

# Norfolk County Council

Date: **Monday 28 March 2022**

Time: **10 am**

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

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

## **Advice for members of the public:**

This meeting will be held in public and in person.

It will be live streamed on YouTube and, in view of Covid-19 guidelines, we would encourage members of the public to watch remotely by clicking on the following link:

[https://www.youtube.com/channel/UCdyUrFjYNPfq5psa-LFIJA/videos?view=2&live\\_view=502](https://www.youtube.com/channel/UCdyUrFjYNPfq5psa-LFIJA/videos?view=2&live_view=502)

However, if you wish to attend in person it would be most helpful if, on this occasion, you could indicate in advance that it is your intention to do so. This can be done by emailing [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk) where we will ask you to provide your name, address and details of how we can contact you (in the event of a Covid-19 outbreak). Please note that public seating will be limited.

Councillors and Officers attending the meeting will be taking a lateral flow test in advance. They will also be required to wear face masks when they are moving around the room but may remove them once seated. We would like to request that anyone attending the meeting does the same to help make the event safe for all those attending. Information about symptom-free testing is available [here](#).

## **Prayers**

### **To Call the Roll**

## **AGENDA**

- 1 To confirm the minutes of the meeting of the Council held on 21 February 2022
- 2 **To receive any announcements from the Chair.**
- 3 **Members to declare any interests**

**Page 5**

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.

4. **To receive any items of business which the Chair decides should be considered as a matter of urgency.**
5. **To receive a petition from Friends of the Earth calling on the Council “to declare a climate emergency and adopt an ambitious climate action plan which rapidly reduces carbon emissions and creates a fairer, greener Norfolk’**

**Note: The petition organiser will formally present it to the Cabinet Member, Cllr Andy Grant, and then be given five minutes to present the petition to the meeting, which can then be discussed by Councillors for a maximum of 15 minutes. Council will then decide how to respond to the petition at this meeting.**

6. **Questions to the Leader of the Council**

Procedure Note attached

<b>7.</b>	<b>Recommendations from Cabinet</b>	
	<b>Recommendations from meetings held on 6 December 2021, 12 January 2021 31 January 2021 and 7 March 2022</b>	<b>Page 27</b>
<b>8.</b>	<b>Recommendations from Select Committees</b>	<b>To follow</b>
	Recommendation from Corporate Select Committee	
<b>9.</b>	<b>Cabinet Report (Questions to Cabinet Members)</b>	<b>Page 31</b>
	Meetings held on 6 December 2021, 12 January 2022, 31 January 2022 and 6 March 2022	
	Procedure Note attached	<b>Page 43</b>
<b>10.</b>	<b>Committee Reports</b>	
<b>10.1</b>	<b>Scrutiny Committee</b>	<b>Page 44</b>
	Meetings held on 24 November 2021, 15 December 2021, 27 January 2022 and 16 February 2022	
<b>10.2</b>	<b>Corporate Select Committee</b>	
	Meeting held on 15 November 2021 and 17 January	<b>Page 49</b>
	Meeting held on 14 March 2022	<b>To Follow</b>
<b>10.3</b>	<b>Infrastructure &amp; Development Select Committee</b>	
	Meeting held on 17 November 2021 and 19 January 2022	<b>Page 59</b>
	Meeting held on 16 March 2022	<b>To Follow</b>
<b>10.4</b>	<b>People and Communities Select Committee</b>	
	Meeting held on 19 November 2021 and 21 January 2022	<b>Page 64</b>
	Meeting held on 18 March 2022	<b>To Follow</b>
<b>10.5</b>	<b>Health Overview and Scrutiny Committee</b>	
	Meeting held on 4 November 2021 and 10 March 2022	<b>Page 67</b>
<b>10.6</b>	<b>Health and Wellbeing Board</b>	
	Meeting held on 29 September 2021 and 1 December 2021	<b>Page 75</b>
<b>10.7</b>	<b>Audit Committee</b>	
	Meeting held on 14 October 2021 and 3 February 2022	<b>Page 81</b>
<b>10.8</b>	<b>Norfolk Records Committee</b>	<b>Page 88</b>
	Meeting held on 29 October 2021 and 28 January 2022	

<b>10.9</b>	<b>Joint Museums Committee</b> Meeting held on 29 October 2021 and 28 January 2022	<b>Page 92</b>
<b>10.10</b>	<b>Planning (Regulatory) Committee</b> Meeting held on 24 September 2021, 5 November 2021 and 4 February 2022	<b>Page 98</b>
<b>10.11</b>	<b>Employment Committee</b> Meeting held on 28 October 2021	<b>Page 101</b>
<b>11.</b>	<b>Appointments to Committees, Sub-Committees and Joint Committees (Standard item).</b>  (i) <b>To note any changes made under delegated powers since the last meeting;</b>  Cllr Phillip Duigan replaced Cllr Nick Daubney on the Scrutiny Committee.  Cllr Andrew Jamieson replaced Cllr David Bills on the Norfolk Parking Partnership Joint Committee  (ii) <b>To consider any proposals from Group Leaders for changes to committee places or consequential positions.</b>	
<b>12.</b>	<b>Annual Pay Policy Statement 2022-23</b>	<b>Page 102</b>
<b>13.</b>	<b>Notice of Motions</b>	<b>Page 109</b>
<b>14.</b>	<b>To answer questions under Rule 8.3 of the Council Procedure Rules (if any received).</b>	

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

Agenda Published: 18 March 2022

**Norfolk County Council  
Minutes of the Meeting Held at 10 am on  
Monday 21 February 2022**

<b>Present:</b>		
	<b>ADAMS</b> Timothy	<b>KIDDIE</b> Keith
	<b>ADAMS</b> Tony	<b>KIDDLE-MORRIS</b> Mark
	<b>ANNISON</b> Carl	<b>KIRK</b> Julian
	<b>AQUARONE</b> Steffan	<b>MACKIE</b> Ian
	<b>ASKEW</b> Stephen	<b>MAXFIELD</b> Ed
	<b>BAMBRIDGE</b> Lesley	<b>MIDDLETON</b> Graham
	<b>BENSLY</b> James	<b>MORIARTY</b> Jim
	<b>BIRMINGHAM</b> Alison	<b>NEALE</b> Paul
	<b>BLUNDELL</b> Sharon	<b>OLIVER</b> Judy
	<b>BORRETT</b> Bill	<b>OLIVER</b> Rhodri
	<b>BROCIEK-COULTON</b> Julie	<b>OSBORN</b> Jamie
	<b>CARPENTER</b> Graham	<b>PECK</b> Greg
	<b>CARPENTER</b> Penny	<b>PENFOLD</b> Saul
	<b>CLANCY</b> Stuart	<b>PLANT</b> Graham
	<b>COLMAN</b> Ed	<b>PRICE</b> Ben
	<b>COLWELL</b> Robert	<b>PROCTOR</b> Andrew
	<b>CONNOLLY</b> Ed	<b>RICHMOND</b> Will
	<b>CORLETT</b> Emma	<b>REILLY</b> Matthew
	<b>DARK</b> Stuart	<b>RILEY</b> Steve
	<b>DAUBNEY</b> Nick	<b>ROPER</b> Dan
	<b>DEWSBURY</b> Margaret	<b>RUMSBY</b> Chrissie
	<b>DIXON</b> Nigel	<b>SANDS</b> Mike
	<b>DUFFIN</b> Barry	<b>SAVAGE</b> Robert
	<b>DUIGAN</b> Phillip	<b>SMITH</b> Carl
	<b>EAGLE</b> Fabian	<b>SMITH-CLARE</b> Mike
	<b>ELMER</b> Daniel	<b>STONE</b> Barry
	<b>FISHER</b> John	<b>STOREY</b> Martin
	<b>FITZPATRICK</b> Tom	<b>THOMAS</b> Alison
	<b>GRANT</b> Andy	<b>THOMSON</b> Vic
	<b>GURNEY</b> Shelagh	<b>VINCENT</b> Karen
	<b>HEMPSALL</b> Lana	<b>WALKER</b> Colleen
	<b>HORSBRUGH</b> Michael Chenery of	<b>WARD</b> John
	<b>JAMES</b> Jane	<b>WATKINS</b> Brian
	<b>JERMY</b> Terry	<b>WHITE</b> Tony
	<b>JAMIESON</b> Andrew	<b>WHYMARK</b> Fran
	<b>JONES</b> Brenda	<b>WILBY</b> Martin
	<b>KEMP</b> Alexandra	

**Present: 73**

## **Apologies**

Apologies for absence were received from Cllr David Bills, Cllr Claire Bowes, Cllr Michael Dalby, Cllr Chris Dawson, Cllr Brian Long, Cllr Kay Mason Billig, Cllr Steve Morphew, Cllr Richard Price, Cllr Lucy Shires, Cllr Eric Vardy and Cllr Maxine Webb.

## **1. Minutes**

- 1.1** The minutes of the Council meeting held on 29 November 2021 were confirmed as an accurate record of the meeting.

In confirming the minutes of the previous meeting, the following points were noted:

1. The correct spelling of Cllr Alexandra Kemp's name at minute 5.10.
2. Reference at paragraph 9.6 to correspondence Cllr Kemp had "seen" instead of "received".

## **2 Chair's Announcements**

- 2.1** The Chair said that she intended to adjourn the meeting after about an hour and a half for a half hours break. The meeting would not extend beyond 3 hours unless in accordance with rule 4.2 of the constitution there was a resolution of the Council at that point in the proceedings to extend the meeting.
- 2.2** The Chair said that she wished to take this opportunity to mention Her Majesty The Queen's Platinum Jubilee year. Norfolk County Council would be celebrating this momentous milestone throughout the year in various ways, as would the incoming Chair. Some Councillors might have already noticed the purple Platinum Jubilee flag above County Hall as well as the newly planted commemorative Judas tree which was planted as part of The Queen's Green Canopy Project.
- 2.3** The Chair said that she would like to acknowledge and congratulate Will Feneley from Fakenham for taking part in Winter Olympics in Beijing.
- 2.4** The Chair added that it had been a pleasure to have continued to receive invitations to in-person events during the Winter as Coronavirus restrictions had eased. All the engagements could be found listed on the Norfolk County Council website, on the Chair's page.

## **3 Declarations of Interest**

- 3.1** There were no declarations of interest.

## **4 Any items of business which the Chair decides should be considered as a matter of urgency**

- 4.1** There were no items of urgent business

## **4.2 Comments by Leader of the Council**

All Councillors joined Cllr Andrew Proctor, Leader of the Council, in placing on record the Council's thanks to the emergency services, highways teams and volunteers who had worked very hard in recent days and nights to keep Norfolk residents safe while dealing with the difficulties caused by storm force winds.

**5 Norfolk County Council Revenue and Capital Budget 2022-23 to 2025-26.**

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 2022-23 and Medium-Term Financial Strategy 2022-26 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 2022-26.
  - b) The general principle of seeking to increase general fund balances as part of closing the 2021-22 accounts and that in 2022-23 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), which should be considered when agreeing the 2022-23 Budget (Appendix 1).
  - d) To note the advice of the Executive Director of Finance and Commercial Services (Section 151 Officer), in Section 5 of Appendix 1, on the financial impact of an increase in council tax and the sustainability of the Council's medium term position, and that the Council's 2022-23 Budget will include a general council tax increase of 1.99% and a 1.00% increase in the Adult Social Care precept (being the deferred element of the 2021-22 Adult Social Care precept), an overall increase of 2.99% (shown in Section 5 of Appendix 1), resulting in an overall County Council Net Revenue Budget of £464.325m for 2022-23, including budget increases of £89.154m and budget decreases of -£63.924m as set out in Table 13 of Appendix 1, 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 £59.920m to be addressed for 2023-24, and £94.255m over the life of the Medium-Term Financial Strategy.

- e) The budget proposals set out for 2023-24 to 2025-26, including authorising Executive Directors to take the action required to deliver budget savings for 2023-24 to 2025-26 as appropriate.
- f) With regard to the future years, to undertake a full review of how the Council operates to deliver its future services and strategy in view of the significant budget gap to be addressed for 2023-24 as set out in Section 4 of Appendix 1, and that further plans to meet the remaining budget shortfalls in the period 2023-24 to 2025-26 are developed and brought back to Cabinet during 2022-23.
- g) Noting Government's historic 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 4 in Appendix 2) that the Council's budget planning for 2023-24 onwards will include for planning purposes:
  - i) general council tax increases of 1.99%;
  - ii) Adult Social Care precept increases of 1.00%; and
  - iii) that if the referendum threshold were increased in the period 2023-24 to 2025-26 to above 1.99%, 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.
- h) 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 2022-23 Budget, to make payments, to raise and repay loans, and to invest funds.
- i) To agree the Medium-Term Financial Strategy 2022-26 as set out in Appendix 2, including the two policy objectives to be achieved:
  - i) Revenue: To identify further funding or savings for 2023-24 to 2025-26 to produce a balanced budget in all years 2022-26 in accordance with the timetable set out in the Revenue Budget report (Section 4 of Appendix 1).
  - ii) Capital: 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.
- j) The mitigating actions proposed in the equality impact assessments (Section 6 of Appendix 6).



