment and considered out of scope for this review), the predominant WFRT teams utilise Technical Rescue Units (TRUs) at King's Lynn South, Carrow and Thetford. WFR teams crew our rural fire engines known as 'P8s' at ten locations across the county.

Technical Rescue Unit deployments 2019-2021

Carrow is the busiest TRU, followed by King's Lynn. Thetford is rarely used. Our incident data identifies that there are as many water rescue incidents across Great Yarmouth / Gorleston as King's Lynn generally attended by the Carrow TRU.

The TRU deployments across 2019-2021 indicates that the TRUs each cover a large area of the county. A number of deployments for Carrow were closer to Great Yarmouth. Thetford's TRU did not attend any incidents in Thetford, suggesting that this area could be covered by the WFR crew based there if they are enhanced for in water rescue. Most water rescue incidents occur across the east of the county, although there are a number of others distributed across other districts.

The primary flood risks are in the east and west, with small areas in the north, centre, and south. Historically, the risk of surface water flooding is spread across the county. Analysis suggests that the TRU at Thetford is not located in the correct location to provide the quickest response to incidents, however locating a TRU at Great Yarmouth would be more effective.



Water and flood rescue incidents 2019-2021

Proposal 2 – Relocating the Thetford TRU to Great Yarmouth in order to better align our specialist water capability to the location of greatest risk. Enhance training for selected Water First Responder (WFR) crews to allow them to perform swimming or buoyant raft rescues in non-swiftwater (rivers, broads etc), providing additional specialist rescue capability for persons in water across the county. There are no capital investment costs associated with this proposal.

Maximising our efficiency and effectiveness: Realignment of Specialist Response Capability – Hazardous Materials and Environmental Protection (HAZMAT) Capability

Norfolk Fire and Rescue Service currently provides response to hazardous materials and environmental protection incidents. Our data shows us that the majority of hazardous materials incidents take place in urban areas aligning to our wholetime fire stations. The number of hazmat major incidents in Norfolk is low, but that the majority take place within urban areas. Our data indicates 49 incidents over 3 years which equates to an average of 16 incidents per year across Norfolk.

The current approach to resourcing hazardous materials incidents is based on all fire engines having the same PPE regardless of the hazardous materials incident risk in their station area. A more flexible and cost-effective approach would be based on allocating resources to where the incident risk exists. This in turn is based on incident data, known fixed risk location, and key transport network information. A more flexible, risk-based approach, therefore, would consist of allocating resources to the stations with the highest level of risk. Potential options for change are likely to involve the provision of gas tight suits in key areas to cover the highest risk of hazardous materials incidents, whilst providing suitable protective equipment to cover lower risk incidents elsewhere.

To change from the current arrangements, more in depth consideration will need to be given to the technical specifications of any potential replacement suits in relation to their intended use. Specialist advice may need to be sought to assist with the selection of suitable suits. Having assessed our data and reviewed possible options, the most balanced risk mitigation against cost value is to provide gas tight suits on EPU, Wholetime fire engines, and selected On-Call fire engines.

This option would provide gas tight suits in the areas where the highest statistical risk of a hazardous materials incident exists. This option would also provide a reasonably even spread of level 2 hazmat stations across the county to account for incidents on the major transport networks. This option would provide level 2 stations in areas where the majority of Tier 1 and 2 COMAH sites are located. It is anticipated that level 2 stations only would need to continue with current training requirements, and that the training requirement for On-Call stations could be reduced which would free up more time for other training activities and would reduce the overall cost of initial training for On-Call recruits. For resilience purposes it may be beneficial to select strategic On-Call stations to be trained for wearing gas tight suits to provide a greater number of wearers at incidents, but not to provide the equipment on the On-Call fire engines.

Due to the number of incidents attended by both Thetford and Dereham, it may also be desirable to provide training for the On-Call crews to account for night incidents. A further adjustment could be made if desired to provide one level 2 fire engine per Wholetime area only rather than all Wholetime fire engines. e.g., 1 in Great Yarmouth, 1 in Kings Lynn, 1 in Norwich, 1 in Thetford and 1 in Dereham. This would provide a further cost saving of 8 gas tight suits.

Added resilience can be provided to account for areas remote from Wholetime station areas such as North Norfolk, and South Norfolk.

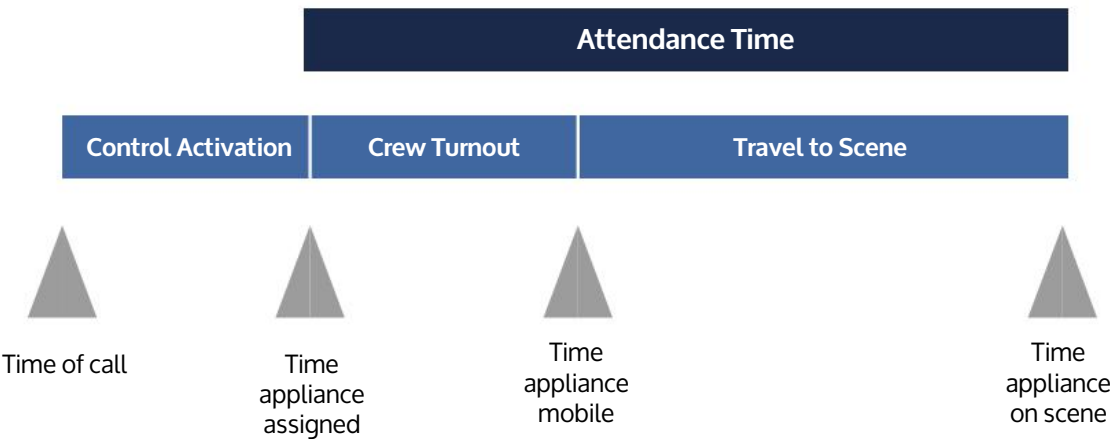


Proposal 3 is to change provision of gas tight suits to Environmental Protection Units, Wholetime fire engines, and selected strategic On-Call fire engines. There are no cost increases associated with this proposal.

Maximising our efficiency and effectiveness: How We Measure Emergency Response Standards

In our previous IRMP 2020-2023 we stated our intent to adopt national performance measures against Emergency Response Standards (ERS) if they are introduced. To date there remains no national performance measures for ERS and no agreed national methodology.

Our current attendance time is measured from the time a station is alerted to the time the fire engine arrives at the scene. The Home Office and Her Majesty’s Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS) measure fire and rescue services performance from the time the 999 call is answered to the time the first fire appliance is on scene. In the absence of a national standard, we are proposing to amend the way we calculate and report on our ERS to match the same methodology used by the Home Office and HMICFRS (until there is a national standard which we are committed to adopting).



Norfolk is categorised as predominantly rural for Home Office reporting purposes. For life risk fires, the target would be informed by the average time taken by all predominantly rural services in previous years (5 years). HMICFRS on their data collection dashboard recommend that: “Norfolk is a Predominantly Rural service. Its response times should be compared with other Predominantly Rural services.” For Other (non-fire) Life Risk incidents national comparison data is not available.

The proposal is to leave this unchanged, with the exception that ERS is measured from the time that the call is received by Fire Control. The target is for the first fire engine to arrive on-scene within 13 minutes from the time that the call was received by Fire Control. For both Life Risk incident categories, the current 80% tolerance will remain for the following reasons:

- The target for Fire Life Risk is based on the predominantly rural service averages in previous years. The general tendency has been for response times to grow slightly, possible because of increased traffic, though COVID has confused this.
- Our Service's average response time is much better in urban areas where there are Wholetime crews than rural areas where there are On-Call Crews. The 80% tolerance is recognition of the greater distances to be covered by both On-Call and Wholetime crews to rural incidents, the need to allow On-Call crews to get to their station from wherever they are when alerted and because incidents in some parts of Norfolk cannot be reached from the Fire Station within the target time.

As the proposal recommends including call-handling time, the response times reported will appear slightly larger than previously reported.

Proposal 4 is that we amend the way we calculate and report our emergency response attendance time to align with the Home Office and HMICFRS (until there is an agreed national standard which we are committed to adopting).

Maximising resources focussed on prevention activities: Reviewing our readiness to respond to risks presented by climate change with a focus on increasing our stock and use of Technical Response Vehicles (TRVs) and other firefighting vehicles and equipment, operational procedures, and training.

With climate change, it is foreseeable that there will be an increase in extreme weather events such as the summer heat wave, and the storms of early 2022. Operational activity in July, August and September 2022 saw a 50% increase against the same period in previous years with 8722 emergency calls received through this period in 2022 and over 3000 incidents.

A review of the summer wildfire factors has identified:

- Fires occurred spontaneously across the county
- Difficult to pre plan deployment of pumping and specialist resources, impacting ERS
- A number of significant crop fires occurred at the urban/rural interface
- Extreme heat caused fires to jump across breaks

One of the conclusions of our review into the summer 2022 operational response is the requirement to purchase misting branches and lances for existing appliances, trial the use of portable dams to supplement existing water carriers and to coordinate vehicle procurement programmes. Suitable capabilities, equipment and vehicles are already being considered. We need to ensure that rural firefighting ability is built into future firefighting appliances. The evidence supports the procurement of additional Tactical Response Vehicles (TRVs), to supplement those in service.

NFRS currently has 6 TRVs, which are agile vehicles with the capability to fulfil a number of roles. These consist of five 4x4 pick-up trucks, and one Land Rover defender. The vehicles have off-road capability and can respond to incidents that are difficult to access by standard fire engines. The vehicles are equipped with a water tank and water misting unit which can be used to tackle wildfires such as field and forestry fires. Other roles include transporting equipment and personnel off-road, or during extreme weather events such as flooding, ice and snow. With projected increases in extreme weather events as a result of climate change, there may be the need to consider increasing the number of agile vehicles such as the current TRVs.

NFRS needs to be prepared to respond to changing incidents resulting from environmental change and needs to plan for a range of extreme weather events which impact on both operational response and business continuity. As a result, NFRS will review the need to increase the fleet of agile vehicles that are able to respond to such incidents, and support business continuity.

Proposal 5 is that we will review our readiness to respond to summer heatwave conditions. This will include the emergent requirements of increasing our stock and use of Technical Response Vehicles (TRVs) and other firefighting vehicles and equipment, operational procedures, and training.



Maximising our efficiency and effectiveness: Collaboration with other emergency responders including Emergency Medical Response (EMR) trial, implementation and progress review

Another of the Proposals in the IRMP 2020-23 was to explore the potential to undertake co-responding. We participated in a national trial in 2016 with fire crews co-responding with paramedics to people suffering cardiac arrests. Outcomes of the pilot were extremely encouraging. We proposed we would continue to review and develop this function through 2020-23. Fire and Rescue Services (FRS) in the Eastern Region face an ever-evolving operational environment, this often means reviewing our core activities delivered as part of duties contained within the Fire and Rescue Services Act 2004 and significantly the National Framework for England 2018. During 2020 and 2021 the new risk and challenges posed by the global pandemic resulted in a more holistic view of how FRS can support partners. In the 2017 New Economy report "Emergency Medical Response by Fire and Rescue Services" (produced by national experts from HM Treasury and other government departments) detailed analysis set out a strong value-for money case for EMR:

"The indicative benefits...far outstrip the initial investment required, with an overall financial return on investment of £4.41 per £1 invested... Taken as a very broad average, this equates to a net financial saving of approximately £214 per callout; even accounting for the 79% of co-responding attendances in which it is determined that cardiac arrest has not occurred. At scale...likely to see FRS attend to about 15,000 out-of-hospital cardiac arrests per year (about half of all those seen by ambulance services). While only 4.3% of cardiac arrest patients are likely to experience a life-altering impact, those that do will be independent and cognitively functional, where before they would have suffered severe, permanent neurological impairment – at sizeable cost to both health and social care partners. For each individual with new, good cerebral performance, it is broadly estimated that a benefit is created in the order of:

- *£24,000 for clinical commissioners as a result of reduced length of stay in intensive care and less costly treatment requirements; and*
- *£44,500 for social care commissioners as a result of reduced demand for postcardiac arrest domiciliary care."*

Following discussions with EEAST and our regional fire and rescue service partners, we have agreed a regional memorandum of understanding to enable us to embed a developing approach to emergency medical response at two of our on-call stations. The cost of us carrying out this work will be recouped from EEAST. Previous experience of our work in this area has shown that lives have been directly saved across Norfolk as a result of our involvement. EEAST has identified other locations that may benefit from a similar arrangement, and we will be considering these in the coming months. National direction (UK Govt White Paper and NFCC strategy) suggests that we can expect this will be enduring change to Fire Service working patterns, locally, regionally and nationally. We will need to ensure that we are monitoring the impact on fire cover and core responsibilities and there will be continuing conversations regarding concerns about the additional responsibilities on operational staff without development or (paid) recognition (as the current model is voluntary participation).

Proposal 6 is that during the CRMP23-26 period we continue our approach of collaboration with other emergency responders by progressing the development of local participation in the Emergency Medical Response scheme. Our communities will benefit from lives being saved and from wider Fire and Rescue staff skillsets. Core traditional service responsibilities (fire cover) will not be negatively impacted.

Maximising our efficiency and effectiveness: Review of the On-Call Model and an evaluation of the effectiveness of a dynamic roaming resource (DRR) fire engine, staffed by On-Call Support Officers (OCSOs).