- k) Note the planned reduction in non-schools earmarked and general reserves of 55.67% over five years, from £136.590m (March 2021) to £60.547m (March 2026) (Section 6 of Appendix 3);
- l) Note the policy on reserves and provisions in Section 3 of Appendix 3;
- m) Agree, based on current planning assumptions and risk forecasts set out in Section 5 of Appendix 3:
  - i) for 2022-23, a minimum level of general balances of £23.268m, and
  - ii) a forecast minimum level for planning purposes of
    - 2023-24, £24.018m;
    - 2024-25, £25.018m; and
    - 2025-26, £26.018m.

as part of the consideration of the budget plans for 2022-26 and supporting these budget recommendations;

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

#### 5.4 In respect of the Capital Strategy and Programme 2022-23 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;
- 3) To recommend to County Council the Council's Flexible Use of Capital Receipts Strategy for 2022-23 as set out in Section 5;

#### 5.5 In respect of the Annual Investment and Treasury Strategy 2022-23 report (Annexe 3):

Cabinet **RESOLVED** to:

- 4) Endorse and recommend to County Council the Annual Investment and Treasury Strategy for 2022-23 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 2022-23 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

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

5.7 In the absence of the Leader of the Labour Group, who had given his apologies for the meeting, Cllr Emma Corlett, Deputy Leader of the Labour Group, seconded by Cllr Terry Jermy, moved the following amendments to the Budget recommendations.

5.8 **REVENUE**

Ref	Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m
1	Transformation capacity	1.000	1.000	1.000	0.000
2	Family Hubs/ Childrens Centres	0.500	0.500	0.500	0.000
3	Youth Services	0.250	0.250	0.250	0.000
4	Preparing Young Learners to get the best from their education	0.200	0.200	0.000	0.000
5	Cost, quality and operational standards study into the provision of care in Norfolk	0.100	0.100	0.000	0.000
6	DRE/ Carers	0.075	0.025	0.000	0.000
7	Warden support to keep sheltered housing residents more independent for longer	0.100	0.100	0.100	0.000
8	Norwich Western Link – Plan B scoping	0.050	0.000	0.000	0.000
	<b>Total</b>	<b>2.275</b>	<b>2.175</b>	<b>1.850</b>	<b>0.000</b>

5.9 **Revenue proposals funded from the following areas:**

All of the above proposals were to be funded by cancelling the engagement of Newton Europe as a strategic change partner to implement a new target operating model for Adult Social Services (agreed by Cabinet on Wednesday 12 January 2022). The £6.3m of funding earmarked for this activity within the Adult Social Services Business Risk Reserve to be repurposed and phased over a three-year period 2022-23 to 2024-25.

5.10 **CAPITAL AMENDMENTS / ADDITIONS**

Ref	Capital Project / Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m
1	Covid Community Memorial fund	0.250	0.000	0.000	0.000
2	Norfolk International skatepark	1.000	0.000	0.000	0.000
	<b>Total</b>	<b>1.250</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

5.11 **Revenue Implications of Capital Expenditure to be funded by:**

Interest costs in 2022-23 in respect of borrowing to deliver proposal 1 would be circa £0.005m, this could be absorbed within existing treasury management budget provision.

Norfolk International skatepark proposal to be sited on land withheld from the sale of the Norwich Airport Industrial Estate and funded from the proceeds of the sale of the rest. No material revenue implications.

5.12 **Financial technical comments:**

**Revenue** – The reallocation of funding within the Adult Social Services Business Risk Reserve would provide one-off funding spread over three years. Any ongoing activity beyond the £6.3m available would give rise to a cost pressure in future years and increase the gap within the Medium Term Financial Strategy (MTFS).

The amendment proposed cancellation of the current approach to achieve some of the savings in Adult Social Care approved by Cabinet, which had already been included within the council's MTFS planning. It instead included £3m of funding over three years to provide "transformation capacity". Close scrutiny would be required to ensure this approach delivered the same level of efficiencies as assumed by the "Newton Europe" approach. Should the same level of savings not be achieved, then alternatives would be required, or the budget gap would be increased.

**Capital** – The minimal additional borrowing costs could be absorbed within existing budgets. The use of part of the Norwich Airport Industrial Estate site would result in a lower capital receipt for the disposal. Use of an element of the capital receipt achieved would mean these resources would not be available for other purposes and would potentially require a review of capital programme funding plans for future years.

5.13 The Leader did not accept the proposed amendment which was debated by Council.

5.12 Following debate, the budget amendment from the Labour Group was put to a recorded vote (Appendix A). With 21 votes in favour, 49 votes against and 3 abstentions, the amendment was **LOST**.

Council adjourned from 11.50 am and reconvened at 12.20 pm.

5.13 The Leader of the Liberal Democrat Group, Cllr Brian Watkins, proposed the following amendment to the Budget recommendations, which was duly seconded by Cllr Tim Adams.

5.14 **Revenue Amendments:**

- I. Investment of £0.350m in the fostering service to ensure payments to level 5 carers are not reduced.
- II. That the Council not employ Newton Europe and instead employ cheaper consultants to help Adult Social Care deliver outcomes along with increasing staff capacity in that service at a cost of £1m. Any remaining money (£5.3m estimated) that would have gone to Newton Europe would instead be put back into the Adult Social Care Service.

## 5.15 REVENUE

Ref	Proposal	2022-23 £m
1	Investment in the Fostering Service	£0.350
2	Investment in Adult Social Care Service	£5.300
	<b>Total</b>	<b>£5.850</b>

Revenue proposals funded from the following areas:

Ref	Funding	2022-23 £m
1	Reduction in interest payable budget due to increased slippage in the capital programme since the January Cabinet report was prepared.	£0.350
2	Release of funding by not employing Newton Europe.	£5.300
	<b>Total</b>	<b>£5.850</b>

## 5.16 **Financial technical comments:**

The amendment proposed cancellation of the current approach to achieve some of the savings in Adult Social Care approved by Cabinet, which had already been included within the council's MTFS planning. It instead included £1m of funding to deliver the change. Close scrutiny would be required to ensure this approach delivered the same level of efficiencies as assumed by the "Newton Europe" approach. Should the same level of savings not be achieved, then alternatives would be required, or the budget gap would be increased.

5.17 The Leader did not accept the proposed amendment which was debated by Council.

5.18 Following debate, the amendments from the Liberal Democrat Group were put to a recorded vote (Appendix B). With 19 votes in favour, 49 votes against and 5 abstentions, the amendment was **LOST**.

5.19 Cllr Jamie Osborn of the Green Group proposed the following amendment to the Budget recommendations, which was duly seconded the Leader of the Green Group Cllr Ben Price.

## 5.20 REVENUE

Ref	Proposal	2022-23 £m
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1	Retrofit strategy - £50k for officer resource to establish and coordinate a retrofit task force. This would bring together educational and training providers, renewable and construction industries, trades unions, and local authorities to ensure that a workforce is skilled up to carry out retrofitting work. This could be done in partnership with the LEP.	£0.050
2	Renewable energy investment officer - £40k. To work across commercial and property and environment teams to find opportunities to invest in renewable energy that can generate a financial return for the county council.	£0.040
3	Citizens' assembly - £70k to establish and run a citizens' assembly on the topic of climate change. This would be a time-limited project in partnership with the Sortition Foundation	£0.070
4	Re-opening of Sure Start centres – review of how to re-open them.	£0.070
5	Maintaining Education Library Service (reversing proposed saving CES082)	£0.060
6	Mobility credits	£0.060
	<b>Total</b>	<b>£0.350</b>

5.21 **Revenue proposals funded from the following areas:**

Ref	Funding	2022-23 £m
1	Reduction in interest payable budget due to increased slippage in the capital programme since the January Cabinet report was prepared.	£0.350
	<b>Total</b>	<b>£0.350</b>

5.22 **CAPITAL AMENDMENTS / ADDITIONS**

Ref	Capital Project / Proposal	2022-23 £m
1	Cleaner air near Schools. Commission the installation of air quality monitoring as well as signage drop-off points outside schools, initiating this work at the most polluted sites. <i>There may be a small revenue cost to assist with the reporting and analysis of data.</i>	£0.500

2	Initiate wider rollout of EV charging points,	£1.000
3	Covered cycle parking for residential areas	£0.750
4	Parklets - parklets are individual mini-parks that are the size of an individual car parking space. So on a given number of streets, a given number of car parking spaces would be replaced with a small area of grass or flowers. Capital funding to initiate a rollout.	£0.750
5	Establishment of climate change reserve to ensure action on the recommendations of the climate citizens' assembly	£2.000
	<b>Total</b>	<b>£5.000</b>

5.23 **Revenue Implications of Capital Expenditure to be funded by:**

The £5m increased investment is to be funded from capital receipts currently set aside in the Norwich Western Link (NWL) reserve.

5.24 **Financial technical comments:**

- I. None in relation to revenue proposals.
- II. Reallocating capital receipts would require a review of the funding plans for the NWL within the Council's wider Capital Programme. If the costs of the NWL were ultimately to be funded by borrowing instead of capital receipts, it would require approximately £0.125m Minimum Revenue Provision plus £0.100m of interest costs to be provided for in future year revenue budgets (after completion).
- III. There might be some small revenue costs associated with the capital proposals which would need to be assessed and provided for as part of 2023-24 budget setting.

5.25 The Leader did not accept the proposed amendment which was debated by Council.

At this point in the proceedings, the Chair moved, dully seconded and **agreed** on a show of hand to extend the meeting beyond 3 hrs until 3 pm in accordance with rule 4.2 of the constitution (and it was **also subsequently agreed** on a show of hands at 3 pm to extend the meeting until 3.15 pm to allow the business to be fully concluded).

5.26 Following debate, the amendments from the Green Group were put to a recorded vote (Appendix C). With 21 votes in favour, 46 votes against and 3 abstentions, the amendment was **LOST**.

5.27 Cllr Ed Maxfield, the Leader of the Independent Group, withdrew the budget amendment proposed by the Independent Group that was set out on page A16 of the supplementary agenda following comments made by Cllr Andy Grant (speaking on behalf of the Leader) about the process whereby the County Council sought revenue funding each year for flooding issues from the Environment Agency. Cllr Maxfield said

that he would return to this issue at a future meeting should he consider this to be necessary.

- 5.28 The Chair said that 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.
- 5.29 The Chair then invited the Non-aligned Member, Cllr Alexandra Kemp, to move her own budget amendment, which was seconded by Cllr Saul Penfold and for which the required notice was given.
- 5.30 **Revenue Amendment: Increase the investment in Kick the Dust Project run by Norfolk Museums Service.**

#### REVENUE

Ref	Proposal	2022-23 £m
1	Kick the Dust Project – 3 extra members of staff	£0.100
	<b>Total</b>	<b>£0.100</b>

#### Revenue proposal funded from the following area:

Ref	Funding	2022-23 £m
1	Reduction in interest payable budget due to increased slippage in the capital programme since the January Cabinet report was prepared.	£0.100
	<b>Total</b>	<b>£0.100</b>

- 5.31 **Financial technical comments:**

None

- 5.32 As proposer of the original motion, the Leader of the Council did not accept the amendment which was debated by Council.
- 5.33 Following debate, the amendments from the Non-aligned Member were put to a recorded vote (Appendix D). With 20 votes in favour, 44 votes against and 1 abstention, the amendment was **LOST**.
- 5.34 Council then debated the substantive recommendations as set out on pages 28-30 of the agenda and in paragraph 5.3 above.
- 5.35 Following debate and upon being put to a recorded vote (Appendix E), with 46 votes in favour, 17 votes against and 0 abstentions the recommendations were **CARRIED** and Council **RESOLVED** accordingly.
- 5.37 **In respect of the Norfolk County Council Revenue Budget 2022-23 and Medium-Term Financial Strategy 2022-26 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.**

**5.38 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 2022-26.**
- b) The general principle of seeking to increase general fund balances as part of closing the 2021-22 accounts and that in 2022-23 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), which should be considered when agreeing the 2022-23 Budget (Appendix 1).**
- d) To note the advice of the Executive Director of Finance and Commercial Services (Section 151 Officer), in Section 5 of Appendix 1, on the financial impact of an increase in council tax and the sustainability of the Council's medium term position, and that the Council's 2022-23 Budget will include a general council tax increase of 1.99% and a 1.00% increase in the Adult Social Care precept (being the deferred element of the 2021-22 Adult Social Care precept), an overall increase of 2.99% (shown in Section 5 of Appendix 1), resulting in an overall County Council Net Revenue Budget of £464.325m for 2022-23, including budget increases of £89.154m and budget decreases of -£63.924m as set out in Table 13 of Appendix 1, 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 £59.920m to be addressed for 2023-24, and £94.255m over the life of the Medium-Term Financial Strategy.**
- e) The budget proposals set out for 2023-24 to 2025-26, including authorising Executive Directors to take the action required to deliver budget savings for 2023-24 to 2025-26 as appropriate.**
- f) With regard to the future years, to undertake a full review of how the Council operates to deliver its future services and strategy in view of the significant budget gap to be addressed for 2023-24 as set out in Section 4 of Appendix 1, and that further plans to meet the remaining budget shortfalls in the period 2023-24 to 2025-26 are developed and brought back to Cabinet during 2022-23.**
- g) Noting Government's historic 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 4 in Appendix 2) that the Council's budget planning for 2023-24 onwards will include for planning purposes:

- i) general council tax increases of 1.99%;
  - ii) Adult Social Care precept increases of 1.00%; and
  - iii) that if the referendum threshold were increased in the period 2023-24 to 2025-26 to above 1.99%, 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.
- h) 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 2022-23 Budget, to make payments, to raise and repay loans, and to invest funds.
- i) To agree the Medium-Term Financial Strategy 2022-26 as set out in Appendix 2, including the two policy objectives to be achieved:
- i) Revenue: To identify further funding or savings for 2023-24 to 2025-26 to produce a balanced budget in all years 2022-26 in accordance with the timetable set out in the Revenue Budget report (Section 4 of Appendix 1).
  - ii) Capital: 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.
- j) The mitigating actions proposed in the equality impact assessments (Section 6 of Appendix 6).
- k) Note the planned reduction in non-schools earmarked and general reserves of 55.67% over five years, from £136.590m (March 2021) to £60.547m (March 2026) (Section 6 of Appendix 3);
- l) Note the policy on reserves and provisions in Section 3 of Appendix 3;
- m) Agree, based on current planning assumptions and risk forecasts set out in Section 5 of Appendix 3:
- i) for 2022-23, a minimum level of general balances of £23.268m, and
  - ii) a forecast minimum level for planning purposes of
    - 2023-24, £24.018m;

- 2024-25, £25.018m; and
- 2025-26, £26.018m.

as part of the consideration of the budget plans for 2022-26 and supporting these budget recommendations;

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

**5.39 In respect of the Capital Strategy and Programme 2022-23 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;**
- 3) To recommend to County Council the Council's Flexible Use of Capital Receipts Strategy for 2022-23 as set out in Section 5;**

**5.4 In respect of the Annual Investment and Treasury Strategy 2022-23 report (Annexe 3):**

**Cabinet RESOLVED to:**

- 4) Endorse and recommend to County Council the Annual Investment and Treasury Strategy for 2022-23 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 2022-23 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**

The meeting ended at 3.10 pm.