The ConOps Project identified an emergent need to review the On-Call model. In the United Kingdom, a retained firefighter, also known as an RDS Firefighter or on-call firefighter, is a firefighter who does not work on a fire station full-time but is paid to spend long periods of time on call to respond to emergencies through the Retained Duty System. Many have full-time jobs outside of the fire service. Retained firefighters are employed and trained by the local fire and rescue service.

When required to answer an emergency call, retained firefighters are summoned to the fire station by a radio pager (also known as an "alerter"). Once at the station, the crews staff the fire engine and proceed to the incident. Retained firefighters are therefore required to live or work near to the fire station they serve. This allows them to respond to emergencies within acceptable and strict attendance time targets set out by each fire service.

Unlike volunteer firefighters, retained firefighters are paid for attending incidents. Both Volunteers & Retained are paid an annual "retainer fee" for being on call, but only Retained firefighters receive further pay for each emergency call they respond to.

Over the years due to the demographics of the county, employers moving to more urban areas and less employment in the smaller towns and villages, it has been harder for us as a service to attract 24/7 on call firefighters. The on-call system is also subject to Grey Book terms and conditions, so it is hard to vary the way we employ on-call staff.

Being an on-call firefighter is a very large commitment for potential recruits and involves a process of selection, enrolment, initial training and continuation training over the first 3 to 4 years.

As a service, we would like to look at how we can provide a better service to the more rural areas of the county, and as such, we would like to review all aspects of our on-call provision. This is aspirational and will take place for the duration of this document.

As part of this process, it is appropriate that we should review how we set Availability expectations across the County, differentiating between Urban and Rural station locations. HMI recommends that Predominantly Rural services should compare themselves against similar. There are 14 such services in the UK. We will need to consider whether it is effective and / or efficient to have a standard Availability expectation for all stations, or whether there should be differentiation based on Urban or Rural location.

A review of the On-Call model will also allow us to evaluate the potential effectiveness of a dynamic roaming resource (DRR) fire engine, staffed by On-Call Support Officers (OCSOs).

On-call support officers

The On-Call Support Officer (OCSO) team establishment is 7 staff consisting of 1 Watch manager, 1 Crew manager and 5 Firefighters. The team work a nine-day fortnight based on Monday to Friday 0900 to 1700. Staff members are able to deploy to On-Call stations in order to make up the crew at an On-Call station with insufficient staff for the fire engine to be available. Whilst at the fire station they are also able to carry out other work such as prevention activities.

Agile fire engines

Agile fire engines are crewed vehicles that can be deployed throughout the county of Norfolk to provide an operational response where there are resource deficiencies. There are sufficient staff in the On-Call Support Officer (OCSO) team establishment to form one agile fire engine crew, based on working 42 hours per week Monday – Friday. In order to form an agile fire engine crew, a vehicle and base station would be required. One solution would be to utilise one of the two fire engine On-Call stations as the base station, and the second fire engine would be used as the agile fire engine during the day Monday to Friday. The crew would start and finish their shift at the base station and deploy to the required locations throughout the day to improve operational response and carry out prevention work at high and very high risk LSOA areas.

Proposal 7 is that during the CRMP23-26 period we should undertake a detailed review of the On-Call Model in tandem with an anticipated national review. This will be a holistic review of all aspects encompassing recruitment, reward, training, support, management, and availability (including a trial to evaluate the effectiveness of a dynamic roaming resource (DRR) fire engine).



13. Engagement and Consultation

When planning a CRMP, or any major changes, we meet with groups of people who work within our service, within the wider Council and who live in Norfolk to ask them what they think of our ideas and if we are using our resources, including our people, in a fair and cost-effective way. We set up a CRMP Working Group to canvas the views of Senior and Middle managers in shaping the plan.

We also commenced early public engagement through the Norfolk's Resident Panel in Spring 2022 when we were preparing this Plan. We have used the responses we received to inform the development of this CRMP23-26 (as well as inform our approach to other strategic activities). It is particularly good to hear that 82.9% responded they had confidence (somewhat, very or extremely) that we provide an effective overall service (10.6% didn't have an opinion on this). You have told us that our priorities should be:

You have told us that our priorities should be:

1. Responding to fires
2. Rescuing people from road traffic collisions
3. Responding to emergencies such as flooding and terrorist incidents
4. Preventing fires and promoting fire safety
5. Ensuring those responsible for public and commercial buildings comply with fire safety regulations
6. Collaborating with other organisations, for example the police and ambulance service
7. Obtaining information from landlords/building owners to improve response if a fire or other emergency occurs in the building

We have also shared our developed proposals for change both internally and externally to seek views on these.

Public Consultation

A public consultation, focussing on the proposal areas, ran from 7th November 2022 to 19th December 2022 and provided Norfolk communities, stakeholders and partners with the opportunity to comment on the specific proposals, as well as providing further information and insight that can broaden our understanding of risk. There was a total of 265 responses to the public consultation. 75% of these were from members of the public, 5% represented the views of community groups or businesses, 2% were councillors and 14% were employees of NCC or NFRS. A separate written response was received from the Fire Brigade's Union.

The majority of responses to the original proposals were positive (strongly agree or agree). As a result of this, proposals 1 to 4 and 6 have not been amended. Where negative comments were received for those proposals, the concerns of respondents focussed on potential implications arising from the way the proposal is implemented. Therefore, these concerns will be considered as part of the implementation planning for each proposal.

As part of our approach to public engagement on CRMP, we arranged a series of 10 public events across Norfolk. Eight of these were held on fire stations and incorporated Brew with a Crew – a chance for people to enjoy refreshments with the team, with optional donations to The Fire Fighters Charity. The other events were held at North Norfolk District Council’s offices in Cromer and at Thetford library (as the town fire station is undergoing renovation work). At all events, we offered residents the chance to complete the consultation on ipads and also assisted them to complete it where this was required. We promoted these events, and how to take part in the consultation online, in the mainstream media, via social media and through a series of leaflets and posters within the local areas. Flyers with links to the consultation were also handed out to residents who attended ‘quick strike’ events which take place after large fire incidents and by our community safety team at other events and service open days in the run-up to Christmas.

Vulnerable residents

As well as appealing to the general public to take part, we worked with some of our more vulnerable groups by holding three focus group sessions with members of Vision Norfolk. These were held in Great Yarmouth, King’s Lynn and Norwich and were well attended by blind and visually impaired residents. As well as talking to these residents about the CRMP to gain their views on our proposals, we also engaged with them around community safety, their preferences on communication and interactions with our service. We also held a focus group meeting with Inclusive Norwich at Carrow fire station to gain the views of their members on our proposals. We were also asked to attend a coffee morning at Hellesdon library, to speak to vulnerable residents, and carers, about the CRMP. At all these five meetings we assisted residents to give their views by taking part in the online consultation, with support from our staff. In addition to this, we undertook focus groups with 15 Black British, Black African and Black Caribbean residents of Norfolk.

We are award-nominated by the Local Government Association for our engagement with 212 residents from seldom-heard communities to identify risks to inform this CRMP.

Key stakeholders

Face to face meetings with Norfolk’s Police and Crime Commissioner and the Chief Constable of Norfolk Constabulary were held by our Director of Fire/ Deputy Chief Fire Officer. Verbal briefings from our Director of Fire included full proposal details and consultation details and 10 briefings were held, to ensure they were accessible to all Norfolk Fire & Rescue Service staff.

Cascading messaging to other stakeholders:

We delivered messages to stakeholders, asking them to give feedback on our CRMP proposals and promote the face-to-face sessions, in the following ways.

- Written communication to all Norfolk Fire & Rescue Service staff.
- Written communication to all members of Norfolk County Council's online Residents' Panel.
- Written communication to all Norfolk County Council's elected members.
- Written communication to all Norfolk County Council staff through the internal staff newsletter, the Friday Takeaway.
- Written communication through NALC (Norfolk Association of Local Councils) to local councillors across Norfolk.
- Written communication to professional partners who are part of the Flourish group.
- Written communication to social care providers to children, through Children's Services weekly newsletter.
- Written communication in a newsletter to adult social care providers, sent through Adult Social Services.

The CRMP consultation survey was also made available in paper format, large print and easy-read versions. The website survey was fully accessible.

Proposal changes as a result of feedback

The first part of proposal 5 received a smaller majority support but also a significant number of concerns and alternative suggestions related to the impact on On-Call crew availability. The respondents expressed concerns around the ability to predict demand, the impact on fire cover across the service and the need for a more holistic approach to improving on-call availability. As a result, this part of the proposal was moved to be considered in scope for proposal 7 to embed it as part of the wider review of the on-call model. Accordingly, proposal 7 was amended from its original wording (*during the CRMP23-26 period we should undertake a detailed review of the On-Call Model in tandem with an anticipated national review*).

The second part of proposal 5 related to the impact of the climate changes and prolonged heatwaves was more positive. As a result, proposal 5 was amended to focus on a review of our response to summer wildfire conditions, including the number and use of TRVs. Accordingly, Proposal 5 was amended from its original wording (*we commence a trial of 1 Agile (DRR) fire engine by resourcing 4 OCSOs to crew in order to evaluate and review the effectiveness of reinvesting staff in dynamic response risk mitigation and high value prevention (and other) activities and review the use and consider the emergent requirements of increasing our stock and use of TRVs as agile response vehicles*).

All feedback received through the consultation process will inform the implementation of the finalised Proposals.

14. Appendix: Links to Source Material

- Norfolk Strategic Infrastructure Delivery Plan 2020
- [Community Risk Management Planning | Fire Standards Board](#)
- [Norfolk's JSNA](#)
- Defining Risk | NFCC CPO
- [Council Tax: stock of properties, 2021](#)
- [IMD - Overall district rank in England](#)
- [Census 2021 results: Phase one of Census 2021 results - First results - Census 2021](#)
- [Council Tax: stock of properties, 2021](#)
- [HMICFRS](#)
- [Fire and Rescue Services Act 2004](#)
- [Civil Contingencies Act 2004](#)
- [The Regulatory Reform \(Fire Safety\) Order 2005](#)
- [Fire and rescue national framework for England](#)
- [Norfolk Fire and Rescue Service - Norfolk County Council](#)
- [Guidance on Li Ion Battery Fires](#)
- [Community Risk Management Planning Strategic Framework](#)
- [Know your risks – Norfolk Resilience Forum](#)
- [The UK Government National Risk Register](#)
- [NCC Environmental Policy](#)
- [Community Risk Register](#)
- [JESIP Website](#)
- [Neighbourhood Flood Vulnerability Index](#)
- [Norfolk Strategic Flooding Alliance](#)
- [Regulators' Code](#)
- [The Enforcement Concordat](#)
- [NCC Strategic Planning & Infrastructure](#)



Norfolk Fire and Rescue Service – Community Risk Management Plan 2023-26

Report from the Scrutiny Committee to the Leader of the Council

1 Background

- 1.1 At the meeting held on the 16 March 2023, members of the Scrutiny Committee received the final draft of the Norfolk Fire and Rescue Service – Community Risk Management Plan 2023-26 (CRMP). This document 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 16 March 2023 detailing the issues raised by the Scrutiny Committee with relation to the draft Norfolk Fire and Rescue Service – Community Risk Management Plan 2023-26 (CRMP). The agenda and associated papers for this meeting can be found [here](#).
- 2.2 During discussion of the report with Cllr Margaret Dewsbury (Cabinet Member for Communities& Partnerships), Ceri Sumner (Director Norfolk Fire and Rescue Service / Chief Fire Officer) and Scott Norman (Deputy Chief Fire Officer) the committee received answers to questions and discussed the following key points:
- It was noted that the draft Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26 had been amended following the outcome of public consultation. The main changes were in relation to proposals 5 and 7

of the draft plan.

- Members discussed the proposals as they related to the response by the Norfolk Fire and Rescue Service to the summer heatwave conditions and the steps that were taken to keep local communities and firefighters safe during these difficult conditions.
- In reply to questions, it was pointed out that the Thetford Technical Rescue Unit (TRU) was relocated to Great Yarmouth in order to better align this specialist water capability to the location of greatest risk. There were four TRU units spread throughout the county, one of which was located in the King's Lynn area. The latest data showed that the TRU at Thetford was not as well utilized as those located elsewhere in the county and that the greatest risk was in the Great Yarmouth area.
- The storage of lithium-ion batteries was an emerging issue of concern not only for the Norfolk Fire and Rescue Service but also for partner organisations involved in planning for large scale battery storage sites. The Community Risk Management Plan referred to how the Norfolk Fire and Rescue Service approach to data collection and risk profile about the storage of lithium-ion batteries would be developed over a three-year period in collaboration with partner organisations.
- There had been significant improvements around the approach taken to fire prevention activities since the publication of the latest HMI report. Both whole time stations and on call stations were doing more to help vulnerable people to protect themselves. Approximately £240,000 of investment from the County Council had enabled the Norfolk Fire and Rescue Service to increase its resource within the prevention teams and the amount of time that firefighters spent on fire prevention activity.
- Community risk profiles had been put in place to enable the Service to target the most vulnerable people. The Service had won an award earlier this year for the work that was done with the Adult Education Service in providing fire safety information for people within refugee/ asylum who did not have English as their first language. There was also increased focus within the Service towards providing safeguarding work; with new policies and training in place to help firefighters identify vulnerable individuals and refer them to partner organisation who were best placed to support their needs.
- The Committee was pleased to hear that the Norfolk Fire and Rescue Service had a Community Interest Company that provided training and advice for businesses and care home on fire safety issues. The Community Interest Company helped to provide funding for smoke alarms for those who were unable to provide smoke alarms for themselves.
- Councillors said that one of the biggest risks for the Service identified in the report was the impact of climate change. Important issues for the future

would be how the County Council's collection of high-level data on climate change got integrated into the Risk Management Plan, what dealing with climate change meant for the resourcing of the Service and how dealing with fires resulting from climate change got linked with data on social vulnerability.

- In reply to questions, it was pointed out the fire crews in the southern district had detailed plans in place for dealing with fires in the Thetford Forest Area.
- A significant level of support was available to help staff to cope with wellbeing and mental health issues that arose from having to deal with tragic incidents. Details about the level of support available from public health experts, the Fire Chiefs Council, a firefighters charity and research on academic best practice could be shared with Members of Scrutiny Committee at a later date.
- The Norfolk Urban Fire and Rescue Team had worked with the military to deal with an unexploded World War 2 bomb at Gt Yarmouth as part of a multi-agency response to help with the evacuation and provide technical advice. An incident review was currently taking place which the Chair asked officers to make available to all Councillors in due course.
- The Norfolk Fire and Rescue Service boundaries were based on minimum response times from fire stations and were not aligned to either District or health service boundaries.
- The national review of on-call firefighting had not yet been completed. This would take account of changes in workforce patterns.
- The detailed work of the roaming fire appliance was explained to members.
- It was suggested that future such reports should include a table of contents and a glossary of terms.
- Steps were being taken to encourage and support new entrants to the Norfolk Fire and Rescue Service through such activities as fire service open days. It was suggested that local County Councillors should be informed when such activities were being planned.
- Members spoke about the difficulties that fire crews could experience in accessing homes via estate roads that were blocked by parked cars. This was a problem that was not particular to the Norfolk Fire and Rescue Service.

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 the Norfolk Fire and Rescue Service – Community Risk Management Plan 2023-26 for consideration by the Cabinet Member or the Leader of the Council.

Recommendations to Council from the Employment Committee Appointment Panel

1. Appointment of Section 151 / Chief Finance Officer

- 1.1 Section 151 of the Local Government Act 1972 requires every local authority to appoint a suitably qualified officer responsible for the proper administration of its financial affairs.
- 1.2 The s151 Officer must, under Section 114 of the Local Government Finance Act 1988, report to the full Council, the Cabinet and the External Auditor if the authority or one of its officers :
 - has made, or is about to make a decision which involves incurring unlawful expenditure
 - has taken, or is about to take, an unlawful action which has resulted or would result in a loss or deficiency to the authority
 - is about to make an unlawful entry in the authority's accounts.
- 1.3 Section 113 the Local Government Finance Act 1988 requires that the officer appointed as the Chief Finance Officer (CFO) must be a member of a specified accountancy body.
- 1.4 The role of a CFO lies at the heart of any effective and well governed organisation. The over-riding duty of this officer is to fulfil the statutory responsibilities which are laid out in the Constitution.
- 1.5 The Council's current s151/CFO, Simon George, is leaving the council after 8 years. Employment Committee agreed to the deletion of the post of Executive Director of Finance and Commercial Services and placed the s151/CFO role within the new post of Director of Strategic Finance.
- 1.6 An appointment panel was convened on 8th March 2023, following which Harvey Bullen was appointed to the post of Director of Strategic Finance.
- 1.7 In accordance with the Local Government Act 1972 and the Constitution the appointment to the statutory role of s151/CFO is a matter for full Council to approve.

2. Recommendation to Council

- 2.1 The appointment panel recommends the Council to appoint Harvey Bullen as the s151 / Chief Finance Officer.

County Council

Item No: 12.5

Report Title: Update of the Council Constitution

Date of Meeting: 28 March 2023

Responsible Cabinet Member: Cllr Andrew Proctor (Leader and Cabinet Member for Strategy & Governance)

Responsible Director: Monitoring Officer – Director of Legal Services (nplaw)

Executive Summary

It is the responsibility of the Monitoring Officer to keep the Constitution under review and make recommendations for amendments which ensure its continued accuracy and that its aims and principles are given full effect.

The changes proposed in this report are primarily updates to job titles, statutory roles, responsibilities and delegations, which are being brought direct to Council for approval in accordance with the Director of Governance's report of December 2022.

In addition, the current Constitution is considered inaccessible due to formatting issues. It also has some areas of inaccuracy due to typographical errors, points requiring clarification, omissions and out-of-date references which make it difficult to navigate. Therefore changes are proposed which improve the look and accessibility of the document by standardising the format and by correcting any areas of inaccuracy as far as can be done under the Monitoring Officer delegations.

The proposed changes are outlined in the Changes Log found under Appendix A and an updated Constitution with comments under Appendix B. The Monitoring Officer considers the updated Constitution provides Council with an improved 'baseline' document and recommends Council approves the changes proposed.

Recommendations

Council is asked to agree:

1. The changes to job titles, statutory roles, responsibilities and delegations set out in the document attached under Appendix B.
2. The new standardised format is approved together with the correction of typographical errors, points of clarification, resolution of omissions and updated references.

3. The version of the Constitution appended to this report should be adopted as the Council's Constitution with effect from 28th March 2023.

1. Background and Purpose

- 1.1 Following review by Corporate Select Committee, and with input from members and political groups, the former Director of Governance brought an updated version of the constitution to full Council in July 2022 and this was duly adopted.
- 1.2 A further update from Corporate Select Committee was brought to Council in December 2022, recommending an amended set of Financial Regulations and the change of post holder for the statutory role of Monitoring Officer which were approved.
- 1.3 Council also approved the recommendation from Corporate Select Committee to bring further changes consequent to the departure of the Director of Governance and Executive Director of Finance and Commercial Services, concerning job titles, statutory roles, responsibilities and delegations direct to Council.
- 1.4 This report enables the Council to bring the Constitution up to date and provide a 'baseline' document in readiness for the planned review of the Constitution which will be overseen by Corporate Select Committee.
- 1.5 The review process also identified further areas for improvement which have been recorded and will be subject to discussion with Corporate Select Committee in due course.

2. Proposal

- 2.1 There is a summary of the proposed changes at Appendix A. The principal changes are highlighted with comments under Appendix B.

3. Impact of the Proposal

- 3.1 If Council agrees these changes, the Constitution will be updated.

4. Evidence and Reasons for Decision

- 4.1 The Council is required to keep the Constitution under review. The Monitoring Officer is proposing only the changes which, in her professional opinion, are needed to provide the improved base document. These are outlined in the Executive Summary and detailed in the Changes Log under Appendix A.

5. Alternative Options

- 5.1 The Council may reject some or all proposals or make alternative proposals.

6. Financial Implications

6.1 None

7. Resource Implications

7.1 **Staff:** preparing and uploading new Constitution to website

7.2 **Property:** none

7.3 **IMT:** Democratic Services will work with the web team to ensure accessibility requirements are met as far as possible.

8. Other Implications

8.1 **Legal Implications:** It is the duty of the Council to keep its Constitution under review

8.2 **Human Rights Implications:** None

8.3 **Equality Impact Assessment (EqIA) (this must be included):**

The proposed changes relate primarily to improving format and correcting errors. There are some consequential changes to roles, responsibilities, job titles and delegations. The proposed changes are intended to make the document more accessible.

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 None

10. Select Committee Comments

10.1 These changes have not been to Select Committee as explained in 1.3 above and agreed by Council in December 2022

11. Recommendations

Council is asked to agree that:

1. The changes to job titles, statutory roles, responsibilities and delegations set out in the document attached under Appendix B.
2. The new standardised format is approved together with the correction of typographical errors, points of clarification, resolution of omissions and updated references.
3. The version of the Constitution appended to this report should be adopted as the Council's Constitution with effect from 28th March 2023.

12. Background Papers

12.1 Appendix B – Copy of updated Constitution which can be found on the Committee pages website at the following link: [Appendix B to Update on Constitution](#)

12.2 Supplementary Agenda for Council 13 December 2022 – recommendation from the Corporate Select Committee [County Council 131222](#)

Officer Contact

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

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

APPENDIX A

Part or Section	Change
Formatting and numbering explained	<p>1. Changes to formatting could include removing capital letters, removing or adding bold typeface, updating numbering or lettering and indents, or adding up to date links.</p> <p>2. The use of number, sub number where required, then letter, then Roman numeral and/or bullet point with minimal indent to maintain accessibility makes for a more coherent format. For example:</p> <p>2. xxxxxx</p> <p>2.1 xxxxxx</p> <p>a) xxxxxx</p> <p> (iv) xxxxxx</p> <p> • xxxxxx</p> <p>3. Some alternative numbering has been needed at times (e.g Part 3B) but has been avoided where possible.</p>
General changes	<p>1. Throughout the document, where appropriate, numbers written as digits have been replaced with numbers written as a word.</p> <p>2. Incorrect capitalisation and inconsistent grammar has been corrected.</p> <p>3. Relevant internal document and external website links have been included where specifically mentioned.</p> <p>4. Parts of the document, such as Part 5A Council Procedure Rules, have been retained as close to the original format and numbering system as possible to avoid confusion.</p> <p>5. Changes to signposting or references within the document that are incorrect have been updated. e.g. “see Part 5” when the original signposted to Part 6. Some signposts will have links that have been updated as well.</p> <p>5. Changes that are in the remit of the Monitoring Officer may include legislative changes and updating the postholders responsible for an activity, including any delegations in Part 10 (which will be flagged)</p>
Specific changes involving individuals	<p>1. Changes agreed by Employment Committee in February 2023, and Employment Panel in March 2023 – these changes are subject to approval by Full Council in March 2023.</p> <p>(a) Employment Committee agreed removal of post of Executive Director of Finance and Commercial Services from 31st March 2023 with stat duties of Section 151/ Chief Finance Officer and professional leadership of Finance to be carried out by new role of Director of Strategic Finance</p> <p>(b) updates to Chief Officer structure meaning references to Chief Officers and Statutory Officers are changed: remove Executive Director of Finance and Commercial Services and Director of</p>

APPENDIX A

Part or Section	Change
	<p>Governance, and replace with Director of Strategic Finance and Director of Legal Services</p> <p>2. Changes to role titles consequential to the departure of the Director of Governance</p> <p>(a) Assistant Director of Governance (Legal Services) is now Director of Legal Services (nplaw)</p> <p>(b) Assistant Director of Governance (Democratic and Regulatory Services) is now Director of Democratic and Regulatory Services.</p> <p>3. Use of statutory titles and the postholders to whom these titles refer</p> <p>(a) References to Monitoring Officer refer to the postholder of Director of Legal Services</p> <p>(b) References to Section 151/ Chief Finance Officer refer to the postholder of Director of Strategic Finance (subject to appointment being approved at Council March 2023)</p>
Note:	1. Individual changes to format, numbering, or cross-reference do not constitute actual changes to the Constitution so not everyone has been listed in this log.
Part or Section	Change
Index	Formatting
Exec Summary	<p>Formatting.</p> <p>Under 1.1 new document approval date will be inserted (if approved)</p> <p>Under 2.3 f) added the word 'Scrutiny' to the NCCSP Sub Panel</p>
Part 1	Formatting.
Part 2	Formatting
Part 2A	Formatting
Part 2B	<p>Formatting</p> <p>Removal of term 'we' - changed to suitable alternatives to ensure clarity.</p> <p>Use of word 'Politicians' changed to 'members' and 'Senior Politicians' changed to 'Appropriate Member'</p>
Part 2C	<p>Formatting</p> <p>Addition of topic headings to make locating topics easier</p>
Part 3	Formatting
Part 3A	<p>Formatting</p> <p>Updated to include an introductory sentence to Vice Chair section to provide consistent detail</p> <p>Updates the final point of the role and responsibilities sections for Chair of Scrutiny, Chair of Select Committee and Chair of Planning Committee to provide consistency. It now reads across all three as: <i>To establish and maintain effective working relationships with the relevant Chief Officer and other key officers in this service area.</i></p>
Part 3B	<p>Formatting</p> <p>Under 6, Standards of Councillor conduct 6.1 d) altered "Confidentiality and access to information" paragraph to make more sense – e.g. removed unnecessary numbering.</p>

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Part or Section	Change
	Changed the table of Disclosable Pecuniary interests into a list for improved accessibility
Part 3C	Formatting Addition of (SRA) to enable use of this acronym in document.
Part 3C Appendix A	Formatting Subsistence rates in a new format to make more accessible.
Part 3C Appendix B	Updated 'spokes' to 'spokespersons'
Part 3C Appendix C & D	Formatting
Part 3D	Formatting. Re-organised Statutory officer list for clarity, added returning officer. Updated reference Part 9 changed to Part 10.
Part 3E	Formatting Some document references updated e.g. Part 7 instead of Part 5 in 2.1 Under 1.3c) provided guide to Section 5, 'What is a CCfA' Under 5.1 Incorrect wording - " <i>Community</i> " changed to "Councillor"
Part 3F	Formatting.
Part 4	Formatting.
Part 5	Formatting Under .1 4. Updated references - removing now-defunct appendices.
Part 5A	Formatting Under 1. Added word "general" Under 1.2 (order of AGM agenda) Removed (xiii) "decide which committees to establish for the municipal year" as this rule is not required. Under 1.2 q) Changed incorrect reference from Rule 9, to Rule 10. Under 2, Ordinary meetings, added in heading 'Timing and Business' Under 2.1 Changed number 6 to word 'six'. Under 2.1 e) Added in correct reference 'eight' for Standing Order on petitions Under 2.1 i) Delete former (xiii) and place back 'receive reports from Cabinet and other committees' where it should be – i.e. following Qs to Leader. Under 4.4 Updated reference from Rule 10 (1) (n) to Rule 11.1 (n) Under 10.1 updated Rule 10 to Rule 11 and updated reference to Rule 10.3 to read 10.5. Under 10.5, Scope - changed 6 to six. Under Rule 11 updated references. Under 12.5 The two acceptable "rights of reply" (point of order and personal explanation) were included separately which is not correct, these have been made sub points to d) Under 12.6 g (formerly 12.6.7) typo - should read "amendments" instead of "motions" Under 20. 1 Suspension of Rules reference changed from 13.4 and 14.2 to 14.4 and 15.2 which are the correct references (14.4 to voting, 15.2 to minutes)
Part 6	Formatting. Under 1, Summary: updated references which were incorrect. Updated and re-alphabetised Cabinet Members and portfolios
Part 6A	Formatting Under 1, re-ordered cabinet portfolios in alphabetical order