**Chair**



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## **Appendix A to the Minutes**

# Norfolk County Council

Date 21 February 22

## RECORDED VOTE A (Labour Amendment) ITEM NUMBER:5

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

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

<b>For</b>
<b>Against</b>
<b>Abstentions</b>

<b>21</b>
<b>49</b>
<b>3</b>

# Norfolk County Council

Date: 21 February 2022

## RECORDED VOTE B (Liberal Democrat Amendment) ITEM No.5

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

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

<b>For</b>
<b>Against</b>
<b>Abstentions</b>

<b>19</b>
<b>49</b>
<b>5</b>

# Norfolk County Council

Date: 21 February 2022

## RECORDED VOTE C (Green Amendment) –ITEM NUMBER: 5

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

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

<b>For</b>
<b>Against</b>
<b>Abstentions</b>

<b>21</b>
<b>46</b>
<b>3</b>

# Norfolk County Council

Date: 21 February 2022

## RECORDED VOTE D (Non-Aligned Amendment) ITEM NUMBER: 5

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

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

<b>For</b>
<b>Against</b>
<b>Abstentions</b>

<b>20</b>
<b>44</b>
<b>1</b>

# Norfolk County Council

Date; 21 February 2022

## RECORDED VOTE E (Substantive Motion) ITEM NUMBER:5

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

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

<b>For</b>
<b>Against</b>
<b>Abstentions</b>

<b>46</b>
<b>17</b>
<b>0</b>



### **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 5 – 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 Meetings held on 31 January and 7 March 2022

### A: Meeting held on Monday 31 January 2022

#### 1. Capital Strategy and Programme 2022-23

- 1.1 There are no recommendations to Council from this report, as Council considered the budget recommendations on 21 February 2022.

[Please click on this link to view the reports considered by Cabinet at its meeting on 31 January 2022.](#)

#### 2. Annual Investment and Treasury Strategy 2022-23

- 2.1 There are no recommendations to Council from this report, as Council considered the budget recommendations on 21 February 2022.

[Please click on this link to view the reports considered by Cabinet at its meeting on 31 January 2022.](#)

#### 3. Finance Monitoring Report 2021-22 P8: November 2021

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

#### 3.2 Cabinet **RESOLVED**:

(Recommendation 1 was considered as part of the Capital Programme report to Full Council on 21 February 2022. [Please click on this link to view the reports considered by Cabinet at its meeting on 31 January 2022.](#))

2. To recommend to County Council the uplift to the capital programme by a net **£2.125m** in December 21 to address forecasted overspend in the Household Waste Recycling Centre Projects as set out in detail in Capital Appendix 3, paragraph 4.3.
3. Subject to County Council approval of recommendation 1 and 2 to delegate:
  - 2.1) To the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any) and the award criteria; to shortlist bidders; to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme); to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary;
  - 2.2) To the Director of Property authority (notwithstanding the limits set out at

5.13.6 and 5.13.7 of Financial Regulations) to negotiate or tender for or otherwise acquire the required land to deliver the schemes (including temporary land required for delivery of the works) and to dispose of land so acquired that is no longer required upon completion of the scheme;

2.3) To each responsible chief officer authority to:

- (in the case of two-stage design and build contracts) agree the price for the works upon completion of the design stage and direct that the works proceed; or alternatively direct that the works be recompeted
  - approve purchase orders, employer's instructions, compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope
  - subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme or programme budget.
  - That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.
4. To recognise the period 8 general fund forecast revenue **of a balanced budget**, noting also that Executive Directors will continue to take measures to reduce or eliminate potential over-spends where these occur within services;
  5. To note the COVID-19 funding available of **£99.795m**, including £22.745m brought forward from 2020-21;
  6. To recognise the period 8 forecast of 90% savings delivery in 2021-22, 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 2022 of **£23.763m**.
  8. To note the expenditure and funding of the revised current and future 2021-25 capital programmes.

#### **4. 2022-23 Revenue Budget and Medium Term Financial Strategy 2022-26**

- 4.1 There are no recommendations to Council from this report, as Council considered the budget recommendations on 21 February 2022.

[Please click on this link to view the reports considered by Cabinet at its meeting on 31 January 2022.](#)

[Please click here to view the reports considered by Cabinet at its meeting on 31 January 2022 and the minutes of that meeting](#)

**B: Meeting held on Monday 7 March 2022:**

# 1. Finance Monitoring Report 2021-22 P9 & P10: December 2021 & January 2022

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

1.2 Cabinet **RESOLVED** to:

1. To recommend to County Council the addition of **£3.766m** to the capital programme to address capital funding requirements funded from various external sources as set out in detail in capital Appendix 3, paragraph 4.1 as follows:

- £1m ASC Transformation Programme funded from capital receipts
- £0.880 DfT funding received for the Norwich Western Link
- £0.301m DfT funding received for the St Williams Way Cycle Lane
- £0.225 DfT funding received for the King Street Walking scheme
- £0.116m Local Authority funding received for the Harleston & Redenhall Town Centre Refurbishment
- £0.832m increase in various projects funded by local developer contributions
  - £0.412m increase in the Academies expansion project funded by Academies contributions

2. Subject to County Council approval of recommendation 1 to delegate:

2.1) To the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any) and the award criteria; to shortlist bidders; to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme); to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary;

2.2) To the Director of Property authority (notwithstanding the limits set out at 5.13.6 and 5.13.7 of Financial Regulations) to negotiate or tender for or otherwise acquire the required land to deliver the schemes (including temporary land required for delivery of the works) and to dispose of land so acquired that is no longer required upon completion of the scheme;

2.3) To each responsible chief officer authority to:

- (in the case of two-stage design and build contracts) agree the price for the works upon completion of the design stage and direct that the works proceed; or alternatively direct that the works be recompeted
- approve purchase orders, employer's instructions, compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope
- subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme or programme budget.
- That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with

the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled “Sourcing strategy for council services” approved by Policy & Resources Committee at its meeting of 16 July 2018.

3. To recognise the period 10 general fund forecast revenue of a **balanced budget**, noting also that Executive Directors will continue to take measures to reduce or eliminate potential over-spends where these occur within services;
4. To note the COVID-19 funding available of **£102.023m**, including £22.745m brought forward from 2020-21;
5. To recognise the period 10 forecast of 90% savings delivery in 2021-22, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
6. To note the forecast General Balances at 31 March 2022 of **£23.763m**.
7. To note the expenditure and funding of the revised current and future 2021-25 capital programmes

[Please click here to view the reports considered by Cabinet at its meeting on 7 March 2022 and the minutes of that meeting](#)

**Cllr Andrew Proctor**  
**Chairman, Cabinet**

**Report from the Cabinet**  
**meetings held on 6 December 2021, 12 January, 31 January and 7 March 2022**

**A: Meeting held on Monday 6 December 2021**

**1. Items of Urgent Business**

- 1.1 The Social Care white paper had been published by Government. The Cabinet Member for Adult Social Care, Public Health and Prevention spoke about this:
- The Council welcomed the white paper “People at the Heart of Care”, with its 10-year vision for people in social care. It included a focus on choice, control, quality and fairness. Initiatives in the paper included supporting the workforce, developing housing, improving advice and increasing use of technology. These were in line with the Promoting Independence Strategy which had been in place in Adult Social Care for a number of years.
  - The commitment of £1.7bn over 3 years to support this was welcome. Details on allocation of this funding and what this would mean for Norfolk people was awaited.
  - The introduction of assurance for Adult Social Care, due to start in 2023, was welcomed, and steps had been taken to review performance and support conditions so that the Council were in the position to provide good services for people in Norfolk
  - Norfolk County Council called on the Government to make clear how the new means testing system would work and how expectations on setting a fair price for care would work so people funding their own care and care providers would be clear on how changes would affect them
  - The Council welcomed the white paper but were aware that Adult Social Care would be under pressure over the next two years. Proposals in the paper would not address wage levels needed to attract people to work in social care and councils were not able to resolve this on their own

**2. Domestic Abuse – Norfolk’s Safe Accommodation and Support Strategy**

- 2.1 Cabinet received the report setting out the actions Norfolk County Council has taken to prepare for the implementation of the Domestic Abuse Act 2021 and presents the Support in Safe Accommodation Strategy for Norfolk 2021-24.
- 2.2 Cabinet **RESOLVED** to:
- a) Acknowledge the document as a draft that has been consulted on by key stakeholders as part of now Department of Levelling Up, Housing and communities (DLUHC) recommendations to consult (26th October – end November 2021)
  - b) Give approval for the Support in Safe Accommodation Strategy for Norfolk 2021-24, as a finalised version, to be submitted to DLUHC on January 5<sup>th</sup> 2022 as per government guidance

- c) Approve the allocation of MHCLG (Ministry for Housing, Communities and Local Government) grant funding as set out in the Delivery Plan as part of the strategy document

### **3. Adult Social Care Winter Plan**

- 3.1 Cabinet received the report setting out the winter plan for Norfolk, outlining the unprecedented challenges faced by Social Services and the practical solutions being put in place to manage these challenges.
- 3.2 Cabinet **RESOLVED** to agree the Adult Social Care Winter Plan for 2021/22

### **4 Norfolk Strategic Infrastructure Delivery Plan (NSIDP) 2021**

- 4.1 Cabinet received the report setting out the Norfolk Strategic Infrastructure Delivery Plan 2021 which was a shared plan containing Norfolk's high-level strategic infrastructure priorities for the next 10 years, pulling together information on key projects needed to support planned development and deliver economic growth in Norfolk.
- 4.2 Cabinet **RESOLVED**:
  - 1. To approve the 2021 Norfolk Strategic Infrastructure Delivery Plan 2021 (NSIDP)
  - 2. To support the continued production of NSIDP, together with annual review

### **5. Transport for Norwich Strategy Review**

- 5.1 Cabinet received the report summarising the outcome of the consultation into the draft new Transport for Norwich Strategy, the changes made to the strategy and the final version of the strategy recommended for adoption.
- 5.2 Cabinet **RESOLVED** to adopt the Transport for Norwich Strategy, which incorporates changes arising from the consultation feedback, as set out in Appendix 2 of the report.

### **6. Norfolk Rural Economic Strategy 2021-4**

- 6.1 Cabinet received the report setting out the Norfolk Rural Strategy 2021-24 which provided an evidence base and the priority themes to deliver our vision of "inclusive, sustainable communities with a dynamic, connected economy and healthy natural environment, able to meet the needs of all rural residents and visitors".
- 6.2 Cabinet **RESOLVED** to:
  - 1. Approve the Norfolk Rural Economic Strategy 2021-24
  - 2. Note that a Delivery Plan for the Strategy will be developed once the Government's guidance on the UK Shared Prosperity Fund has been published.

### **7. Digital Inclusion Strategy**

- 7.2 Cabinet received the report setting out the Digital Inclusion Strategy which



supported the outcomes of “Better Together for Norfolk” by enabling residents to have digital skills for work, life, engaging with their communities and accessing information and resources to thrive in today’s digital world.

- 7.2 Cabinet **RESOLVED** to approve the Digital Inclusion Strategy and vision set out in section 2.1 of the report and the full strategy document set out in Appendix 1 of the report.

## **8. CES Compliance and Enforcement Policy – Annual Review**

- 8.1 Cabinet received the report setting out the annual review to the CES Compliance and Enforcement policy and associated performance data.

- 8.2 Cabinet **RESOLVED** to approve the revised CES Compliance and Enforcement Policy at Appendix A of the report and its annex documents (A-1 to A-6).