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Part or Section	Change
	<p>Under 2.1 updated reference from 6.7 to Part 6, 8.</p> <p>Under 2.1 a) added 'and for' to show clearly that this is two separate cabinet portfolios. Note: this section will need updating at some point given current membership, i.e. deputy leader is portfolio holder for Highways which reduces Cabinet membership from three to two</p>
Part 6B	<p>Formatting</p> <p>Under 1.2 changed sending of summons to Head of Paid Service as per Council Procedure Rules. HoPS is Proper Officer for this function.</p> <p>Under 6.1 added Committee after 'Chair of Scrutiny'</p> <p>Under 10.2, delete duplicated 'Access to information' rules reference.</p> <p>Note: Under 10.2 paragraph needs further clarification when full review takes place as purpose of reference to paragraph 10 is not clear.</p> <p>Under 14 Public Misconduct, typo corrected – was 'a' instead of 'and'</p>
Part 7	<p>Formatting</p> <p>Under 1.4 f) (formerly 7.4 (v) (d)) "the call in procedure will not apply to urgent decisions." This set of points had been incorrectly subsumed into 7.4(v) . The change brings the points out as a separate procedure. Note this is a change to format only no changes made to text.</p> <p>Under 1.4 j) typo "call-n" changed to "call-in"</p> <p>Under 3.11 Select committees: removed line about quorum under 3.11 'general' and included this under membership 3.9 a) 3.9 b) and 3.9 c)</p>
Part 7A	<p>Formatting.</p> <p>Under 1.4 (was 1 (d)) "Compliments "changed to "complements"</p>
Part 7B	<p>Formatting</p> <p>Under 3. References to 'PCC' meaning the Police and Crime Commissioner and 'PCP' meaning Police and Crime Panel made clear</p> <p>Under 4.2 – need replacement wording for 'Health – Clinical Commissioning Group'</p>
Part 8	Formatting
Part 8A	<p>Formatting</p> <p>Under 4.4 Rules of Procedure for Hearings – wording updated to reflect new committee arrangements.</p>
Part 8B	<p>Formatting</p> <p>Under section 4 - Corrected numbering – 4.4 was missing in published version.</p> <p>Under section 5 - added in headings for Questions.</p> <p>Under 7.6 d) (formerly 7.6.1.(f)) 'In exercise of a right of reply' the following two points (point of order and personal explanation) should be sub categories, not separate points. NB Same changes made in Council procedure rules.</p> <p>Under 10 in the index there is a reference to 'Exclusion of the Public', but this section had been omitted in the published version. Has been re-instated.</p>
Part 9	<p>Formatting</p> <p>Under 2.2 added heading for Area Committees</p> <p>Under 4.1 ESPO membership is updated to add that the two NCC members are members of the Executive.</p> <p>Under 4.5 Added link to Part VA of the 1972 Act .</p>

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Part or Section	Change
Part 9A	Formatting
Part 10	<p>Formatting</p> <p>Under 1 New title and deletion of incorrect management structure chart - replacement will need to be accessible.</p> <p>Note: Deleted reference to Open Data pages – this will need to be updated in due course.</p> <p>Under 1.1 - Statutory officer new heading (was General)</p> <p>Updated list of Statutory Officers</p> <p>Under 1.2 - Chief Officer new heading and updated to reflect job titles in new structure</p> <p>Under 1.3 b) 'Specific Roles' changes to Chief Officer list as above and consequential changes to some Chief Officer functions e.g. Property now under Executive Director of Community and Environmental Services</p>
Part 10A	<p>Formatting</p> <p>Under 1.1 Declarations – this has been split into a) b) and c). Previously just two bullet points as 1.1 b) had been combined with 1.1 a) in error.</p> <p>Under 2.1 Statutory titles (e.g. Monitoring Officer, not Director of Legal Services) are used instead of job titles.</p> <p>Appendix Part A - updated list of Senior Officers to reflect changes to job titles.</p> <p>Appendix Part B – Property moved to CES. Finance title changed.</p>
Part 10B	<p>Formatting</p> <p>Table of Proper Officers has been altered to show PO, Function and Legislation. Proper Officer functions have been put in order so all functions of one individual are seen together. Job titles changed following departure of Director of Governance and Executive Director of Finance and Commercial Services</p>
Part 10C	<p>Formatting.</p> <p>Under 2.4 updated references (i) and (ii) Changed to 2.2. and 2.3.</p> <p>Under 3.4 h) - new sentence added, omitted in error in previous version.</p> <p>Under 3.5 Added- appointed as Data Protection Officer (formerly with Director of Governance)</p> <p>Under 3.6 - updated</p> <p>Under 3.9 - updated – plus remaining delegations of Director of Governance now listed under new 3.11</p> <p>Under 3.10 - updated - Returning Officer added</p> <p>Under 3.11 (new) other appointments</p>
Schedule of Chief Officer Delegations	<p>Chief officer delegations – no changes made just tidied up.</p> <p>Note: needs further work to make fully accessible</p>
Part 10D	Formatting.
Part 10E	Formatting.
Annex to 10E	Formatting
Part 11	Formatting
Part 11A	Formatting
Annexes to 11A (protocols)	<p>Formatting</p> <p>Addition of 'Annex 1' and 'Annex 2' to heading to identify the two distinct protocols</p>
Part 11B	Formatting

APPENDIX A

Part or Section	Change
Part 11C	Formatting Under 2.6 Updated MLRO to show Chief Auditor is now appointed and update appointment of deputy MLRO to reflect standard deputising practice throughout constitution. Under Annex B the process for Section 114 reports has been broken down and given new headings where appropriate for clarity
Part 11D	Formatting
Part 11E	Formatting Under 15.1 – Proposed change. Current wording is: . “... County Council’s Head of Paid Service who will carry out an internal review independent of the Community and Environmental Services Department” .Executive Director of CES is also HoPS therefore should appoint someone independent to review.

**Request for Dispensation under Section 85(1) of
the Local Government Act 1972**

Report by the Director of Legal Services (nplaw) and Monitoring Officer

Section 85(1) of the Local Government Act 1972 requires a member of a Local Authority to attend at least one meeting of the Authority within a six-month consecutive period, in order to avoid being disqualified as a Councillor. The Act states that “if a member of a Local Authority fails, throughout a period of six consecutive months from the date of their last attendance, to attend any meeting of the Authority, he shall, unless the failure was due to some reason approved by the Authority before the expiry of the period, cease to be a member of the Authority”.

The Council’s Monitoring Officer has received a request for the Council to consider approving an extension to the usual six-month attendance rule due to ill health for Councillor Steve Riley, enabling him to remain in office until he is able to resume normal duties should he not be able to attend today’s Council meeting.

Council can only consider approval of any reasons for non-attendance before the end of the relevant six-month period, which will be 11th April 2023.

This is the final Council meeting at which approval could be sought for an extension of the time limit. If approval to any extension is not therefore agreed at this meeting Cllr Riley would, under Section 85(1) of the Local Government Act 1972 be disqualified after 11th April 2023 from office as a Councillor

Recommendation:

1. That the reason provided for non-attendance at Council meetings by Cllr Riley is approved pursuant to Section 85(1) of the Local Government Act 1972, on the basis that the resolution is applied to take effect on 28th March 2023 and Council approves an extension of the time limit until 21st July 2023

Kat Hulatt
Director of Legal Services (nplaw) and Monitoring Officer

**Report of the
Scrutiny Committee meetings
Held on 26 January 2023, 15 February 2023 and 16 March 2023**

Meeting held on 26 January 2023

1 Education Health & Care Plans: Performance & Quality

1.1 The Scrutiny Committee received a report that explained current performance and quality of Education Health & Care Plans (EHCPs) assessments and reviews in the context of the Children's Services improvement plan over the past 2 years and how this would be set alongside the official judgement of Ofsted/CQC.

1.2 Cllr John Fisher (Cabinet Member for Children's Services), Sara Tough (Executive Director, Children's Services), James Wilson (Director of Quality and Transformation, who joined the meeting remotely via Microsoft Teams) and Nicki Rider (Assistant Director for High Needs SEND) were present to answer Councillors questions.

1.3 The Committee RESOLVED

1. To welcome the good progress that was being made in EHCP performance and quality (in the context of the Written Statement of Action improvement plan over a two-year period) while at the same time recognising the large amount of work that remained to be done to reduce the rate of referrals and the backlog of EHCPs.
2. To note ongoing support and challenge of EHCP performance in the context of the LA's revised SEND strategic improvement plan, Local 1st Inclusion, and within the context of the Government's response to the SEND Green Paper consultation and next steps plan.
3. To note that issues requiring further monitoring included:
 - the number of SEND places that were available for those with special needs,
 - the capacity of the educational psychology service to assist in the process,
 - the need for a new first inclusion strategy,
 - the development of a co-production of services with service providers, parents and other stakeholders,
 - further work on how Childrens Services managed improvements in the appeal process.
4. To note that many of the issues mentioned above were for the People and Communities Select Committee to address rather than for the Scrutiny Committee. The best way of addressing these issues would be for the Chair of People and Communities Select Committee and the Chair of the Scrutiny Committee to decide a way forward between themselves in consultation with the appropriate officers as part of both Committees forward work programmes.
5. That the Cabinet Member be asked to review the adequacy of

the support for families that were currently going through the appeal process with the aim of reducing the incidence of appeals.

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

2.1 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. Members received updates on recent work undertaken, key actions, updates on actions from scrutiny, and an overview of the forward programmes of work for the panels.

2.2 The Committee RESOLVED to

- 1. Note progress and activity from the two performance review panels.**
- 2. Note the panel forward work programmes that provided feedback to the panel leadership around potential items for further investigation.**

3 Scrutiny Committee Forward Work Programme

3.1 It was RESOLVED

That the Committee:

Note the current forward work programme as set out in the appendix to the report

Meeting held on 15 February 2023

4 Norfolk County Council Budget 2023-24

4.1 The Scrutiny Committee received a report that provided an overview of the Council's proposed 2023-24 Revenue Budget and Medium-Term Financial Strategy 2022-27 and Capital Strategy and Programme 2023-24 as these matters were presented to Cabinet and would be considered by Full Council.

4.2 Cllr Andrew Jamieson (Cabinet Member for Finance) was present along with other Cabinet Members (Cllrs Andrew Proctor, Leader of the Council, Cllr John Fisher, Cabinet Member for Children's Services and Cllr Graham Peck, Cabinet Member for Commercial Services and Asset Management) to answer Councillors questions about the budget and the actions that were being taken.

4.3 It was RESOLVED

That Committee note the suite of 2023-24 budget reports presented to Cabinet on 30 January, as appended to the report presented to this Committee, with particular focus on the Cabinet recommendations to County Council in relation to:

- The Norfolk County Council Revenue Budget 2023-24 and Medium Term Financial Strategy 2023-27**

- **The Capital Strategy and Programme 2023-24**

That the Committee thank the Cabinet Members and officers who had attended the meeting for their help in answering Councillors detailed questions.

5 Annual Investment and Treasury Strategy 2023-24

- 5.1 The Committee received a report that set out Annual Investment and Treasury Strategy 2023-26. The report provided Members with a copy of the revised Annual Investment and Treasury Strategy 2023-24 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.

5.2 It was RESOLVED

That Committee:

- **Note the proposed Annual Investment and Treasury Strategy 2023-24.**
- **Ask officers to produce a report to the Leader and Cabinet Member on behalf of the Committee in accordance with section 11b of the Norfolk County Council Constitution (Budget and Policy Framework Procedure Rules), that states the Committee has no comments that it wishes to make.**

That all Members of the Committee wish to place on record their appreciation and thanks to Simon George, the Executive Director of Finance and Commercial Services who was due to leave the Council shortly, for all his hard work on their behalf.

6 Scrutiny Committee Forward Work Programme

6.1 It was RESOLVED

That the Committee:

Note the current forward work programme as set out in the appendix to the report

Meeting held on 16 March 2023

7 Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26

- 7.1 The Committee received a report that provided members with a copy of the draft Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26 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.

- 7.2 The Committee discussed the report with Cllr Margaret Dewsbury (Cabinet Member for Communities & Partnerships), Ceri Sumner (Director Norfolk Fire and Rescue Service / Chief Fire Officer) and Scott Norman (Deputy Chief Fire Officer).

4.3 It was RESOLVED

That the Committee:

- **Have no recommendations to make regarding the report.**
- **Note the proposed Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26, providing comments.**
- **Ask officers to produce a report to the Leader and Cabinet Member on behalf of the committee in accordance with section 11b of the Norfolk County Council Constitution (Budget and Policy Framework Procedure Rules), providing feedback.**

**Steve Morpew
Chair**

Report of the Norfolk Health Overview and Scrutiny Committee meeting held 19th January 2023.

1. The Chair opened the meeting and welcomed everyone present. Members had been advised of the death of Cllr Sue Prutton shortly before Christmas. The Chair took the opportunity to acknowledge Cllr Prutton's valuable contribution to the committee as well as the numerous roles for both Broadland District and Hellesdon Parish Councils. Cllr Prutton's memorial service was taking place later in the day and the Chair on behalf of the committee conveyed their sincere condolences to Cllr Prutton's family. The committee held a moment of silence to remember Sue.
2. **Chair's Announcements**
 - 2.1 Responses from Norfolk MPs were still awaited in respect of the dentistry item discussed at the previous meeting. A response from the Secretary of State for Health was also outstanding. Once all letters had been received, all of the responses would be circulated to committee members.
 - 2.2 The Chair asked Dr Mark Lim, Director of Planned Care and Cancer, Norfolk & Waveney Integrated Care Board (ICB) to provide the committee with an update of the ICB Joint Forward Plan engagement exercise, details of which had been emailed to members on 19 December 2022. Dr Lim advised:
 - The survey went live on 16 December 2022 and is scheduled to finish on 23 January 2023. The survey was available online.
 - As at 9 January 2023 there had been 477 responses of which 99% were responding as individuals.
 - Responses so far indicated that 86% agreed that the correct principles had been adopted by ICB, although 177 respondents had also added significant comments to their responses and suggested that social care should also be a top priority for the ICB, as well as increasing access to GPs and NHS dentistry services. Discharge from acute hospitals was also a concern together with financial restraints restricting provision of services. Many commented that more needed to be achieved in prevention measures, with a request for the ICB to be more involved in the community more generally. Mental health provision was also flagged as a concern.
 - 80% of respondents had identified as female with over 60% of total respondents being aged 50 or over.
3. **Examination of menopause services provided in Norfolk by NHS Norfolk and Waveney Integrated Care Board (ICB)**
 - 3.1 The committee receive the annexed report (6) from Dr Liz Chandler, Scrutiny & Research Officer, which highlighted the services provided by NHS Norfolk & Waveney ICB. The Chair thanked Dr Chandler for the comprehensive report which contained lots of information for members to gain an understanding of the subject. Members also received an appended report from the ICB outlining an overview of provided services and the answer to detailed questions provided by the NHOSC. The Committee received evidence in person from Dr Mark Lim, Director of Planned Care

and Cancer, Norfolk & Waveney Integrated Care Board.

3.2 During discussion the following points were noted:

- There was surprised that most GP surgeries did not have a named menopause contact working within the practice and this was thought to be vital as a starting point for a pathway to services.
- Training and knowledge of menopause issues and the services available was an area that GPs required upskilling and the noted outcomes in the report were not the desired position the ICB would wish to see.
- It was generally felt that the absence of available services, lack of understanding of the wider issues relating to the menopause and the experiences of woman requesting help was not acceptable. Dr Lim agreed that there was much work to do in this area.
- Waiting times for appointments with gynaecological consultants were long with current waits at Norfolk & Norwich University Hospital (NNUH) over 54 weeks and were increasing.
- Patient demand was thought to be considered a priority and Dr Lim promised to take away this issue as an action point to ensure GP practices were encouraged to identify the demand for menopause services and to respond to it accordingly.
- Members felt that training for GPs on the menopause and the effects should be mandatory.
- Dr Lim said he was unaware of any data that was being collected that identified how many woman were reducing their working hours or retiring due to menopause issues. However, he advised he would check the position and return to the committee if any meaningful data was available.
- The first menopause café had been opened on 9 January 2023 in Dersingham, but there were no other known menopause cafes in Norfolk.
- Patients seeking appointments privately with gynaecological consultants could anticipate that their GP would prescribe any appropriate medication once the clinical need had been established. However, this pathway was not supported anecdotally by some members. Although data of woman seeking private appointments was not available, Dr Lim suggested GPs practices could be asked to provide numbers of any private referrals they have made, although it was acknowledged that self referral portals do exist also.
- Birchwood Medical Practice in North Walsham was regarded as a good example of what GP surgeries could undertake and had provided patients with comprehensive information to enable services and medication to be obtained more easily when engaging with consultants.
- It was advised that 20% of menopause patients do suffer some form of mental health issue such as depression or anxiety and associated issues. It was unknown how many of these patients go on to a full mental health diagnoses, although establishing data of links between the two issues could be requested.
- Dr Lim said he was unaware of any mental health and wellbeing programme specifically for menopause and committed to passing on the initiative of wider support and education of the menopause to his colleague Mark Burgess, Director of People and Communities to consider establishing such services including menopause championing.

3.3 The Chair concluded the discussion:

- The prolonged wait for patients to see a consultant to start medication

such as HRT was very regrettable. It was clear that there was a lack of knowledge and understanding within a majority of GP surgeries in the county, as to the effects and consequences of delays in patients receiving menopausal advice and treatment.

- The committee **recommended** to the ICB that they strongly encourage every GP practice to have at least one individual who is fully trained on the menopause and can offer advice and support to patients.
- Although 20% of menopause patients present with mental health symptoms, it was unknown whether these symptoms were caused by the menopause and whether an early diagnosis and treatment, such as HRT, would have helped prevent these symptoms from arising.
- Given the long wait times to see an NHS consultant it was unsurprising that patients sought private appointments. However, once treatment had been identified it was questionable, given the NHS wait times, that patients should continue to have to fund any medication required.
- It was pleasing to note the introduction of a menopause café in Norfolk and it was hoped that this could be replicated across Norfolk.
- The committee also recommended that contact was made with the wellbeing service, that were created during the pandemic, to set up a menopause seminar that once produced can be run in various locations easily and quickly without further additional resource being required.

4. Forward Work Programme

- 4.1 The Committee received a report from Peter Randall, Democratic Support and Scrutiny Manager which set out the current forward work programme and briefing details. The committee had a workshop to discuss the programme and suggest possible areas for scrutiny after the meeting. The outcome of the discussion would be shared and a new programme agreed at the next meeting of the committee.

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

Report of the Audit and Governance Committee Meeting held on 13 March 2023

1 Opening Remarks

- 1.1 The Chairman opened the meeting and in his absence thanked Simon George, Executive Director of Finance and Commercial Services who was leaving the Council to pursue new opportunities shortly after Easter. Simon had been instrumental in the past eight years, guiding and steering the council through some testing times including the covid pandemic, changes of administration and rising inflation. The Chairman thanked Simon for his service and dedication to Norfolk and wished him well in his future endeavours.

2 Norfolk Audit Services Report for the Quarter ending 31 December 2022

- 2.1 The Committee received the report by the Executive Director of Finance & Commercial Services updating them on the overall opinion on the effectiveness of risk management and internal control and setting out the work to support the opinion and any matters of note.
- 2.2 The Committee considered the report and **RESOLVED** to:
- Agree the key messages, that the work and assurance met the requirements and advise if further information is required.

3 Risk Management Quarterly Report to November 2022

- 3.1 The Committee received the report by the Director of Governance which summarises the internal governance work carried out by the Monitoring Officer (MO) in 21/22 and provides assurance that the organisation's control environment which are the responsibility of the MO is adequate and effective.
- 3.2 The Committee received the report by the Executive Director of Finance and Commercial Services referencing the corporate risk register as it stood in March 2023, following the latest review conducted during January 2023.
- 3.3 In introducing the report, the Risk Management Officer highlighted those risks which had been updated and agreed by Cabinet.
- 3.4 The Committee considered the report and **RESOLVED** to agree:
- a. key messages as per paragraphs 2.1 and 2.2 of this report
 - b. key changes to the corporate risk register (Appendix A);
 - c. corporate risk heat map (Appendix B);
 - d. generic corporate risks (Appendix C);
 - e. background Information (Appendix D);
 - f. information in this report is sufficient.

4 External Audit Update

- 4.1 The Committee received the report by the Executive Director of Finance and Commercial Services which provided an update on the audit of the annual Statement of Accounts and Annual Governance Statement for 2021-22 following the committee meeting in November 2021.
- 4.2 Debbie Hanson, the External Auditor from Ernest Young LLP gave a verbal update and advised:
- Infrastructure assets can be disclosed on a net book asset value basis in the statutory accounts following the introduction of the statutory override. This removed the challenges concerning the disclosure of gross book value and accumulated depreciation of infrastructure assets.
 - Ernst & Young have experienced some resourcing issues and as a result have not achieved the desired level of progress they would have expected. This capacity issue was likely to have an effect on the 23/23 Audit as well.
 - It was proposed to return to the committee in July with the audited accounts for sign off, with the outstanding audit work to be completed in April, the audit manager review taking place in May and final adjustments to the accounts undertaken in June.
 - The triennial valuation of the local government pension fund, including the Norfolk Pension Fund is likely to produce a significant variation in the valuation of the pension liability disclosed in the Annual Accounts. This would require additional post balance sheet disclosures in the 21-22 annual accounts and additional audit work to be carried out to test the membership data in April.
- 4.3 The Committee considered the report and **RESOLVED** to **agree**:
- The plans to conclude the 21-22 annual statement of accounts audit and their approval.

5. Internal Audit Strategy Approach and Audit Plan 2023-24

- 5.1 The Committee received the annexed report (8) by the Executive Director of Finance and Commercial Services which set out how the resources available are matched to the audits and risk management requirements ensuring the effectiveness of systems of risk management and internal control are conducted. The plan covered the first six months of the period 23/24 and will be updated again later in the year to provide the final six months to allow for any adjustments required.

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

- The effectiveness of the system of internal audit including internal audit's strategy, plan and performance and that those arrangements are compliant with all applicable statutes and regulations, including the Public Sector Internal Audit Standards and the Local Authority Guidance Note of 2013 and any other relevant statements of best practice.
- The Internal Audit Strategy, the approach to developing the Audit Plan for 2023-24 and the Audit Plan for the first six months of 2023-24, supported by the 'Days Available to Deliver NAS Services 2023-24 (Appendix C) and the 'Detailed Audit Plan for the first six months of the Audit Year 2023-24 (Appendix D), and that this work will deliver sufficient scope for the above assurances.
- That the arrangements are compliant with all applicable statutes and regulations, including safeguards in place to limit impairments to independence and objectivity for the roles of the Chief Internal Auditor (described at paragraph 2.31 and 2.37 of this report), and any other relevant statements of best practice.

6 Committee Work Programme

6.1 The Committee received the report by the Executive Director of Finance & Commercial services.

6.2 The Committee considered and **noted** the report and **agreed** to the programme. In July 2023 the committee would also receive the following reports:

- External Auditors Audit Results
- Letters of Representation
- Statement of Accounts
- Annual Governance Statement

It was agreed to move the Census 2021 report to October 2023

A new date for the training session of the annual accounts would be agreed and circulated in due course.

Ian Mackie
Chairman, Audit & Governance Committee

Report of the Planning (Regulatory) Committee Meeting held on 27 January 2023

A: Meeting held on 27 January 2023

1. **FUL/2021/0060 Existing crossroad junction of the B1146 Hempton Green Road/Dereham Road/C550 Hempton Green Road/Dereham Road (Hempton Crossroads).**
- 1.1 The Committee received the report setting out a proposal for planning permission being sought to construct a four-arm roundabout on land adjoining, and to the north of, the existing crossroad junction of the B1146 Hempton Green Road/Dereham Road/C550 Hempton Green Road/Dereham Road (Hempton Crossroads).
- 1.2.1 With 8 votes for and 1 vote against, the Committee **AGREED** that the Executive Director of Community and Environmental Services be authorised to:
 - A)
 1. Grant planning permission subject to the conditions outlined in section 11 and the satisfactory completion of the S106 Agreement relating to off site biodiversity net gain;
 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.
 - And B)
 4. Refuse planning permission if the S106 is not completed within 6 months of the date of the resolution to approve the application due to a failure to secure offsite biodiversity net gain.
- 1.2.2 The Committee unanimously **AGREED** for the Chairman and Vice-Chairman to consult with officers about the size of trees for replanting in the application, with a view for larger sized trees of at least 2-4 metres to be planted, with changes to be put in place as appropriate.

Brian Long
Chair, Planning (Regulatory) Committee

Report of the Employment Committee Meeting held on 17 February 2023

1. Corporate Structure Review

- 1.1 The Employment Committee received the report setting out proposals for deletion of the roles of Executive Director of Finance and Commercial Services and Director of Governance and restructuring the relevant areas.
- 1.2 Following discussion about recommendation 1 of the report, it was confirmed that the recommendation related to the changes to the Chief Officer structure out in figures 1 and 2 of the report. The Chairman proposed an amendment to recommendation 1 as follows: ~~"agree the overall revised structure"~~ **agree the revised chief officer structure as shown at figure 2** following the deletion of the posts of Executive Director, Finance & Commercial Services and Director of Governance".
- 1.3 The Committee then **RESOLVED** to
 1. Agree the revised chief officer structure as shown at figure 2 of the report, following the deletion of the posts of Executive Director, Finance & Commercial Services and Director of Governance
 2. Agree to the establishment of an Appointments Panel for a replacement Section 151 Officer with the recommendation to be put forward to full council for approval.

2. Christmas Eve – Concessionary Half Day

- 2.1 The Employment Committee received the report setting out proposals to formalise leave arrangements in relation to Christmas.
- 2.2 The Committee **RESOLVED** to agree to formalise the current practice of employees receiving time off on Christmas Eve (half a day) by incorporating it into policy, as detailed in option 3 in the report.