## **9. Progress on the Council’s Equality, Diversity & Inclusion Objectives 2020-2023**

- 9.1 Cabinet received the report summarising progress over the last 12 months to deliver against the Council’s Equality, Diversity and Inclusion Objectives for 2020-2023, and the Motions agreed by Full Council on 20th July 2020 and 23 October 2020.

- 9.2 Cabinet **RESOLVED** to:

1. Review and consider the progress made over the last 12 months against the Council’s Equality, Diversity and Inclusion (EDI) Objectives 2020-2023.
2. Note that 1 April 2022 to 31 March 2023 is the final year of the EDI action plan and agree that work should take place to develop refreshed objectives for 2023/24 to 2025/26 and associated actions for Cabinet to consider in 2022, in line with the emerging national policy set out in Section 3 of the report and the local evidence base.

## **10. Health, Safety and Well-being Mid-Year Report 2021-22**

- 10.1 Cabinet received the report providing data and analysis on the Health, Safety and Well-being mid-year performance of NCC as an employer.

- 10.2 Cabinet **RESOLVED** that:

1. HR lead a strategic review of organisational well-being
2. HR to review all open incidents that predate 2020 and report to Cabinet in 6-months’ time
3. Executive Directors are asked to support the myOracle transition by ensuring all other open incidents are closed off in a timely way
4. Executive Directors are asked to continue to implement the recommended actions from their individual 2020/21 annual reports

## **11. Corporately Significant Vital Signs**

- 11.1 Cabinet received the quarter two report to provide the Cabinet with an update on the Council’s performance towards achieving its strategic outcomes as set out in Together, for Norfolk.

11.2 Cabinet **RESOLVED** to:

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

**12. Risk management**

12.1 Cabinet received the risk management report setting out corporate risks which continued to be monitored and treated appropriately in line with the council's risk management framework.

12.2 Cabinet **RESOLVED** to:

1. To consider and agree the key messages in paragraphs 2.1 and 2.2 of the report and Appendix A of the report containing key changes to corporate risks since the last risk management report in September 2021.
2. To consider and agree the corporate risks as at December 2021 (Appendix C of the report)

**13. Disposal, acquisition and exploitation of property**

13.1 Cabinet received the report aimed at supporting Norfolk County Council (NCC) 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.

13.2 Cabinet **RESOLVED**:

1. To formally declare the Land at Mill Farm, Norwich Road, Acle (5001/01) (Part) surplus to County Council requirements and instruct the Director of Property to dispose of the Land to Repton Property Developments Ltd subject to the agreement of the value in consultation with the Executive Director of Finance and Commercial Services. In the event of the 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.
2. To formally declare the Highway Land at Hargham Road, Attleborough surplus to County Council requirements and instruct the Director of Property to dispose of the Land to Repton Property Developments Ltd subject to the agreement of the value in consultation with the Executive Director of Finance and Commercial Services. In the event of the 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.
3. To formally declare the former Lawns Day Care Centre, Caister Road, Great Yarmouth NR30 4DQ (6009/089) surplus to County Council requirements and instruct the Director of Property to agree terms and dispose of the land to the adjoining owner. In the event of no agreement then the Director of Property is authorised to sell by auction or tender. In the event of the 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 formally declare the Land at Shrublands, Magdalen Way, Gorleston on Sea, Great Yarmouth NR31 7BP (6009/081C) (part) surplus to County Council requirements and instruct the Director of Property to agree terms and dispose of the land to the NHS. In the event of no agreement then the Director of Property is authorised to sell by auction or tender. In the event of the 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.
5. To agree to the County Council relinquishing its trustee role of the Free School, Mileham Charity (charity number 311179) in favour of Mileham Parish Council subject to the agreement of Mileham Parish Council and the Charity Commission.
6. To formally declare Mill Lane Farm, in North Runcton / West Winch E33 0LT (2054/100) surplus to County Council requirements and instruct the Director of Property to dispose of the property. In the event of the 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.
7. To formally declare the Former Primary School Ringstead Road, Sedgford PE36 5NQ (2065/012) 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.
8. To formally declare the former Laburnum Grove Day Care Centre, Elm Road IP24 3HS (3099/059) and adjacent Laburnum Grove Land (3099/056) surplus to County Council requirements and instruct the Director of Property to agree terms and dispose of the land to the adjoining owner. In the event of no agreement then the Director of Property is authorised to sell by auction or tender. In the event of the 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.

## **B: Meeting held on Wednesday 12 January 2022**

### **1. Items of Urgent Business**

- 1.1 The Cabinet Member for Adult Social Care, Public Health and Prevention spoke about the impact of Covid-19 on Adult Social Services:
  - Pressures on the NHS and the amazing work of staff in the NHS and social care were well documented. The vaccination programme had been a great success and had helped these sectors.
  - There had been less focus on the hidden pressures in adult social services and the wider care sector. Social work teams were in the centre of efforts to

bring people home from hospitals or into a care setting to complete their recovery and connecting people with care so that they could regain their independence. Workers were handling 120 cases per week which was 80% higher than pre-Covid.

- Support was increasingly harder to provide because of home care agencies and care settings experiencing high staff sickness and staff self-isolating meaning they were unable to take as many new referrals as the Council would like, and Covid-19 outbreaks in care settings increasing; outbreaks had increased from 70 last week to 100 in the week of this meeting.
- Norfolk First Support were stepping in to fill gaps in home care where possible, but this gave them less capacity to fill their reablement duties.
- Norfolk County Council had commissioned extra beds and 1500 extra hours of home care per week and put staff back into hospitals and additional staff in hubs to help with hospital discharge; the council was also aware that families were stepping up to provide more support to family members.
- The Council had passed on one off Government funding so providers could make a 6% pay rise until March 2022. Subject to Cabinet agreement at their meeting on 31 January 2022, an uplift was proposed to allow providers to continue to pay this moving forwards.
- This situation was unprecedented but temporary and the Cabinet Member for Adult Social Care, Public Health and Prevention recognised and acknowledged the extraordinary efforts of staff and care providers.
- People could still contact adult social services who would respond to urgent need.
- A backlog of work would build up as the service prioritised the most urgent cases; there were 800 people on the interim care list and 2500 people on the holding list. After the current peak of Covid-19 had passed, the service would need to restore and rebuild, and the Executive Director of Adult Social Services was developing a recovery plan.

## **2. ASSD Service Review – Transformation and Prevention in Adult Social Care**

2.1 Cabinet received the report setting out proposals for the next phase of Promoting Independence, the Adult Social Care transformation programme.

2.2 Cabinet **RESOLVED** to:

- a) Agree the aims and objectives of the next phase of Promoting Independence – Adult Social Services Transformation programme, as set out at section 1.8 of the report.
- b) Agree to the engagement of Newton Europe as a strategic change partner to implement a new target operating model for Adult Social Services as set out in section 2.0, section 6.5 and section 8.1 of the report.
- c) Agree that ASSD will work in partnership with the corporate Strategy and Transformation Team to ensure the benefits of transformation are fully realised for Norfolk, as set out in section 5.0 of the report.

## **3. Admission Arrangements for the School Year 2023/24**

3.1 Cabinet received the report setting out the admissions co-ordination scheme for all schools and to the admissions policy for all Community and Voluntary Controlled schools for determination.

- 3.2 Cabinet **RESOLVED** to determine the Admissions arrangements for the school year 2023/24.

## **C: Meeting held on Monday 31 January 2022**

### **1. Fee levels for adult social care providers 2022/23**

- 1.1 Cabinet received the report bringing forward the annual review of the fee levels relating to Adult Social Services purchased care services, and the recommended change to these for the upcoming financial year 22/23.
- 1.2 Cabinet **RESOLVED** to:
- a) Consider and agree the implementation of the outputs of the Cost of Care exercise described in section 3.2 of the paper
  - b) Consider and agree the implementation of the outputs of the fee uplift exercise described in sections 3.3 - 3.11 of the paper

### **2. Integrated Care System Places**

- 2.1 Cabinet received the report updating Cabinet on development of ICS Places and outlining the Council's proposed approach to support and allocate staff resource to ICS Places.
- 2.2 Cabinet **RESOLVED** to agree the following key strategic approaches:
- a) Agree NCC's support for, and commitment to engaging with, ICS Places
  - b) Agree NCC support and staff resources be allocated to ICS Places, including to lead the development of Health and Wellbeing Partnerships
  - c) Formally ask district councils to ratify support for, and commitment to, leadership of Health and Wellbeing Partnerships within their respective areas

### **3. 2022 Schools Local Growth and Investment Plan**

- 3.1 Cabinet received the report covering the Council's statutory duty to provide sufficient school places and providing an annual snapshot of how these would be secured.
- 3.2 Cabinet **RESOLVED** to adopt the Schools Local Growth and Investment Plan 2022.

### **4. Dedicated Schools Grant (DSG) Funding**

- 4.1 Cabinet received the report presenting the changes to the distribution for the Dedicated Schools Grant from April 2022 in line with the Department of Education's National Funding Formula arrangements.
- 4.2 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, including the changes to the alternative top-up funding model for state-funded special schools, noting that

it has been assessed to meet our statutory duties and it adds to the DSG cumulative deficit;

2. to delegate decision making powers to the Executive Director of Children's Services, in conjunction with the Cabinet 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.

## **5. *Better Together, for Norfolk 2021-2025 – delivering our strategy***

- 5.1 Cabinet received the report seeking approval for the proposed approach to business planning and the Corporate Delivery Plan, and to provide an update on the Corporate Delivery Plan, refreshed Communication Strategy and refreshed Workforces Strategy.
- 5.2 Cabinet **RESOLVED** to:
  1. Approve the proposed approach to business planning and developing a Corporate Delivery Plan.
  2. Acknowledge, comment on and agree the work being done to develop the Communication and Workforce strategies, and the proposed timescale for delivery.

## **6. Capital Strategy and Programme 2022-23**

- 6.1 There are no recommendations to Council from this report, as Council considered the budget recommendations on 21 February 2022.

[Please click on this link to view the reports considered by Cabinet at its meeting on 31 January 2022.](#)

## **7. Annual Investment and Treasury Strategy 2022-23**

- 7.1 There are no recommendations to Council from this report, as Council considered the budget recommendations on 21 February 2022.

[Please click on this link to view the reports considered by Cabinet at its meeting on 31 January 2022.](#)

## **8. Finance Monitoring Report 2021-22 P8: November 2021**

- 8.2 Please refer to "Recommendations from Cabinet meetings" report.

## **9. 2022-23 Revenue Budget and Medium Term Financial Strategy 2022-26**

- 9.1 There are no recommendations to Council from this report, as Council considered the budget recommendations on 21 February 2022.

[Please click on this link to view the reports considered by Cabinet at its meeting on 31 January 2022.](#)

## **10. Disposal, acquisition and exploitation of property**

- 10.1 Cabinet received the report containing 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.
- 10.2 Cabinet **RESOLVED**
1. To agree to the County Council entering an agreement for a lease and lease for 0.4 hectares of land, Holt Road, Beeston Regis as identified on the site plan for 25 years at an initial rent of £20,000 per annum and other agreed terms.
  2. To formally declare the Sheringham Recycling Centre site, Holt Road, East Beckham NR26 8TS (1025/011) and the adjacent former highway land surplus to County Council requirements and instruct the Director of Property to dispose of both properties subject to the replacement recycling centre being operational. In the event of the disposal receipts 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.
  3. To agree to the County Council entering an agreement for a lease and lease for 0.6 hectares of land, Spooner Row, Wymondham as identified on the site plan for 25 years at an initial rent of £30,000 per annum and other agreed terms.
  4. To formally declare the - Wymondham Recycling Centre site, Strayground Lane, Wymondham NR18 9NA (7117/013) surplus to County Council requirements and instruct the Director of Property to dispose of the property subject to the replacement recycling centre being operational. In the event of the 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

## **D: Meeting held on Monday 7 March 2022**

### **1. Fostering Review**

- 1.1 Cabinet received the report setting out proposals to change the way the council remunerated in-house foster carers in response to the current care market, challenges locally and nationally with sufficiency, and our commitment to children being placed in family-based care whenever they are unable to live within their own network. The proposed changes were within the context of and aligned to the wider fostering transformation work which focused a new service delivery model alongside a practice development and training framework for all Fostering Service staff and foster carers.
- 1.2 Cabinet **RESOLVED** to:
1. approve the investment of £700,000 into the fostering service and the proposal for fostering allowances and fees paid to foster carers, including the increased fee for placements for enhanced needs and agree they take effect for new placements from April 2022
  2. approve the savings scheme

## **2. Adult Learning Annual Plan**

2.1 Cabinet received the report setting out the annual Adult Learning Plan reflecting Norfolk County Council's strategic objectives, as detailed in the Better Together, For Norfolk Strategy 2021-2025.

2.2 Cabinet **RESOLVED** to:

1. commend the Adult Learning service for its exceptional performance and contribution to Norfolk priorities.
2. approve the Adult Learning Annual Plan for 2022/23.

## **3. Highway Parish Partnership Schemes 2022-23**

3.1 Cabinet received the report providing information on the Parish Partnership scheme bids submitted in 2022-23.

3.2 Cabinet **RESOLVED**:

1. To approve the 121 local schemes listed in Appendix B of the report for inclusion in the Parish Partnership Programme for 2022/23.
2. To approve the 32 vehicle activated sign schemes listed in Appendix C of the report for inclusion in the Parish Partnership Programme for 2022/23, subject to securing funding from the Safety Camera Partnership.