Cllr Andrew Proctor
Chairman

Report of the Norfolk Health and Wellbeing Board Meeting held on 8 March 2023

1. Chair's opening remarks

- 1.1 The Chair welcomed all present and advised that the meeting would be the last attended by Dr Louise Smith, Director of Public Health (DPH) as she was to start a new role with the UK Health Security Agency (UKSA). The Chair thanked Dr Smith on behalf of the committee, for her excellent direction and guidance as the DPH for Norfolk was both a founder member of the HWB and the ICP. Dr Smith was a reassuring presence during the pandemic and was a key part of the County's efforts to help tackle the spread of Coronavirus and providing calm and effective support for communities.

2. Better Care Fund – Adult Social Care Discharge Fund

- 2.1 The HWB received the report which advised that an additional £9.67m had been received in November 2022 for Adult Social Care Discharge Fund (ASC Discharge Fund) which had been split between NHS Norfolk and Waveney Integrated Care Board and Norfolk County Council. The Board were asked to ratify the jointly designed and agreed spending plans.
- 2.2 James Bullion, Executive Director of Adult Social Services, introduced the report and advised that the fund and additional funding received had been of prime importance in our system over the winter period and Norfolk had improved its relative position from 17% of beds occupied by a person who is deemed not to have a criteria to reside down to 13% and is one of the fastest improving areas in England, being below the average. Tributes were paid to Social Care, Community Health Staff and the Reablement Service for this position. However, it was recognised the limitations of a grant that is about discharge and not about admission avoidance.

The Health and Wellbeing Board **resolved to:**

- 2.3
- Receive and ratify the Adult Social Care Discharge Fund spend plans.

3. Norfolk & Waveney Integrated Care Board Annual Report

- 3.1 The HWB received the report. As part of the submission for the Annual report the HWB must be consulted on the narrative given by Integrated Care Board (ICB) on how it has met the priorities of their local Health & Wellbeing Boards.

The report was presented by Tracey Bleakley, Chief Executive, Norfolk and Waveney ICB, who advised that feedback from members could be received up until June 2023 when the report is due for submission. There was a large amount of governance and structural work that had been undertaken in the past 12 months which was reflected within the report, however it should also be noted that increased partnership working across the whole health care sector in Norfolk and Waveney and other stakeholders had been established and was having a greater impact.

- 3.2 The Health and Wellbeing Board **resolved to:**
- Provide comment on the draft narrative and proposed any amendments they would like to be made.

4. Director of Public Health, Annual Report 2022 – How does health vary in Norfolk?

- 4.1 The HWB received the report which highlighted the importance of place in addressing health needs and demonstrated how the new Office for National Statistics (ONS) Health Index can be used to understand the health needs of local areas.
- 4.2 The report was presented by Dr Louise Smith DPH, who highlighted the inequalities and vulnerable groups where the Health Care Sector needed to prioritise their actions. The data reflected the 42 electoral wards within Norfolk that are the most deprived (which encompasses 140,000 residents). The data also reflected that Norfolk is significantly below average on mental health outcomes. In addition, other key areas that required improvement were those with disabilities, deaths from cancer and cardio vascular diseases. Access to services was also a challenge, partly because of the wide geographical nature of Norfolk but also because of the current location of services which effected uptake, especially by those in the most deprived 42 electoral wards.
- 4.3 The Health and Wellbeing Board **resolved to:**
- Approve the publication of the Director of Public Health's Annual Report on the Joint Strategic Needs Assessment (JSNA) website.

5. Five Year Joint Forward Plan

- 5.1 The HWB received the report which introduced the concept of the Joint Forward Plan (JFP) and highlighted the linkages to the transitional Integrated Care Strategy for Norfolk and Waveney/Joint Health and Wellbeing Strategy for Norfolk. There was a requirement to include opinion from HWB within the published JFP document. It was advised that the item will return to the HWB in June 2023 but conversations will be ongoing with partners across the system as the content of JFP is developed.
5. Tracey Bleakley, Chief Executive Norfolk and Waveney ICB presented the report and advised that it will return to the HWB for ratification in June. A public consultation was also in progress that had seen over 700 responses. The plan had to take into account 17 legal requirements and also include the 8 priorities of ICB. The plan will be able to be revised twice over the next 5 years once finalised. The ICB will have to reduce its budget by 20% in 23/24 and by a further 10% the following year and no further uplift for pay rises. The ICB were looking to spend money to invest to save money in future years, although this would require discipline to achieve.
- 5.3 The Health and Wellbeing Board **resolved to:**
- Support the development of the JFP as described in this report, with the more detailed work on the content led through partnership working across the System and reporting to the ICB Board.
 - Receive the near final JFP at the next HWB meeting on 14 June 2023 and provide an opinion for inclusion in the published JFP.

The Health and Wellbeing Board meeting closed at 11.05am

BILL BORRETT

Chair of the Health and Wellbeing Board

Report of the Corporate Select Committee meeting held on 16 January 2023

1. Smarter Working Update

- 1.1 The report by the Executive Director for Finance and Commercial Services was received and was introduced by Cllr Tom Fitzpatrick, Cabinet Member for Innovation, Transformation and Performance and presented by Sam Pittam Smith, Director of Strategy and Transformation. The report, followed on from the previous update to the committee in July 2022 and focused on the increasing understanding of Hybrid working, work on providing Smarter Places for staff to deliver their services as well as data and research being gathered to inform decision making.

- 1.2 The Select committee reviewed and:
- Noted the work completed and plans to date. An update would be provided in May 2023.

2. Work Force Strategy

- 2.1 The report by the Executive Director for Strategy and Transformation and Director of People was received and was introduced and presented by Rob Stafford, Head of Organisational Effectiveness and Workforce Development. The workforce strategy supported the 'Better together for Norfolk Strategy' and the report was delivered at a point where all relevant engagements and sign offs had been completed, with preceding relevant feedback from the Select Committee having been incorporated where it was appropriate.
- 2.2 The report considered that the final Workforce Strategy presented, effectively supported the 'Better Together, for Norfolk' strategy and accurately reflected NCC's ambitions and direction of travel as an organisation, as well as providing context and direction for directorate-level workforce strategies
- 2.3 The Select Committee **resolved** to:
- Note the resubmission of the Workforce Strategy to the Committee for information and that it represented a relatively light touch following previous comprehensive reviews.
 - Provide continued support to the 'Better Together for Norfolk' approach to its Workforce Strategy with make suggestions and ideas.
 -

3. Emerging Equality Diversity & Inclusion (EDI) Objectives for 2023-2026

- 3.1 The committee received the report from the Executive Director for Community and Environmental Services and was presented by Jo Richardson, Head of Equality Diversity and Inclusion (EDI).
- 3.2 The report summarised the previous three years as well as setting out the arrangements to prepare the new Plan, the challenges to address and the evidence gathered that included consultation with 250+ residents from diverse backgrounds.
- 3.3 The select committee **resolved to:**
1. Note the progress made in delivering the Equality, Diversity and Inclusion Objectives 2020 to 2023, set out in Section 2.
 2. Acknowledge the challenges set out in Section 3; the actions that have taken place so far to prepare new objectives, and the emerging objectives set out in Section 5.
 3. Agree that the final EDI objectives to be determined by the Cabinet in March 2023 are:
 - a) Promote race equality and eliminate racism across our workforce, services and communities.
 - b) Provide services, information and environments that can be accessed, understood and used independently and with dignity to the greatest extent possible by all disabled people.
 - c) Promote inclusion for our LGBTQ+ service users and colleagues.
 - d) Deliver our EDI transformation actions in response to external inspections, peer and safe- guarding reviews (this includes our EDI plan for Norfolk Fire & Rescue Service; our EDI actions in response to Adults Peer Review 2022; and our EDI actions in response to Recommendation M (tackling racism) Safeguarding Adults Review – (Joanna, Jon and Ben.)
 - e) To recommend to the Cabinet the future timing of reports on EDI to Select Committee should be annual with a shorter 6 monthly report update in between annual submissions.

4. **Forward Work Programme 2023**

- 4.1 A report by the Executive Director for Strategy and Transformation was received. The committee **resolved** to agree the forward work programme.

Chair, Corporate Select Committee

Report of the Infrastructure and Development Select Committee Meeting held on 18 January 2023 and 15 March 2023

A Report from the meeting held on 18 January 2023

1. Development of the NCC Herbicide Policy

1.1 The Committee received the report which, following previous discussion at the Committee and Cabinet, included the Glyphosate Policy for recommendation to Cabinet for approval. An officer-led working group from various departments of the Council had developed the policy and a consultant had been appointed with specialist knowledge of the subject area to assist with development of the policy.

1.2 The Committee

1. **RECOMMENDED** the NCC Glyphosate Policy to the Cabinet (Appendix A)
2. **NOTED** the Operational Plan (appended for information only – Appendix D)

2. Greenways to Greenspaces – Green Travel and Green Networks along our Highways Corridors

2.1 The Select Committee received the report which provided detail on progress made on the above and proposals to develop this work to 2024. Work had started on assessing the quality of our existing Roadside Nature Reserves (RNR's) and prioritising areas for pilot projects for roadside nature recovery. We have researched specific locations for pilots and are ready to develop these for planting this winter. In addition to cutting-led pilots on the wider roadside verge network these results will feed into the emerging Roadside Verge Management Policy.

2.2 RESOLVED

That the Select Committee **REVIEWED** and **COMMENTED** on the following proposals prior to consideration by Cabinet:

1. A programme to strategically identify new RNR's
2. Implement Roadside Nature Recovery Demonstrator Pilots
3. Increase evidence for the emerging Highways Verge Management Policy
4. Active Travel Programme for 2023/2024
5. Green Infrastructure (Delivery) Programme 2021-2024

3. Adult Learning Annual Plan

3.1 The Committee received the report which set out the Annual Plan. The Annual Plan set out the service's vision 'Changing lives through inspirational learning with exceptional support' and linked service delivery to Norfolk's strategic objectives, as detailed in the Better Together, for Norfolk Strategy 2021-25. Adult Learning's proposed key priorities were the same as Norfolk's key priorities.

This paper also set out how the service's proposed strategic and operational activities contributed to Norfolk's priorities.

3.2 **RESOLVED**

That the Select Committee

1. **NOTED** Adult Learning's exceptional performance and contribution to Norfolk priorities.
2. Considered and commented on the Adult Learning Annual Plan for 2023-24 and beyond, in advance of a cabinet decision on 6th March 2023.

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.

B Report from the meeting held on 15 March 2023

1. **School Streets – interim report on School Streets trial and proposal for next phase of work**

- 1.1 The Committee received the report which provided the Committee with an update regarding the School Streets trial which had been up and running since May 2022. The report detailed the next phase of the trial which would explore different approaches to enforcement of road closures and other complementary school travel related measures.

1.2 **RESOLVED**

That the Select Committee

1. **NOTED** the interim outcomes of the School Streets trial and the proposal to explore different approaches to enforcement of road closures during the next phase of the trial.
2. **COMMENTED** on the proposals for work to be undertaken during 2023 to identify a package of interventions aimed at encouraging more sustainable and more active travel to school.

2. **Winter Service Policy Review**

- 2.1 The Committee received the report which provided an updated version of the policy having been some significant changes, development and events in the delivery of the winter service.

2.2 **RESOLVED**

That The Committee **REVIEWED** and **COMMENTED** on the updated Winter Service

Policy.

3. Providing Highways and Transport Development Management Advice to Local Planning Authority's in Norfolk

- 3.1 The Committee received the report which set out how planning consultations with Local Highways Authorities were dealt with, following a request at the Infrastructure and Development Select Committee on 15 November 2022.

3.2 RESOLVED

That the Committee

1. **ACKNOWLEDGED** the high service levels consistently handled by the teams who provide technical advice to the LPA, which are predominantly responded to with 21 days of receipt.
2. **ACKNOWLEDGED** that an enhanced training programme for elected members on the role of the LHA in the planning process would be beneficial

4. Norfolk County Council Climate Strategy

- 4.1 The Committee received the report which set out the formal strategy articulating in a single place the council's wide range of actions on tackling climate change. The strategy brings together NCC's strategic approach to address its own estate emissions and support Norfolk's transition to a low carbon and climate resilient future. It also highlights interlinking issues that need to be addressed in a holistic manner, particularly conserving and enhancing Norfolk's unique landscapes and wildlife.

4.2 RESOLVED

That the Committee

- A. REVIEWS** and **COMMENTS** on the attached climate strategy (appendix A), which is to go to Cabinet;
- B. ENDORSES** the inclusion of our vehicle fleet carbon into our estate definition (and hence within our 2030 net zero estate target), and
- C. REQUESTS** Cabinet to consider producing a policy for council to include in the policy framework later this year.

5. Forward Work Programme

- 5.1 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.
- 5.2 Having reviewed the report, the Select Committee **AGREED** the Forward Work Programme set out in Appendix A.

Cllr James Bensly, Chair

Infrastructure and Development Select Committee

Report of the People and Communities Select Committee meeting held on 6 February 2023

1. Verbal update by the Executive Director of Adult Social Services

- 1.1 The Executive Director of Adult Social Services gave a verbal update to the Select Committee covering the topics of recruitment, ability to fill care hours and the interim care list.
- 1.2 The Select Committee **noted** the update.