## **4 Highways Capital Programme 2022/23/24 and Transport Asset Management Plan**

4.1 Cabinet received the report setting out the Highways Capital Programme 2022/23/24 which helped to deliver corporate objectives from the Council's Strategy "Better Together for Norfolk" 2021-25 and Local Transport Plan and detailing the Transport Asset Management Plan.

4.2 Cabinet **RESOLVED** to:

1. Approve the Highways Capital Programme including the proposed draft allocations and programme for 2022/23 and indicative allocations for 2023/24/25 (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 2022/23 to 2026/27.

## **5. Bus Back Better – Norfolk's Enhanced Partnership with Bus Operators**

5.1 Cabinet received the report setting out Norfolk County Council's plans to form an Enhanced Partnership with bus operators in order to ensure future financial support for local bus services in the future under the Government's Bus Back Better National Bus Strategy.

5.2 Cabinet **RESOLVED**:



1. To agree the proposed EP Plan and the commitments in the initial EP (Enhanced Partnership) Scheme, including the EP Board Terms of Reference as detailed in Appendix 3 of the report.
2. To agree that this Plan and Scheme are adopted by 31 March 2022 as per the original deadline (noting that variations can be made once we know the actual funding levels).

## **6. Norwich Western Link Update**

- 6.1 Cabinet received the report providing an update on progress with the Norwich Western Link since the Cabinet meeting on 7 June 2021, including development of the scheme design and the need to complete this work before undertaking a pre-application consultation.
- 6.2 Cabinet **RESOLVED** to note the work undertaken to progress the NWL and the plan for a further update report to be presented to its meeting on 6 June 2022.

## **7. NCC Companies Business Plans**

- 7.1 Cabinet received the report seeking Cabinet approval for each of the County Council's four main companies to operate within their 2022/23 Business Plan as approved by their respective Boards.
- 7.2 Cabinet **RESOLVED** to:
  1. Review and approve the Hethel Innovation Ltd 2022/23 Business Plan in Appendix A of the report.
  2. Review and approve the Independence Matters C.I.C 2022/23 Business Plan in Appendix B of the report.
  3. Review and approve the Norse Group Limited 2022/23 Business Plan in Appendix C of the report.
  4. Review and approve the Repton Property Developments Limited 2022/23 Business Plan in Appendix D of the report.

## **8. Impact of winter and Covid on social care - planning for recovery**

- 8.1 Cabinet received the report setting out the Council's proposed approach to recovery and the short to medium-term actions being considered to stabilise services and lay the platform for longer-term recovery aligned to ongoing transformation goals.
- 8.2 Cabinet **RESOLVED** to:
  - a) Agree the Adult Social Services approach to recovery planning as set out in section 2
  - b) Agree that on-going review and monitoring of recovery planning continues through the Performance Review Panel and People Select Committee

## **9. Corporately Significant Vital Signs**

- 9.1 Cabinet received the report setting out the latest corporately significant vital signs outcomes.
- 9.2 Cabinet **RESOLVED** to:

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

## **10. Risk Management**

- 10.1 Cabinet received the report setting out the key messages and the latest corporate risks in March 2022.
- 10.2 Cabinet **RESOLVED**:
1. To consider and agree the key messages in paragraphs 2.1 and 2.2 and Appendix A of the report containing key changes to corporate risks since the last risk management report in December 2021.
  2. To consider and agree the corporate risks as at March 2022 (Appendix C of the report).

## **11. Finance Monitoring Report 2021-22 P9 & P10: December 2021 & January 2022**

- 11.1 Please refer to “Recommendations from Cabinet meetings” report.

## **12. Disposal, acquisition and exploitation of property**

- 12.1 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.
- 12.2 Cabinet **RESOLVED** to instruct the Director of Property to dispose of the County Councils property interest in the Beeston Park development, on the terms as set out in confidential annex Appendix A. In the event the disposal receipt exceeding delegated limits, or this current disposal does not proceed 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 agree terms with the new bidder (or future bidder) and complete the disposal on the best terms possible.

**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, to be extendable at the discretion of the Chair. Questions to Cabinet Members can relate to anything within the remit of the Cabinet Member's portfolio and are not limited to items in the Cabinet reports.

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

**Report of the  
Scrutiny Committee meetings  
held on 24 November 2021, 15 December 2021, 27 January  
2022 and 16 February 2022**

**Items from the meeting of 24 November 2021**

- 1 Call In: delegated Cabinet Member decision 211105: A10 Setchey Safety Camera**

**1.1 RESOLVED**

**The Committee noted the call in but takes no further action.**

- 2 Update on Norfolk County Council's Response to the December 2020 Flooding Event**

**2.1 RESOLVED**

- That Scrutiny Committee receive an update report in the next few months. The Scrutiny Committee wanted to find out what action was required to turn the whole complex system into something more workable.**
- The update report to include details about the work that remains to be done by the Strategic Flood Alliance to resolve the issue of flooding, suggestions on ways to improve enforcement powers and issues on flooding to take up with the Government through the Norfolk MPs.**
- That the Committee place on record thanks to the officers who attended the meeting for this item for their helpful and informative answers to Councillors questions.**

- 3 Review of the Environmental Policy**

**3.1 RESOLVED**

**That the Committee:**

- Note the report discussed at Cabinet on progress towards delivering the Norfolk County Council Environmental Policy and associated recommendations and commitments, with a particular focus on areas where Scrutiny could add value moving forward.**
- Welcome progress to producing a dashboard that would enable easier monitoring and measurement of all emissions and invite officers to provide an update on progress against agreed environmental targets and milestones to the Committee as early in 2022 as could be arranged.**

- 4 NCC Savings Proposals**

- 4.1 The Committee discussed with Cllr Jamieson (Cabinet Member for Finance) and**

Simon George the Executive Director of Finance and Commercial Services the key points that were included in the NCC savings proposals for 2022/23.

#### 4.2 **RESOLVED**

**That the Committee**

- **Note the Strategic and Financial Planning 2022-23 report to Cabinet on the 8 November 2021, including:**
  - a. **Savings proposals developed to date to support the setting of a balanced budget for 2022-23;**
  - b. **Proposed next steps in the budget setting process for 2022-23, including the planned approach for public consultation and development of further savings proposals;**
  - c. **Key areas of risk and uncertainty related to development of the 2022-23 budget.**
- **Note the implications for scrutiny of the overall NCC budget setting process.**

#### 5 **Scrutiny Committee Forward Work Programme**

##### 5.1 **RESOLVED**

**That the Committee note the revised forward work programme**

**Items from the notes of the informal meeting of 15 December 2022**

#### 6 **NCC Apprenticeship Strategy and Action Plan**

##### 6.1 **RESOLVED**

1. **That the Committee give their full support to the NCC Apprenticeship Strategy and Action Plan, thanking officers for their hard work in drawing it together.**
2. **The Committee endorses the outlined activity to improve opportunities for young people in Norfolk.**
3. **The Committee requests that the Cabinet Member and officers report back in a year's time with a refreshed action plan and an outline of next steps to increase the number and type of apprenticeship opportunities in Norfolk and reduce barriers to access.**

#### 7 **Quarterly Update on Children's Services and Adult Social Care Performance Review Panels**

7.1 The report outlined progress with regards to the establishment and ongoing activity of the two Performance Review Panels (PRPs), one for Adult Social Care and one for Children's Services.

##### 7.2 **RESOLVED**

**That the Committee:**

1. Note progress and activity from the two performance review panels, providing feedback and recommendations where appropriate.
2. Note the forward work programmes attached to the report providing feedback to the panel leadership around potential items for further investigation.

## 8 Scrutiny Committee Forward Work Programme

### 8.1 RESOLVED

That the Committee note the revised forward work programme as set out in the appendix to the report.

### Items from the meeting of 27 January 2022

## 9. Call-In of Key Decision: ASSD Service Review – Transformation and Prevention in Adult Social Care.

9.1 Those Cllrs who had called in the item asked the Committee to consider how the decision was made, how the claimed benefits would be accurately assessed, and how the proceeds would be ring-fenced within adult social care. They said that the call-in was about the process by which the decision was made and the financial and governance arrangements with Newton Europe. They also said there was no consultation with service users in advance of the decision taken by Cabinet. As a major strategic decision this should have been taken by Full Council and included an assessment of the information about Newton Europe available from Leicestershire. There was a significant risk to the Council in making a payment to Newton Europe of £6.5m and savings were not possible on this scale without service reductions.

9.2 The Chair said that the Select Committee would have “added value” to the proposal if they had been given an opportunity to examine the alternatives, the specifications for working with Newton Europe and to influence the decision.

9.3 At the end of the debate (and before a motion was formally put to the Committee) the Chair said that it was unclear how many policies still existed within the Council’s Major Policy Framework that preceded the introduction of the Cabinet system and had not been refreshed or reviewed or reached a “sell by” date placed on them. This important question needed to be answered outside of this meeting and perhaps was a matter for the Corporate Select Committee to examine.

### 9.4 It was RESOLVED on a show of hands

That the Committee notes the call in but takes no further action.

## 10 Review of the performance of the Adult Learning Service

10.1 The Committee received a report about the performance of the Adult Learning Service, an Ofsted-rated ‘Good’ Further Education Adult and Community

Education provider, that is externally funded through grant funding from central Government through the Department for Education's Education and Skills Funding Agency (ESFA) and tuition fee income.

**10.2 RESOLVED**

- **That Scrutiny Committee place on record their thanks and congratulations to the Adult Learning Service staff on the exceptional performance of the Service.**

**That the Committee also place on record thanks to the officers who attended the meeting for this item for their helpful and informative answers to Councillors questions.**

**11 Major Estate renovation projects and consolidation of office space**

- 11.1 The Committee received a report from the Director of Property that explained how the Corporate Property Team (CPT) had gone about the repair and refurbishment of the County Hall building to provide safe and secure accommodation for staff and visitors. One of the early key actions taken by the CPT was the establishment of The Total FM approach whereby all the facilities management functions of the County Council were centrally coordinated, using properly procured suppliers for professional, maintenance and cleaning services. This had established appropriate workmanship standards, provided a consistent level of service, ensured statutory testing/servicing was undertaken as well as achieving significant savings.

**11.2 RESOLVED**

- **That the Committee place on record thanks to Simon Hughes, Jeannine de Sousa and other members of the Corporate Property Team (CPT) for the professional way in which they have gone about the repair and refurbishment of the County Hall building and for putting in place a proactive maintenance schedule for the building that will help protect the capital investment made over the last few years.**

**12 Provisional Local Government Finance Settlement 2022-23**

- 12.1 The Committee discussed with Cllr Jamieson (Cabinet Member for Finance) and Simon George (the Executive Director of Finance and Commercial Services) a report that updated Councillors on details surrounding the Provisional Local Government Finance Settlement 2022-23 announced by central government on 16 December 2021, outlining implications for the wider NCC budget setting process for 2022-23.

**12.2 RESOLVED**

**That the Committee:**

- **Note the update provided on the Provisional Local Government**

**Settlement for 2022-23, considering implications for NCC; and**

- **Note that Cabinet will consider the implications of the settlement in the context of the proposed 2023-24 Budget when it meets on 31 January 2022 and Scrutiny Committee will have an opportunity to further consider this issue when it meets on 16 February 2022.**

**13 Scrutiny Committee Forward Work Programme**

**13.1 RESOLVED**

**That the Committee:**

- **Note the revised forward work programme as set out in the appendix to the report.**
- **Note changes to the Scrutiny Committee forward work programme format**

**Items from the meeting of 16 February 2022**

**14 Norfolk County Council Budget 2002-03**

- 14.1** The Committee received an overview of the Council's proposed 2022-23 Revenue Budget and Medium-Term Financial Strategy 2022-26 (considered at item 8A to its agenda), Capital Strategy and Programme 2022-23 (considered at item 8B to its agenda) and Annual Investment and Treasury Strategy 2022-23 (considered at item 8C to its agenda) as these matters were presented to Cabinet and would be considered by Full Council.

**14.2 RESOLVED**

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

**Steve Morphew  
Chair**



## **Report of the Corporate Select Committee meetings held 15 November 2021 & 17 January 2022**

### **A Items from the meeting of 15 November 2021**

#### **1 Digital Inclusion Strategy**

1.1 A report from the Executive Director of Finance and Commercial Services and Executive Director of Community and Environmental Services was received, and introduced by the Cabinet Member for Commercial Services and Asset Management and Cabinet Member for Communities and Partnerships.

1.2 The Director for Information Management Technology and the Director for Community Information & Learning gave a presentation which is [available on the committee website pages](#).

1.3 The report followed on from the committee's discussion held earlier in July 2021 with a commitment to return the item to the committee in the Autumn. The dynamic landscape of the digital world means that the strategy will need to be refreshed and reviewed on a regular basis to ensure that connectivity for all Norfolk residents is achieved. Nationally, 11% of adults still are without basic internet skills. The report provided details of how over the last 18 months the Council had ramped up efforts significantly to ensure more residents were digitally connected. The strategy aimed to support the outcomes of "Together for Norfolk" by enabling Norfolk's residents to have digital skills for work, life, engaging with their communities and accessing information and resources to thrive in today's digital world.

1.4 The committee noted that:

- The business cases and economic benefits for further investment was in the process of being worked up in consultation with partners and stakeholders such as library services, NHS and LGA.
- The data collected to identify those digitally excluded will be refreshed and updated regularly to ensure goals to reach target groups are achieved.
- Accessibility options to support those with hearing problems was discussed and it was acknowledged that whilst not perfect speech to text technologies are continually improving.
- The vulnerability hub set up during the pandemic is still in existence and is critical to help identify the cohort who fall into the digitally excluded community.
- Laptops provided to schools were being maintained by schools and refreshed to ensure pupils in the future can still benefit. Some laptops were also issued directly to families and were enabled with software protection to ensure correct usage.

- Project Gigabit will see £115m invested in fast broadband connectivity to all properties within Norfolk that can not receive a commercially viable service from providers.
- The lack of a reliable mobile phone signal was also acknowledged as an issue for many rural residents in Norfolk.
- Voluntary groups, the charity sector, town and parish councils as well as connections with adult social cares services and primary care providers were all being engaged to help identify and connect with the digitally excluded cohort.

1.5 The committee **RESOLVED** to:

- Endorse the Digital Inclusion Strategy including the strategic plan and performance indicators.

## 2 **MyOracle Programme Update**

2.1 A report by the Executive Director of Finance and Commercial Services was received. The report was introduced by Cabinet Member for Innovation, Transformation and Performance.

2.2 The Programme Director for HR & Finance gave a verbal presentation on the update. The committee noted:

- During validation testing it became apparent that the go live date would require pushing back from November 2021. The new date of April 2022 was agreed to avoid critical Christmas and New Year periods. This new live date was fully supported by the Cabinet Member for Innovation, Transformation and Performance.
- Business and system readiness was a key component in achieving the go live date and a comprehensive training programme is in place to build user confidence ahead of launch.
- Covid had contributed to the delays experienced in moving back the go live date with colleagues working remotely.
- Whilst confidence was very high that the launch date of April 2022 would proceed, contingencies were in place to cover any issues that might arise.
- The *MyOracle* software would be available to staff on any platform including mobile phones. Arrangements were in place to provide access to staff who did not own a digital device.
- The delay in implementation would have some financial impact, although final costs at this stage were not known. The overrun costs known to date were much lower than other local authorities are experiencing in introducing similar software

2.3 The Committee **RESOLVED** to:

- Endorse the work completed to date and the next steps.

## 3 **Smarter Working Programme Update**

3.1 A report by the Executive Director of Strategy & Transformation was received, and introduced by the Cabinet Member for Cabinet Member for Innovation, Transformation and Performance. The Director for Transformation gave a presentation which is [available on the committee website pages](#).

3.2 The committee discussed and noted:

- It was felt that there should be more of a focus on outcomes for end users rather than on staff activities and processes.
- More feedback from staff was required to ensure that all aspects including wellbeing and mental health was being considered.
- Anyone that needed to work from an office base, for example because of poor working conditions at home, was being accommodated.
- Since 4th October 2021 approximately 200 staff per day were using County Hall. Only a handful of staff had taken up the option of the subsidised Park and Ride facility.
- It was felt that new employees might be at a disadvantage as they could not work with and learn from colleagues if working from home. However, new processes and inductions were being developed to help and support new employees. Each individual department and team would need to assess their requirements and act accordingly.
- The programme had accelerated the asset management rationalisation initiative and concerns were expressed that it would be difficult to reverse the loss of office space if more was required in the future. A slower more cautious approach to asset sale was suggested.
- The Council had carried out assessments for all those working from home and had funded the purchase of new equipment for employees home based.
- It was noted that home working benefits carbon reduction and helps the Council towards its zero net carbon target by 2030. However baseline data and carbon reduction figures was requested for future reports.
- The Council is challenging itself to be more effective and creative with how space and assets are used as well as how services are delivered to Norfolk residents. New technologies were making this process easier but there is more work to be done to achieve the savings required.
- A report in March 2022 would set out the recommendations for consideration by the committee.

### 3.3 The committee **RESOLVED** to agree:

- Deliver ways in which the Smarter Working Programme can help directorates maintain the benefits realised as a result of the pandemic, including the commencement of the implementation of Hybrid working.
- Acknowledge the ongoing savings programme in the 2021/22 financial year and steps that have been taken to maintain the financial benefits and positive service outcomes of the Smarter Working Programme.
- Endorse the proposed approach to be taken over the next 4 months in shaping phase 2 of the Smarter Working Programme, given the uncertainty due to the pandemic that continues to impact our ability to plan with confidence and certainty.
- That a further report be made to the Corporate Select Committee, with an updated plan that takes our transformation forward into Phase 2, in March 2022.

## 4 **Strategic and financial planning 2022-23**

- ### 4.1
- A report by the Executive Director for Finance & Commercial services was received. The report provided proposals and considerations for the budget position for 2022-23 and the challenges around the savings required. Cllr Jamieson, Cabinet Member for Finance introduced the report.

#### 4.2

The committee discussed and noted the following:

- The budget proposals for 2022/23 included £24.5m of new savings, with a need for an additional £5m of new savings yet undecided, and a Council Tax increase of 3%
- The level of new savings required were wholly intertwined with initiatives such as Independence at Home and the Smarter Working Programme which had been detailed earlier in the meeting.
- The Government had not yet undertaken the long awaited Fair Funding Review which is felt would benefit Norfolk due its demographics of an aging population. In addition, business rates review and extensions to Covid grants were also outstanding pieces of central government work.
- The three year settlement does provide the Council with an opportunity to look more closely at a transformative review of operations and how services are delivered to develop a medium to longer term strategy.
- A strategic approach for Norfolk should be formed to ensure the bids for funding from the Share Prosperity Fund are successful so that Norfolk benefits from the central government levelling up agenda.
- The County Council would receive a 2% Adult Social Care precept raise as 1% had been deferred from the previous year.
- The proposed longer term goals of £108m savings by 2025/26 would only be achievable if a wholesale review and transformation of the delivery of services and functions was carried out. The initial stages of these reviews have shown promise but there is much work to do.
- The £330m spent on adult social care service contractors was a large sum that needed to be reduced. The £4m spent on contract management was an area that the County Council had been slow to examine and reduce and would be an item to focus on in the short term.
- The burden of taxation was being switched by central government to local authorities. However, there was not always the extra support in funding to manage this transition. Local authorities were being left to deal with the demographic challenges themselves.
- NP Law did have the capability to increase their services to other local authorities to produce an increase in their income.
- The recent Cabinet paper on environmental policy had underlined the Council's commitment to carbon neutrality and progress has been made but there is much work to do. Carbon reduction can be sought through a proper procurement policy.
- Although 50% of the Council's streetlighting stock had been converted to more energy efficient LEDs, there was a programme being undertaken to ensure all lighting is switched. The remainder of the programme would be more challenging to switch than the first 50% of the stock.
- It was thought that consideration could be given to commercial investment ideas in Norfolk to produce income and help smooth out the potential increases in Council Tax to Norfolk residents and reduce the need to find a further £5m in savings. This was a proposition that had not been explored by the Council before in much detail. A proposal for such a joint report from the Cabinet Member for Finance and the Deputy Leader was seconded and was agreed that it would be placed as an item on the forward work programme.

The Committee **RESOLVED** to agree to:

- Note the key issues for the budget proposals for the services within its remit which are being taken forward to public consultation, to inform Cabinet's recommendations to County Council on the 2022-23 Budget in February 2022.
- Note the requirement for a further £5m savings, and identify any further areas which the Select Committee consider should be explored to deliver 2022-23 saving proposals

5.0 **Constitutional Amendments – Policy Framework and Local Choice Functions**

5.1 A report was received and introduced by the Director of Governance.

5.2 The report appeared in two parts. The first part of the paper set out the local choice functions applicable to County Council decision making and suggested who the decision maker should be. The second part of the paper is concerned with the policy framework. The content of the major policy framework had recently been reviewed by Executive Directors, as a result of which changes had been recommended.

5.3 The committee **RESOLVED** to agree:

- The local choice functions and decision maker.
- The policy framework list.

6.0 **Financial Regulations 2021 Update.**

6.1 The annexed report (12) from Executive Director of Finance and Commercial Services was received and introduced by the Cabinet Member for Finance.

6.2 The Financial Regulations are reviewed and updated on an annual basis to ensure that they remain up to date, aligned with current systems and processes, and compliant with statutory requirements. This paper appended the Financial Regulations with amendments proposed following the annual review exercise.

6.3 The committee noted that changes to the regulations were required due to the environmental report received by Cabinet on 8<sup>th</sup> November. The cost benefit analysis matrix formula was being developed. This was seen as a starting point to take into account current projects which if recalculated might place a greater emphasis on the carbon neutrality benefits.

6.4 The committee **RESOLVED** to agree:

1. The proposed amendments to Financial Regulations.
2. The further amendments which would be required subject to Cabinet decisions in respect of the Natural Norfolk: Progress on delivering the Environmental Policy report.

7.0 **Corporate Select Committee Forward Work Plan**

A note by the Executive Director of Strategy and Governance was received.

The committee **RESOLVED** to agree the forward work programme and add the following items:

1. Update on Digital Connectivity for March 2022
2. Report on Economic Development Opportunities in Norfolk to reduce the saving requirement for 2022/23 of an additional £5m and budgets gaps in the future. The time line of the report to be agreed in due course by the Chair, Cabinet Members involved and Officers.

## **B Items from the meeting of 17 January 2022**

### **8 2021 Staff Survey ‘Our Voice Our Council’: Analysis, Engagement and Action Planning and Planning for 2022 Staff Survey**

8.1 The report by the Executive Director for Strategy & Transformation was received and presented by Director for People.

8.2 The report followed on from the initial findings that were shared with the committee on 12 July 2021. The report focuses on how the results have been analysed and used to understand themes across the Council and actions as well as informing work of specialisms and projects.

- 8.3 The key elements of the reported were highlighted as the following:
- Careful analysis of the survey had identified areas for ongoing discussions and actions.
  - The report, key themes and actions arising was a regular item on the agenda of the Internal Corporate Board.
  - One of the key elements to improved performance is to provide clarity and direction and these themes are reflected within the individual’s performance development plans with line managers. This improves engagement and wellbeing.
  - Connection with staff working from home, especially new staff members has been a key element to pay attention to and new initiatives have evolved to make employees feel connected, cared for, understand and motivated.
  - The survey work is used to aid external inspections, for example Ofsted, of departments and services.
  - The key new metrics data have all shown improvements from previous surveys.
  - The survey reported that black colleagues in Adult’s and Children’s departments were nearly twice as likely as white colleagues to experience bullying or abuse from service user, relatives, or the public.
  - Work has been undertaken to support black and Asian colleagues to update and improve policies to tackle racially abusive behaviour.
  - Every quarter various employee groups representing colleagues with protected characteristics have an opportunity to meet and discuss issues with Head of Paid Service and Director of People.
  - Within the senior management recruitment process a panel consisting of colleagues with varying protected characteristics is involved with selection.
  - There is an intention to undertake a report into organisational wellbeing although it was acknowledged that existing measures in this area are performing well.

- The survey outcomes had enabled the leavers survey to be redesigned to come in line with the staff survey.
- The survey indicated that we have not improved in how innovative we view ourselves through the pandemic but there was a focus to see how this area could be improved with more working remotely..
- Norfolk County Council won a national award for its work on its staff survey. The Public Service People Managers Association (PPMA) awarded NCC an Excellence in People Management Award 2021 for the Best Change Management Organisational Development Initiative, for the change work involved on the Staff Survey.

8.4

The following was discussed, and responses noted to questions:

- Training for members, relating to help engaging with their communities and to understand diversity and inclusion, was about to be rolled out with a pilot being conducted by members of the committee.
- Letters had been sent to key services users advising them that racially abusive behaviour towards staff will not be tolerated.
- More information and data regarding the leavers survey was requested for a future meeting. Some further work on the leavers survey to spot trends and themes was ongoing. The turnover rate of staff was around the 12%.
- Whilst all departments had experienced additional pressures during the pandemic, Adult Social Services were experiencing extreme winter pressures on a number of fronts including retaining and recruitment of staff. Children's services adapted their engagement during lockdown periods to maintain their statutory duties.
- It was acknowledged that the lockdown period will have affected the data arising from the survey, although the survey was issued shortly before the first lockdown and then again later in the year.
- The last 18 months had provided the building blocks of inclusion and diversity to be put in place and to work from that platform to improve training and understanding. This will rise to a better understanding overall and gives staff a voice from which to be heard and understood.
- Members considered that their role with supporting staff was important and that the dynamics have changed now that face to face engagement is happening less. Members were interested to ascertain whether a question could be added to the survey enquiring how they could support staff in the future.

8.5

The committee **RESOLVED** to:

- Acknowledge the key messages from this year's survey and the proposed next steps.
- Support the performance, engagement and wellbeing of colleagues
- Acknowledge how the current methods of working since March 2020 have changed the ways Members problem solve and innovate and how we encouraged continued improvement in how we become a more innovative Council.

## 9. **Gender Pay Gap & Workforce Equality, Diversity and Inclusion Plan**

9.1

The report by the Executive Director of Strategy and Transformation was received. The report was presented by the Director for People.