2. Next Steps: Carers in Norfolk

- 2.1 The Select Committee received the report providing information on the All Age Carers Strategy and an update on the Norfolk County Council Carers' Charter.
- 2.2 The Select Committee **AGREED** to:
- a) Receive the report on the Carers Strategy and offer guidance and comment on the Council's future involvement
 - b) Retain oversight of the Carers Charter, in the form of an annual report to the Committee

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

- 3.1 The Select Committee received the final in a set of reports providing a range of performance data regarding services and provision for Special Educational Needs & Disability over a 2-year period (which began in November 2020) following recommendations by the Local Government & Social Care Ombudsman in 2020 following their published investigation report.
- 3.2 The Select Committee **AGREED**:
- 1. To note the content of the SEND performance framework and agree that this final report concludes our reporting requirement as set out by the Local Government & Social Care Ombudsman report in 2020.
 - 2. To determine, via the Forward Plan, any future SEND reporting for Committee and to do so within the context of the likely outcome of government SEND Green Paper next steps in late spring 2022/23.

4. Forward Work Programme

- 4.1 The Committee considered the forward plan for the People and Communities Select Committee.
- 4.2 The Select Committee:
- 1. **AGREED** the forward plan with the addition of:
 - A briefing note on the Carers Social Impact Bond

- A report on the processes in place around new foster carers and re-registration of returning foster carers

2. NOTED

- That The Assistant Director, SEND Strategic Improvement and Early Effectiveness, would liaise with Niki Ryder to ensure the points about appeals raised at Scrutiny Committee for action by the Select Committee would be taken forward.
- That the SEND Policy and Inspection Framework due to be brought in May 2023 would include information on the Safety Valve Programme and Local First Inclusion
- The three briefing notes circulated to the Committee since the last meeting, appended to the minutes of the meeting.

**Cllr Fran Whymark, Chair
People and Communities Select Committee**

Report of the Norfolk Joint Museums Committee meeting held on 3 February 2023.

1 Teaching Museum trainees

The Chair welcomed to the meeting the current Teaching Museum trainees who were in their final 2 months of the programme. There was an opportunity for Members to talk with the trainees about their working in museums and their plans for the future at the end of the meeting.

2 Area Museums Committees

2.1 The Joint Committee received updates about Museums activities in King's Lynn and West Norfolk and Norwich.

2.2 From the King's Lynn and West Norfolk update, the Committee noted the extensive exhibitions and events programme for the Lynn Museum and welcomed the return of coffee mornings.

2.3 From the Norwich update, the Committee noted that the Area Committee had received updates on the work of the Norwich Castle: Royal Palace Reborn Project, the exhibitions programme, the Kick the Dust: Norfolk Project and latest visitor numbers.

3 Norfolk Museums Service – Finance Monitoring Report for 2022/23

3.1 The Joint Committee received a report that covered the Norfolk Museums Service (NMS) forecast budget out-turn for 2022/23 and detailed the latest monitoring position of the revenue budget, capital programme, reserves and provisions.

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

- The Service was currently projecting an over-spend of £0.850m as it continued to face significant uncertainty in relation to the main income streams following a slower than hoped for return to normal, pre-pandemic visitor numbers and patterns, as well as cost of living pressures.
- NMS budgetary pressures continued to be managed by the County Council at CES departmental level.

3.3 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.

4 Norfolk Museums Service - Risk Management Report

4.1 The Joint Committee received a report that provided Members with the latest Norfolk

Museums Service Risk Register. The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in October 2022.

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

- There were no material changes to the risk register in terms of scores or mitigations since this matter was last reported to the Committee. However, the Committee noted the score changes (reductions) to the two Arts Council England risks RM14364 - Failure to deliver Arts Council England business plan 2018-22, and RM14499 - Future Arts Council England Funding.

4.3 **The Joint Committee resolved to note:**

1. **The active and dormant risks as per appendices A and B of the report.**
2. **The score changes (reductions) to the two Arts Council England risks RM14364 - Failure to deliver Arts Council England business plan 2018-22, and RM14499 - Future Arts Council England Funding.**
3. **Thanks to Jo Warr, Head of Development, for the hard work that she had put into the successful outcome of the application for future funding by Arts Council England (ACE).**

5 Norfolk Museums Service – Performance & Strategic Update Report

5.1 The Joint Committee received a report that provided progress with performance of Norfolk Museums Service over the current financial year 2022//23. The report noted the Service's award-winning learning programmes and the Service's work with key identified groups including Looked After Children, carers and foster families, and vulnerable older residents across the County. The report also provided an update on all major projects, including the *Norwich Castle: Gateway to Medieval England* project and the National Lottery Heritage Fund supported youth development programme, *Kick the Dust Norfolk*.

5.2 The following points were discussed and noted:

- Overall visitor numbers for the first five months of this financial year were above target but below pre-Covid levels. School visits to museum sites had increased significantly and were comparable with pre-Covid levels.
- The Committee was pleased to note that Norwich Castle and Gressenhall were both awarded prestigious Sandford Awards for Excellence in Education at a virtual ceremony held on 7 December 2022. Members said that the citations by the judges reassured them of the quality of the learning programmes that were taking place across the whole of the Service.
- Applications for this year's round of Teaching Museum trainee recruitment had closed and steps were being taken for another 4 trainees to start at the beginning of April. There were 350 applicants for these posts, consistent with the number of applicants for previous years.
- The Committee received an update on the recent headlines of the Kick the Dust: Norfolk project, funded through the National Lottery Heritage Fund (NLHF) and delivered in partnership with a range of organisations including YMCA Norfolk. It was pointed out that young people continued to be heavily involved in shaping the direction of the project which was due to come to an end in summer 2023.

- The Kick the Dust project had proved so successful that maintaining the partnerships and delivery model beyond the end of the NLHF funding was a priority for NMS.
- The NMS had received an uplift in Arts Council funding to enable youth engagement work to continue. This work would be focused on Arts Council priorities in three of the four Levelling Up for Culture Places in the county (Great Yarmouth, King's Lynn and Thetford).
- The application for funding from the Heritage Fund to build in cross-county partnership working with another Kick the Dust project in Leicester was awaited.
- The Committee received an oral update on the Norwich Castle: Royal Palace Reborn Project. The update advised the Committee of decisions made by the Project Board regarding activity tours, the construction works and interpretation elements of the project which would enable the Keep reopening to visitors at Easter 2024.

5.3 **RESOLVED**

That the Joint Committee note:

- 1. An update on the 2022/23 position to date.**
- 2. Progress regarding development of the Norwich Castle: Gateway to Medieval England project.**
- 3. The Museums Service's successes in securing continuing prestigious Sandford Awards for Excellence in Education for Gressenhall Farm and Workhouse and Norwich Castle Museum and Art Gallery.**
- 4. 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 Arts Council England National Portfolio Organisation funding for 2023-26.**

6 National Portfolio Organisation funding from Arts Council England

- 6.1 The Joint Committee received a report that provided an update on Norfolk Museum's Service application to Arts Council England for funding for 2023-26. The Service was successful in its application to remain a National Portfolio Organisation (NPO) and had been awarded £1,375,308 per year (£4,125,924 in total.) for 2023-26. The Arts Council investment was awarded to organisations that demonstrated they could make a strong contribution towards the Arts Council's ten-year strategy for 2020-30 *Let's Create*.

6.2 **RESOLVED**

That the Joint Committee:

- 1. Note the planned activity to be funded.**
- 2. Note the additional new activity funded by an uplift in grant.**
- 3. Recommend to Cabinet that the grant offer is accepted.**

7 Museum Development funding from Arts Council England

- 7.1 The Joint Committee received a report from the Regional Museum Development Manager about SHARE Museums East (SHARE) which was the Museum Development Programme for the East of England, one of nine English regional Museum Development Programmes. This was managed by Norfolk Museums Service since 2009 and funded by ACE since 2012. A full report would be brought to the next meeting.
- 7.2 Joint Committee noted that SHARE was considering the potential for a joint application with SEMD (managed by Brighton & Hove Museums) for ACE Museum Development funding in 2024-26 once details and requirements had been released by ACE.

7.3 RESOLVED

That the Joint Committee:

- 1. Note the planned activity to be funded.**
- 2. Recommend to Cabinet that the grant offer is accepted.**

8 To receive an update Presentation Regarding the Kick the Dust Project

- 8.1 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 could be found on the 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.

8.2 The Joint Committee resolved:

- 1. To thank Christine Marsden, Project Coordinator for the Kick the Dust Project, for providing Members with an interesting presentation.**
- 2. Look forward to receiving further update reports about NMS working with young people at future meetings.**

**John Ward
Chair**

Report of the Norfolk Records Committee Meeting held on 3 February 2023

1 Finance and Risk

- 1.1 The Committee received a report that covered the Norfolk Record Office revenue budget for 2022/23, capital programme and reserves and provisions and an update on the service risk register.
- 1.2 The following points were discussed and noted:
- The Record Office was currently forecast to achieve a balanced budget position.
 - The Record Office had been asked to provide savings of £27,000 in the coming financial year which could be achieved from staff savings (through management of staff vacancies during the current financial year) and a reduction in searchroom opening hours.
 - The Risk Register contained six key risks which were subject to only minor change since the previous report to the Committee in October 2022.
 - One of the six long term strategic aims of the NRO was to support Norfolk's archive ecology. There were known to be more than 100 community archives in the county. A tool kit to assist local community organisations with all aspects of managing, collecting and preserving their archives could be found on the NRO website.
- 1.3 The Committee **CONSIDERED** and **COMMENTED** on:
1. Forecast position of the revenue budget, reserves and provisions.
 2. Management of risk for 2022/23.

2 Public Access to the Norfolk Record Office

- 2.1 The Committee received a report that contained information on on-site and remote use of the Norfolk Record Office along with the results of the public consultation on reducing NRO opening hours, a report on which was presented to the previous meeting of the Committee.
- 2.2 The following points were discussed and noted:
- The County Archivist explained how Norfolk County Council had conducted an annual budget consultation for financial year 2023-24 which contained the proposal to reduce opening hours at the Norfolk Record Office. The full results of this consultation were included as an appendix to the report.
 - Members spoke about the high level of respect that Record Office users had for NRO staff and the reputational damage that could be caused by a reduction in NRO opening hours.
 - Members also expressed concerns about how the continuing constraints on local government finances threatened attempts to make the Norfolk Record

Office's unique and important collections and services accessible to the public.

2.3 The Committee **CONSIDERED** and **COMMENTED** on the contents of the report and then, on being put the vote, **RESOLVED unanimously**:

1. That the normal ethos of the County Council was to protect front line services. The NRO had very little scope for budget savings other than through staff reductions and restricted opening hours.
2. The Committee request a “reset” to the baseline budget for this statutory service, in order to maintain an effective service.
3. To reluctantly agree to the reduction in opening hours.

3 Norfolk Record Office Collection Care Policy

3.1 The Committee received a report that considered the contents of the Collection Care Policy and sought approve for its adoption by the Norfolk Record Office.

3.2 The Committee **CONSIDERED** and **COMMENTED** on the contents of the Collection Care Policy and **APPROVED** its adoption by the Norfolk Record Office.

**Michael Chenery of Horsbrugh, Chair,
Norfolk Records Committee.**

Notice of Motions

Notice of the following motions has been given in accordance with the Council Procedure Rules:

1. Labour Group Motion
WASPI Women
Proposer – Cllr Mike Smith-Clare
Seconder - Cllr Colleen Walker

Council regrets the lack of progress in resolving the pension injustice for WASPI women, an important issue which requires resolution to compensate those women affected by what Peter Aldous, MP for Waveney, has described as “systemic shortcomings dating from 2005, maladministration, and a failure to comply with the civil service code.”

Over 52,000 women in Norfolk alone (over 1 in 10 women in our county) born in the 1950s have been affected because of the unfair way the changes to the State Pension Age were implemented, with inadequate or no notice.

Council notes that in this month’s Spring budget the Chancellor found billions of pounds of public money to reduce the tax this country’s wealthiest 1% of earners will pay on their pension pots, but made no effort to compensate the United Kingdom’s 3.7 million women who have been cheated out of their basic State Retirement Pension entitlement.

Council reaffirms our support for their campaign and requests the Chair of Council to write to the Norfolk WASPI campaign, copied in to the Prime Minister and all Norfolk MPs, confirming our continued wish to see a just solution.

Council notes the Crowdfunding appeal towards legal costs that will have closed before council meets <https://www.crowdjustice.com/case/fair-compensation-for-waspi-women/>

2. Liberal Democrat Group Motion
Rights of Rivers
Proposer – Cllr Rob Colwell.
Seconder – Cllr David Sayers

This Council acknowledges the increasing pressures on our freshwater environments and waterways from pollution, climate change, land management practices, development and amenity use. Norfolk’s rivers are unique and have rare ecosystems, but are slowly dying from pollution, habitat destruction and drought. Decades of neglect has resulted in every one of our rivers being affected.

This Council recognises that current legislation is failing to protect our rivers in preventing the destruction of nature and instead only regulate the rate of destruction. These precious ecosystems can be revived and re-built, but first they need proper protection.

This council notes the far-reaching consequences of not tackling pollution of freshwater environments and waterways. The Wildlife Trust indicates that pollution levels in waterways place 10% of freshwater and wetland species at risk of extinction, these species can reduce the impact of flooding, an issue that is all too familiar in Norfolk. Additionally, a recent report by the LGA indicated that the building of up to 20,000 new affordable homes has been delayed due to river pollution and low water levels.