9.2

The Director for People gave a presentation on the report ([available from the committee's webpages](#)). The committee noted:

- The data used is always out of date as the processes required of collating and publishing is lengthy and the requirement to publish was delayed by Central Government due to the pandemic.
- The report picks up on the direction of travel of how the gap is closing.
- The gap is measured by using averages, not comparing job to job and pay rates.
- The County Council has predominately a female workforce, approximately 65% to 70%, mainly due to the nature of work attracting one gender over another.

9.3

In response to member's questions the committee noted:

- Whilst there were no specific policies in place to support employees back from career breaks the ability to flex hours and days was being used to assist.
- Flexing hours was also a critical element in helping woman apply for and manage within senior roles.
- There is evidence to indicate that men are more likely to influence their starting salary than women, at the Council a job evaluation and grade structure was in place to ensure all new starters were treated equally.
- Policies were in place for helping woman through the menopause.
- Steps were in place to support woman more to apply for senior roles and this would form a focus for the next action plans.
- The current make-up of the Council's cabinet (9 men and 1 woman) was questioned, although in contrast it was noted that until recently a local District Council had a majority female cabinet.
- Focus on recruitment processes had identified that use of language and positioning of advertisements as "positive action" can be targeted towards one gender or another to encourage a greater take up.
- There has been significant improvement in the data on younger people being recruited to the council. It was acknowledged that the successful apprenticeship scheme had helped.
- It was thought that highlighting case studies could be a good route to help recruitment. The example of the first female firefighter in the UK, which was in Norfolk, was cited.
- Employees were asked within the staff survey whether they felt they were adequately rewarded for their work.
- The Council had 5 objectives to help tackle discrimination and prejudice and looked to lead by example in all the services areas to ensure that Equality Diversity and Inclusion was embedded within the working culture.

9.4

The Committee **RESOLVED** to:

- Endorse the narrative and proposals as set out in Appendix B as key actions to address gender pay



- Acknowledge and provided direction on the proposed NCC Workforce Equality, Diversity and Inclusion Strategic Action Plan as set out in the presentation .

## **10.0 Strategy and Business Planning at Norfolk County Council**

- 10.1 The report by the Executive Director of Strategy & Transformation was received, and a verbal presentation was given by the Head of Strategy & Policy
- 10.2 The report outlined the process that had been followed to develop the newly launched County Council Strategy *Better Together, for Norfolk 2021-25*, which also informs the proposed approach to business planning for 2022/23 and into 2022/23 and beyond.
- 10.3 The following key points were noted:
- A “double diamond” approach was adopted to develop the strategy, to understand what was creating pressures and anxieties within the Norfolk community.
  - A number of key engagement events took place to establish the recovery priorities of the community coming out of the Covid 19 pandemic and with partners and stakeholders discussing what are the trends and opportunities that the Council should be focusing upon.
  - The engagement events helped shape the themes particularly around reducing the widening inequalities in the county around health, wealth and digital exclusion.
  - The five key priorities within the strategy had not changed but a refresh to help refocus efforts on the priorities that will make the greatest impact in a post pandemic environment had taken place.
  - Refreshing business planning pyramid seeks to ensure that planning is no longer just a departmental exercise, and that all areas of the Council are expected to work together to ensure the strategy objectives are being planned for and reflected in a corporate delivery plan.
  - The planning cycle will start earlier than previously, and a business planning group has been set up with representation for all services and departments to look at the cost saving priorities. This approach is more cross-functional than individual departments all undertaking this work.
  - Governance of the new system that effects the transformation programme will also be undertaken in one place to make this more effective.
  - The corporate delivery plan will be used to bring together the significant activity that will drive the delivery of the strategy.
  - A series of workshops will be held with senior leadership personnel to identify what best practice looks like as well as aligning the risk register much more closely to performance.
  - Data collected will be processed and collated to enable external benchmarking so that comparisons can be made within the Council's peer group on performance.
- 10.4 The following was discussed, and responses noted to questions:
- Approximately 50% (1000 people) of those who joined the Norfolk Residents Panel responded to the survey. This group will be followed up to engage at the next level which would include partners such as

Town and Parish Councils.

- Concerns were expressed that younger people mentioned in the report had suffered from the suspension of their social groups, and although lockdown restrictions had eased, social distancing requirements were making a return to normal activities difficult. It was acknowledged that some organisations had returned to a pre pandemic position. However, the younger generation tended to be more technology minded and older styles of social engagement were not as appealing as previous generations had experienced.
- The statistic referred to in the report regarding inequality and deprived areas was an issue members agreed they wished to work hard to reduce as quickly as possible.

10.5

The committee **RESOLVED** to agree to:

- Acknowledge the work to date to deliver the strategy
- Endorse the feedback on the proposed approach to business planning as outlined in section 4
- The proposed next steps as outlined in section 5.

11.0

### **Forward Work Programme**

11.1

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

11.2

The committee **RESOLVED** to agree the forward work programme. It was noted that the previous meeting's addition to the programme had not been added to the plan. Cllr Price requested to be emailed when this was added and the timescale agreed.

**Meeting concluded at 3.46pm**

**Cllr Ed Colman, Chair  
Corporate Select Committee**

## **Report of the Infrastructure and Development Select Committee Meeting held on 17 November 2021 and 19 January 2022**

### **A Report from the meeting held on 17 November 2021**

#### **1. Norfolk Rural Economic Strategy 2021-2024**

1.1 The Select Committee received the report which set out the third edition of the Strategy, covering 2021-2024. The Strategy set out a partnership approach by the public, private and not-for-profit sector to rural economic development in Norfolk over a three-year period.

1.2 The Select Committee **RESOLVED**:  
1. To review and consider the Norfolk Rural Economic Strategy 2021-24  
2. To note that a Delivery Plan for the Strategy will be produced once the Government's guidance on the UK Shared Prosperity Fund had been published.

#### **2. Norfolk Strategic Infrastructure Delivery Plan (NSIDP) 2021**

2.1 The Select Committee received the report which set out the updated delivery plan.

2.2 The Select Committee **RESOLVED**:  
1. To review and comment on Norfolk Strategic Infrastructure Delivery Plan 2021 as set out in Appendix A of the report, prior to consideration by Cabinet:  
2. To recommend that an officer working group investigate the issues of power shortages and report back to Infrastructure and Development Select Committee with its findings.

#### **3. Transport for Norwich Strategy Review**

3.1 The Select Committee received the report which summarised the outcome of the recent consultation on the Transport for Norwich Strategy.

3.2 The Select Committee **RESOLVED** to consider the responses received to the consultation and the proposed changes as set out in Appendix 2 of the report.

#### **4. Active Norfolk Strategy**

4.1 The Select Committee received the report which set out the new strategy. This strategy detailed the actions to be taken by Active Norfolk, in partnership with departments across Norfolk County Council, as well as the broader local government, health and social care and voluntary and community sector, to improve

residents' lives – supporting Together for Norfolk ambitions of a growing economy, thriving people and stronger communities.

- 4.2 The Select Committee **NOTED** the new Active Norfolk strategy, especially the way in which it connected with other Norfolk County Council strategies and priorities, including Public Health and Active Travel

## **5. Waste Services Update**

- 5.1 The Select Committee received the report which provided an overview and update on the breadth of waste services delivered by the County Council. Firstly, in its role as the Waste Disposal Authority for Norfolk, which includes the disposal of residual waste, provision of recycling centres and payments to the District, City and Borough Councils for the recycling they do. And secondly, in relation to its responsibility for the safe aftercare and long-term management of closed landfill sites in its ownership or for which it has a liability. The report also provided a progress update on single use products initiatives, which was a legacy of the Member Task and Finish Group; work on waste initiatives together with the District, City and Borough Councils as the Norfolk Waste Partnership; and provided further indications of the potential implications of national waste policy development.
- 5.2 The Select Committee **RESOLVED**;
1. To note and comment on the update.
  2. In accordance with the County Council's second Waste Policy to review the arrangements for the 'incineration of waste or fuel derived from waste' outside Norfolk set out in para 6.6 of the report.
  3. To comment on the intention to extend an arrangement with Norse Environmental Waste Services Ltd to 2027 as a fall-back and alternative option for the processing and sale of material from recycling centres and recycling points, as outlined in section 2.5.2 of the report.

## **6. CES Compliance and Enforcement Policy Annual Review**

- 6.1 The Select Committee received the report which set out the CES Compliance and Enforcement Policy as that, and associated performance data are subject to annual review by Members. The Policy had been reviewed and updated to reflect recent changes to legislation and guidance. A revised CES Compliance and Enforcement Policy had been included at appendix A of the report, with proposed amendments highlighted with explanatory notes.
- 6.2 The Select Committee **RESOLVED**.
1. To review and comment on the revised CES Compliance and Enforcement Policy at Appendix A and its annex documents (A-1 to A-6), prior to consideration by Cabinet
  2. To note the 2020/21 enforcement performance data provided at Appendix B, and summary of stakeholder engagement at Appendix C.

## **7. Developing an overarching Policy for the use of Glyphosate-based herbicides by NCC**

- 7.1 The Select Committee received the report which set out the plans for developing the

policy. The NCC Policy would set out in what circumstances continued use of glyphosate will be permitted (and its use optimised); where it will never be used; and how the Council (and third parties) will adopt alternative measures to control vegetation. The Policy will be developed by an NCC Officer-led group.

7.2 The Select Committee **RESOLVED**.

1. To note that a Policy for the use of Glyphosate-Based Herbicides by NCC (The Policy) will be developed by an NCC Officer-led group
2. To identify any key points, issues or concerns that the Select Committee would like to see taken account of as part of development of The Policy.

**8. Strategic and Financial Planning 2022-23**

- 8.1 The Select Committee received the report which provided an opportunity for the Select Committee to provide its views on the detailed budget proposals for the services within its remit which are being taken forward to public consultation (subject to Cabinet decisions 8 November 2021). As such this report formed an important part of the process of preparing the 2022-23 Budget and would enable the Select Committee's views on proposals to form part of the Cabinet's considerations when it makes recommendations about the Budget to Full Council in February 2022.

8.2 The Select Committee **RESOLVED**

1. To consider and comment on the County Council strategy as set out in section 2 and how the Budget process is aligned to the overall policy and financial framework;
2. To consider the potential implications of Government announcements about Social Care, the considerable uncertainty remaining in respect of these, which may result in additional cost pressures in the medium to longer term, and agree that these should be reflected, where possible, in the 2022-23 Budget;
3. To consider the latest details of announcements made at the Spending Review 2021 and Autumn Budget 2021, and note that the outcome of these national funding announcements, alongside the Local Government Finance Settlement, will have potentially significant impacts on the 2022-23 Budget position, which will not be fully known until later in the process;
4. To consider and agree for planning purposes the latest assessment of significant areas of risk and uncertainty around emerging budget pressures for the 2022-23 Budget and Medium Term Financial Strategy, which remain to be resolved and which may have a material impact on budget planning (paragraph 13.4);
5. To confirm that Cabinet's intention is to seek, as planned, a total council tax increase of 2.99% for 2022-23 made up of 1.99% general council tax and 1.00% adult social care precept deferred from 2021-22;
6. To direct Executive Directors to seek to identify further recurrent savings of £5.000m and to report to Cabinet in January 2022;
7. To agree to undertake a full review of how the Council operates to deliver its future services and strategy;
8. To note the Executive Director of Finance and Commercial Services' advice about the sustainability of the Medium-Term Financial Strategy position (section 13), noting also the wider uncertainty about funding levels and cost pressures for 2022-23. Recommendation 5 sets out Cabinet's intention to seek, as planned, a total council tax increase of 2.99% for 2022-23 made up of 1.99% general council tax and

1.00% adult social care precept and therefore in that context to agree to consult the public on that level of increase

9. To consider and agree the proposed savings as set out in sections 7-12 (tables 5-10) to be taken forward in budget planning for 2022-23, subject to final decisions about the overall Budget in February 2022, noting the level of savings already included from the 2021-22 Budget process (table 10. To agree that public consultation (as set out in section 5) and equality impact assessment (as set out in section 21) be undertaken on the 2022-23 Budget and saving proposals as set out in sections 7-12 (tables 5-10), and the level of council tax and Adult Social Care precept for 2022-23, as set out in section 14 and table 11;

11. To note the responsibilities of the Executive Director of Finance and Commercial Services under section 114 of the Local Government Act 1988 and section 25 of the Local Government Act 2003 to comment on the robustness of budget estimates as set out in section 13, and having regard to the level of savings required for 2023-24, to direct Officers to bring forward proposals to support early development and identification of saving proposals for 2023-24 with a focus on transformational activity;

12. To agree the proposed next steps in the Budget planning process for 2022-23, and the remaining Budget planning timetable (Appendix 1); and

13. To note and thank Select Committees for their input into the Budget development process for 2022-23 in July, and to invite Select Committees to comment further on the detailed saving proposals set out in this report when they meet in November 2021 (section 23).

## **9. Forward Work Programme**

9.1 The Select Committee received the report which set out the Forward Work Programme for the Committee to enable the Committee to review and shape.

9.2 The Select Committee **REVIEWED** and **AGREED** the Forward Work Programme for the Select Committee set out in Appendix A.