This Council acknowledges the emerging global movement of governments recognising the Rights of Nature, particularly the Right of Rivers. Rights of nature require a respectful, holistic, and empathic approach to rethinking our relationship with nature, moving from one of dominance to one of interdependency. It can also act as a catalyst to shift our thinking from an extractive economy towards a regenerative green economy.

This Council notes that nature has rights, and as such, we must intervene using a Rights of Nature lens to give rivers a voice as a single entity, from source to sea.

This Council recognises the Universal Declaration of River Rights, which establishes the fundamental rights that all rivers shall possess, including the right to flow, perform essential functions within the river's ecosystem, be free from pollution, feed and be fed by sustainable aquifers, have native biodiversity, and regeneration and restoration.

This Council resolves to explore with local communities and relevant stakeholders, such as the Norfolk Rivers Trust whom have given their support to this motion, the implementation of the Rights of Rivers framework to ensure that our rivers have the fundamental rights necessary to protect their health, integrity, and natural functioning.

This Council commits to work towards the implementation of the Rights of Rivers framework, ensuring that we are doing our part to protect and restore our rivers, and safeguard the ecological and cultural values that rivers provide to our communities.

This Council urges the government and other local authorities to join in recognising the Rights of Rivers, to work together to protect and restore our freshwater environments and waterways for the benefit of present and future generations.

3 Green Group Motion

Accessible Streets

Proposer: Cllr Neale
Seconder: Cllr Osborn

This council notes :

1. Pavement parking, parking over dropped kerbs, pavement cycling/E-Scooter riding and overgrown bushes and hedges all affect accessibility, including for people with mobility issues and visual impairments.
2. Visually impaired residents and visitors in particular are finding it increasingly difficult to navigate our streets, with guide dogs struggling to safely guide their owners around obstacles; high obstacles such as rope barriers causing canes to miss them, causing them to walk into them, or safe routes completely blocked, requiring visually impaired residents having to use the road.
3. The lack of tactile definition of roadway and pavement means that visually impaired people and guide dogs cannot tell if they are on the road or pavement in some areas, such as along Earlham Road in Norwich.
4. That there are not enough dropped kerbs within certain areas of our city and towns, and many stretches of pavement have no accessible routes or unsuitable dropped kerbs, leaving those with accessibility issues having to use the road.

This council resolves to:

1. Ensure that all highways works take into account accessibility, and that improving accessibility of our pavements is treated as high priority, including increasing the number of dropped kerbs, particularly on streets where there are no accessible routes currently in place, and that dropped kerbs and crossing points should have tactile surfaces to indicate their location.
2. Review the responses to requests for pruning and trimming work to bushes, trees and hedges that are causing pavement obstruction, to ensure that these are dealt with promptly
3. Ensure that EV charging points are built out into the carriageway and do not take footway space
4. Ensure that areas where motor vehicles are prohibited are appropriately enforced, for example using ANPR cameras
5. Write to the PCC for Norfolk and the Chief Constable for Norfolk urging the police to make full use of their powers in enforcing issues such as:
 - a. pavement obstruction and parking on dropped kerbs, for example using Section 22 of the Road Traffic Act 1988 and The Road Vehicles (Construction and Use) Regulations 1986
 - b. rules and regulations around the use of prohibited vehicles using the pavement.

4. Non-Aligned Member Motion

County Deal

Proposer: Cllr Alexandra Kemp

Seconder: Cllr (to be confirmed)

The Conservatives often say the Members run this Council. But Members will not run the Council any more, if the Administration does not discontinue the County Deal. Because Government would transfer all of this Council's executive powers to one person, who would not be a Councillor. The Government would deal directly with him instead of with the Council. He would not even have to call Cabinet. How undemocratic this would be. It would be a Government Power Grab. The Members would lose control of their own Council. He could even vote at Council, but no-one knows on what. The lack of clarity is alarming.

The Levelling Up Bill says this person would be an Elected Mayor - but can go by a different title of Elected Leader, Commissioner or Governor. Under a future devolution deal, it is possible the Elected Mayor/Leader/Commissioner/Governor could raise a precept, take over the Police Crime Commissioner Role and even take over the functions of District Councils.

This is far too much power for one person and would be very bad news for local democracy in the Norfolk Districts. The Government could access Norfolk County Council assets through the powers of the Elected Mayor - who could sell them off - while only offering Norfolk a desultory £20 million a year, which will not cover the County Council's budget deficit of £60 million. The County Deal does not even include funding for the rebuild of the QEH in West Norfolk.

The Government says the County Deal is the first step in a devolution journey and could later make regulations setting up a Combined County Authority Area and give it the functions of a District Council. This could wipe out local democracy in the Districts.

The Norfolk public rejected the Elected Mayor in 2016, because they did not approve of so much power in the hands of one person and did not want to pay for it. It is not the Norfolk way. We haven't had a "Governor" since the time of Boudicea. It is time to halt the recent decline of Norfolk Democracy, with the Conservatives effectively cutting the time for Motions by placing them at the end of Council meetings, with the ruling group refusing to sit after 3 hours so most Motions could not be heard; and the undemocratic placing of ruling group motions first and a new hierarchy of Motions. This must all now be reversed.

1. This Council will write to the Government to strongly object to Government seeking to impose a top-down elected bureaucrat in the place of the Leader of the Council, instead of funding the Council properly as it should.
2. This Council will also ask its officers to review the Council constitution, with a view to reverse the undemocratic changes made last year at full Council.

5. Labour Group Motion
Norwich Western Link
Proposer – Cllr Emma Corlett
Seconder – Cllr Terry Jermy

In light of the continued lack of a decision by Government, increasing costs, increasing delays and increasing doubts over the Norwich Western Link (NWL), Council believes it is now time to -

1. Prepare an alternative plan to relieve rat running through villages west of Norwich, including measures that can be introduced quickly such as weight restrictions, speed restrictions and other traffic management measures. Council believes residents in those areas should not have their reasonable pleas for help held hostage to a road scheme that looks increasingly unviable as well as undesirable.
2. Prepare a plan to accommodate the potential impact if NWL scheme costs having to be met from the council revenue budget.

Council therefore requests the Cabinet Members for Highways, Infrastructure and Transport, and Finance respectively bring such plans to Cabinet urgently and report back to Council on progress at our next meeting in May 2023.

6 Liberal Democrat Motion
School Meals
Proposed by Cllr David Sayers
Seconded by Cllr Steffan Aquarone

This council notes that:

- The number of pupils entitled to free school meals in Norfolk is rising steadily, indeed the number of children eligible rose by 21pc to almost 23,000 between January 2020 and January 2021. Additionally, more families than ever are becoming reliant on food banks.
- The cost-of-living crisis will lead to a general deepening of health inequalities among children and 'being hungry' in the school day will have a detrimental impact on their education.
- Research by the Child Poverty Action Group has shown that the cohort most vulnerable to food poverty is families who are on very low incomes, but who do not

qualify for free school meals because their annual household earnings (excluding benefits) exceed £7,400.

- The Government previously rejected the recommendation of its own independently commissioned National Food Strategy, published in 2021 that it should increase the threshold for free school meals up to £20,000, this being the minimum income required for people to afford to feed a family.
- The Government's Food Strategy (June 2022) states it "will continue to keep free school meal eligibility under review, to ensure that these meals are supporting those who most need them."

The Council further notes that:

- The Council announced in October 2022 it had used £3.6m of its £14.3m Household Support Grant to continue providing food vouchers to eligible children to October, with the balance on other measures to help the most vulnerable families.
- The Council is due to receive £13.4m to provide support to households, who would otherwise struggle to buy food or pay essential utility bills or meet other essential living costs or housing costs for the period 1st April 2023 to 31st March 2024

This Council believes that:

- Free school meals should be a basic right for all children who need them and therefore supports the expansion of free school meals provision to every child whose family is in receipt of Universal Credit or equivalent, or with a low-income.
- Provision be made for food vouchers to cover school holidays for all families in receipt of Universal Credit or with low-income.

This Council resolves to call upon the Cabinet to:

- I. Look at every possible way in which the Council can do more to assist children in need and to extend the provision of free school meals.
- II. Write to the Chancellor the Exchequer, Rt Hon Jeremy Hunt MP, Norfolk's MPs and the Secretary of State for Education Rt Hon Gillian Keegan MP, seeking their support for this aim.

7 Green Group Motion

Local Government Pay: A Fully funded, proper pay rise for Council and School Workers

Proposer: Cllr Ben Price

Seconded: Cllr Osborn

This council notes:

Local government has endured central government funding cuts of more than 50% since 2010. Between 2010 and 2020, councils have lost 60p out of every £1 they have received from central government. Councils across England are now facing a collective funding gap of £2.4bn for the financial year 2023/24 and a cumulative funding gap of £4.08bn for 2024/25, according to UNISON research.

Councils led the way in efforts against the Covid-19 pandemic, providing a huge range of services and support for our communities. Local government has shown more than ever how indispensable it is. But Covid has led to a massive increase in expenditure and loss of income, and as we emerge from the pandemic, local authorities and schools need far more support from Westminster. Recent funding announcements from the Government relating to schools did nothing to help.

Council and school workers kept our communities safe through the pandemic, often putting themselves at considerable risk as they work to protect public health, provide

quality housing, ensure our children continue to be educated, and look after older and vulnerable people.

Since 2010, the local government workforce has endured years of pay restraint with the majority of pay points losing at least 25% of their value since 2009/10. Staff are now facing the worst cost of living crisis in a generation, with inflation hitting 10% and many having to make impossible choices between food, heating and other essentials. This is a terrible situation for anyone to find themselves in.

At the same time, workers have experienced ever-increasing workloads and persistent job insecurity. Across the UK, 900,000 jobs have been lost in local government since June 2010 – a reduction of more than 30 per cent. Local government has arguably been hit by more severe job losses than any other part of the public sector.

There has been a disproportionate impact on women, with women making up more than three-quarters of the local government workforce.

Unions representing local government works have submitted a pay claim for RPI+2%. RPI when this claim was submitted was above 10%, with that level of inflation having had a serious impact on many people's lives. The current offer made by employers amounts to just over 5% for Norfolk County Council employees, significantly below inflation.

Recent research shows that if the Government were to fully fund the unions' 2023 pay claim, around half of the money would be recouped thanks to increased tax revenue, reduced expenditure on benefits and tax credits, and increased consumer spending in the local economy.

This council believes:

1. Local government workers deserve a proper real-terms pay increase. The Government needs to take responsibility and fully fund this increase; it should not put the burden on local authorities whose funding has been cut to the bone and who were not offered adequate support through the Covid-19 pandemic.
2. That local government workers should be encouraged to join a union in order to support workers' welfare, rights, and the long-term engagement of workers.

This council resolves to:

1. Support the pay claim submitted by UNISON, GMB and Unite on behalf of council and school workers, for an increase of RPI + 2%
2. Call on the Local Government Association to make urgent representations to central government to fund the NJC pay claim
3. Write to the Chancellor and Secretary of State to call for a pay increase for local government workers to be funded with new money from central government
4. Meet with local NJC union representatives to convey support for the pay claim and consider practical ways in which the council can support the campaign

8 Labour Group Motion
Childcare Contribution to the Norfolk Economy
Proposer – Cllr Matt Reilly
Seconder – Cllr Julie Brociek-Coulton

Council recognises childcare is crucial to the Norfolk economy.

Accessible, affordable, reliable childcare enables parents to be part of the workforce and develop careers that contribute to generating income for their families, tax revenue and successful businesses.

Council welcomes plans unveiled by the Chancellor in his Spring Budget statement earlier this month to increase funding available to childcare providers and reducing the age from which children will be entitled to some free hours of childcare.

It is regrettable that these improvements have not been made sooner and that the voices of childcare providers, warning of the crisis within the sector, have not been listened to until now.

Council notes that the Chancellor's announced changes will not be fully implemented until September 2025, after a General Election has taken place.

Council is committed to making sure that Norfolk begins immediately to reduce the decline in childcare provision in our County and will oversee a plan to provide high quality childcare places and appropriate training is available to childcare professionals.

Council therefore requests Cabinet to build into assumptions for next year's budget planning an ongoing allocation of £10m per year from county deal funding to improve the economy of Norfolk through the provision of more and better childcare.

Appointments to Committees, Sub-Committees and Joint Committees

Report by the Director of Democratic and Regulatory Services

(i) To note any changes made under delegated powers since the last meeting.

Cllr Blundell has been appointed to fill the vacant Liberal Democrat position on the People and Communities Select Committee

Cllr Long has been appointed to replace Cllr Kiddle-Morris on the People and Communities Committee

(ii) To consider any proposals from Group Leaders for changes to committee places or consequential positions.

Norfolk Parking Partnership Joint Committee

The representative on this body is an Executive Member and the Chairman of the Joint Committee needs to be the member for the County Council.

Cllr Wilby was the Chairman of this Joint Committee and Cllr Plant has replaced him in this position.

Transport for Norwich Advisory Committee

The County Council appoints 4 Members to this body one of whom is the Cabinet member with responsibility for transport who also Chairs the Committee. As the Cabinet member with this responsibility Cllr Plant now fulfils this role.

Internal bodies

In his role as Cabinet member Cllr Wilby was also a member of the following bodies on which Cllr Plant now sits:

- West Norfolk Transport and Infrastructure Steering Group
- Norwich Western Link Working Group
- Norfolk Windmill Trust
- Long Stratton Bypass Committee.

Member Champion for Rural Economy

As Cllr Eagle has become Cabinet member for Growing the Economy, Cllr Chris Dawson has been appointed as Member Champion for the Rural Economy.