## **B Report from the meeting held on 19 January 2022**

### **1. Adult Learning Annual Plan**

1.1 The Committee received the report which set out the annual plan. The plan reflected Norfolk County Council's strategic objectives, as detailed in the Better Together, For Norfolk Strategy 2021-2025.

1.2 The Select Committee **RESOLVED**:

1. To review and consider the Norfolk Rural Economic Strategy 2021-24

2. To note that a Delivery Plan for the Strategy will be produced once the Government's guidance on the UK Shared Prosperity Fund had been published.

**2. Report of Member Task and Finish Group: Public Transport in the Local Transport Plan Implementation Plan**

2.1 The Committee received the report which set out the report from the task and finish group. The Chair of the group introduced the report and thanked the Councillors for taking part.

1.2 The Committee **RESOLVED** to note the discussion of the Task and Finish Group and how this will feed into the delivery of the Bus Service Improvement Plan and Local Transport Plan Implementation Plan.

**3. Norfolk's Bus Service Improvement Plan and Enhanced Partnership with Bus Operators**

3.1 The Select Committee received the report which set out the Bus Service Improvement Plan which had been developed following the government's announcement of a new national bus strategy called Bus Back Better, which would allow the Council to apply for funding to achieve the aims of the plan. The report also set out the plan and the scheme of the Enhanced Partnership and what that meant, what initial commitments were being made by the County Council and bus operators to improve public transport, what the next steps are, and how the commitments could be increased once the funding amount was known.

3.2 The Committee **RESOLVED**;

1. Note and consider the aims and aspirations in the Bus Service Improvement Plan.
2. Note the commitments in the initial Enhanced Partnership Scheme and agree that this Plan and Scheme should be formally adopted by the deadline of 31 March 2022.
3. Note that there will be a public consultation on the Bus Service Improvement Plan in early 2022, so that feedback can help to prioritise where funding is spent once it is received and the Enhanced Partnership Scheme can then be varied.

**4. Forward Work Programme**

4.1 The Select Committee received the report by the Executive Director of Community and Environmental Services setting out the Forward Work Programme to enable the Committee to review and agree it.

4.2 The Select Committee reviewed the report and **RESOLVED** to review and agree the Forward Work Programme for the Select Committee set out in Appendix A of the report.

**Cllr Barry Stone, Chair  
Infrastructure and Development Select Committee**

## Report of the People and Communities Select Committee meeting held on 21 January 2022

### A: Meeting held on 19 November 2021

#### 1. Adult Social Services Charging Policy for Non-Residential Care - update on engagement

- 1.1 The Committee received the report detailing work carried out since a Judicial Review in December 2020, which identified that changes to Norfolk County Council's charging policy had unintentionally discriminated against a group of people the judge identified as severely disabled. This work included amending the Charging Policy for non-residential care to address the findings of the High Court and engaging with the disabled community. Some of the key issues highlighted from this engagement were presented in the report, which updated the Committee on engagement work to date and setting out work planned for the coming months.
- 1.2 The Committee heard from members of the Disability Norfolk Network Group and Carers Voice.
- 1.3 The Committee:
  - a) **NOTED** the completion of reimbursement;
  - b) **NOTED** the update on the work currently in progress;
  - c) **AGREED** to receive a further report on the engagement at a subsequent meeting, including clarity on national reforms and the implications for charging and next steps.

#### 2. Covid-19 Update

- 2.1 The Committee heard a verbal update and saw a presentation from the Programme Director – Lead Outbreak Control on the current situation in Norfolk and actions being taken in relation to the Covid-19 pandemic.
- 2.2 The Committee **NOTED** the update and presentation.

#### 3. Carers Charter Progress Report

- 3.1 The Committee received the report setting out the important work completed across 2021 towards the Council's commitments in the Carers Charter.
- 3.2 The Committee:
  - a) **ENDORSED** the 2021 Carers Charter progress report;
  - b) **REVIEWED** the working group's focus areas for 2022.

#### 4. Strategic and Financial Planning 2022-23

- 4.1 The Committee received the report which responded to feedback from Select Committees in July 2021 and provided an opportunity for the Select Committee to give



its views on the detailed budget proposals for the services within its remit and which are being taken forward to public consultation (subject to Cabinet decisions 8 November 2021).

- 4.2 The Committee **CONSIDERED** and **COMMENTED** on the budget proposals for the services within its remit which are being taken forward to public consultation, to inform Cabinet's recommendations to County Council on the 2022-23 Budget in February 2022.

## 5. Special Educational Needs (SEND): Performance Framework

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

- 5.2 The Committee:

1. **NOTED** the ongoing content of the SEND performance framework and agree ongoing reporting at all subsequent meetings through to Summer 2022, complying with the outcome of the LGSCO report.
2. **AGREED** that the range of performance measures will directly assist with decision making regarding any policy changes needed over time as part of the range of SEND improvement programmes.

## 6. Forward Work Programme

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

## B: Meeting held on 21 January 2022

### 1. Special Educational Needs (SEND): Performance Framework

- 1.1 The Committee received the sixth report in a series of reports scheduled for each Committee meeting over a 2-year period, following on from recommendations by the Local Government & Social Care Ombudsman (LGSCO) in their 2020 published investigation report. The report contained the outturn figures for Education Health and Care Plan (EHCP) performance, the latest EHCP data for both initial assessments and annual reviews, and regular reporting of a range of performance data in line with the LGSCO recommendations.

- 1.3 The Select Committee

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

### 2. Adults and Children's Services – Key Workforce Challenges

- 2.1 The Committee received the report summarising the national and local context of recruitment and retention of social workers and setting out current recruitment and

retention programmes of work.

2.2 The Committee **NOTED** the content of the report and Appendix A of the report.

**3. Norfolk Health and Wellbeing Profiles 2021 – District and Electoral Division – Joint Strategic Needs Assessment (JSNA)**

3.1 The Select Committee received the report setting out a new way of accessing information held on the Joint Strategic Needs Assessment (JSNA) using a dashboard which could be updated as data changed and replacing the static profiles published annually as part of the work programme for 2021/22 signed off by the HWB and of a wider project to improve the availability of place-based health and wellbeing information on the JSNA.

3.2 The Select Committee **NOTED** the introduction of district and electoral division profiles and promote their use by council members

**4. Forward Work Programme**

4.1 The Committee considered and **AGREED** the forward work programme.

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

## **Report of the Norfolk Health Overview and Scrutiny Committee meeting held 4<sup>th</sup> November 2021**

### **Items from 4<sup>th</sup> November 2021 meeting**

#### **1. Eating Disorders**

- 1.1 The Committee received a report regarding the Eating Disorders service for Adults and Young People & Children. The In-patient specialised eating disorder beds are commissioned by NHS-led Provider Collaboratives, which took over this function from NHS England & NHS Improvement Specialised Commissioning in July 2021. Different approaches exist for services provided for children and young people and Adult services and national standards for care only exist for Children and Young People, at which services are expected to meet 95% of the standard.
- 1.2 The Committee noted that:
- the service has seen an increase in demand as a result of the pandemic and that the level of demand has remained consistently high.
  - Much work had been done but more is required, especially around early intervention to prevent the need for services when patients may present with greater acuity.
  - An interim briefing would be provided in six months time after which the committee can schedule the item in the forward work programme if required.

The Chairman thanked all those speakers that had attended the meeting both in person and virtually.

#### **2. Norfolk & Suffolk NHS Foundation Trust (NSFT) – use of out of area beds**

- 2.1 The Committee received a report by about the progress of the use of out of area beds for acute mental health patients and beds that are within the locality but are outside of the Trust's control i.e. private providers. The 2016 'Five Year Forward View for Mental Health' recommended reduction and elimination of inappropriate out of area placements for acute mental health care as quickly as possible, and the Government set a national ambition to eliminate them by 2020-21. Despite increased investment in mental health services this has not been met and the Covid 19 pandemic has increased the pressures on services.

Progress had been made from March 2019 to May 2020 where out of area bed days had reduced to 363 from 1974 and this was largely due to opening a 16 bedded admission ward, enhancing community teams, implementing a Patient Flow group and taking a more focused approach to improved bed management, inappropriate admissions and timely discharge. However, more recently numbers had risen again.

- 2.2 The Committee were advised that:
- More suitable accommodation was required to be provided by districts so that

- bed and breakfast temporary accommodation did not need to be utilised.
- Mental health is a whole system issue and includes demands for social work, housing needs and employment opportunities and not wholly reliant on the NHS

The Chair thanked all those who had taken part in the discussion both online and in person and concluded the discussion by acknowledging:

- Local provision and early intervention was key. There was a tension around using private provision locally, even though it would be preferable to use NHS provision, as without the private local beds NSFT would end up having to use more beds out of area and it would be private provision anyway, with the consequent difficulties for families and the increased challenges of monitoring quality of care at a distance.
- Challenges exist with discharge to appropriate accommodation and these delays of discharge often cause pressure on the system often resulting in the need to have placements out of area. There was a challenge back to district, borough and city councillors to check the level of housing provision available for patients who are being discharged from the acute mental health hospital and whether the resources should be increased
- Mental health provision relates to the whole community in relation to housing, social work and suitable and meaningful work. All partners need to work together to overcome the challenges.

### 3.0 **Cawston Park Hospital – Safeguarding Adults Review – a briefing**

3.1 The Chair welcomed Heather Roach, Chair of Norfolk Safeguarding Adults Board to the meeting via video link. The Chair of the committee explained that this was not a scrutiny item for this meeting but was a briefing.

3.2 Heather Roach gave a presentation to the committee after which she responded to questions and it was noted:

- A review of ethical commissioning had already started.
- More robust monitoring of service providers is required. A more inquisitive approach is needed to prevent issues that arose at Cawston Park, from happening again.
- The issues around the failures at Cawston Park were complex and were exacerbated by the pandemic.

3.3 The Chair thanked Heather Roach for attending and the committee **agreed** to add:

- Cawston Park Hospital Safeguarding Adults Review – Scrutiny of local health and social care partners' joint progress to implement recommendations to the forward work programme for 2022.

## 4. **Forward Work Programme**

The Committee received a report from Maureen Orr, Democratic Support and Scrutiny Manager which set out the current forward work programme and briefing details that was agreed subject to the following:

4.1 The Committee **agreed** additionally for their future work programme:

- Cawston Park Hospital Safeguarding Adults Review – Scrutiny of local health and social care partners' joint progress to implement recommendations to the

forward work programme for 2022.

- 4.2 The Committee agreed additionally for the NHOSC Member Briefing:
- April 2022 – Eating Disorders update to include data on workforce, staffing levels, clinical & administration, as well as current vacancy levels.

## **Items from 10 March 2022 meeting**

### **5. Access to Local NHS Primary Care Services for Patients who are British Sign Language (BSL) Users**

- 5.1 The Chair welcomed a BSL interpreter for this item. The Committee received a report from Maureen Orr, Democratic Support and Scrutiny Manager, which provided an update on progress with BSL interpreting services for primary care since July 2021. The committee had in July 2021 looked at the wider subject of access to local NHS primary care services for patients with sensory impairments' and it was agreed that today's meeting would focus entirely on the situation for deaf and impaired hearing patients which had been noted as a particular concern.
- 5.2 NHS England, NHS Improvement (NHSE&I) and CCG had produced a joint report for the meeting. New contracts to provide interpreting and translation services for primary care in the region had started on 1<sup>st</sup> November 2021. The contract for spoken languages went to DA Languages and the contract for non spoken languages (including BSL) went to Language Empire. In January 2022 the CCG acknowledged that the deaf Enhanced Support Service (DESS) arrangements NHSE&I had put in place with DA Languages were not meeting the needs of some deaf patients. This contract was withdrawn and a contract with Deaf Connexions to enable them to offer to facilitate appointment bookings between any of the four primary care services and Language Empire. Language Empire were also using Deaf Connexions interpreters for urgent requests when available and if sourcing an interpreter at short notice was not possible.
- 5.3
- Positive feedback had been received about the new provider of services. GP practice staff were fully engaged and have been keen to put the BSL training into practice.
  - Those cohorts that were not able or did not have access to use IT, provision had been made with Deaf Connections in conjunction with Language Empire to provide services.
  - Training was a key element for GP practices and although initial training had rolled out, training was a constant priority to ensure everyone was upskilled and updated.
  - Out of hours service provision was in the process of being formulated.
  - Patient records did reflect that patients were deaf or hard of hearing and that adjustments to records needed to be made by the practice staff to ensure services were delivered. It was acknowledged that some practices did have some work to do around this issue.
  - Feedback from patients concerning the service from Language Empire has been good and all standards and response times were being met.
  - Due to GP practices using different IT systems it was not always a smooth transition from primary to secondary care for patients records and details. Secondary care providers did have access to GP records but needed to be logged

in to the correct system to view.

- Engagement with the deaf community will continue to help shape and improve services in the future.
- Guidance from NHS England was due shortly and any recommendations arising could then be considered to improve services further.

The Chairman concluded the discussion by acknowledging:

- This had been a very pleasing report and progress had been noted. Previous concerns had been taken on board and actioned successfully, although there is still some work to do.
- The new service provider and contract arrangements should be allowed to bed in before any further monitoring and scrutiny by the committee takes place. Feedback from service users will help determine if and when this item will return to the agenda.

The Chairman thanked all those for attending both online and in person and to the BSL interpreter.

## **6. Access to GP primary care in Norfolk & Waveney**

The Committee received a briefing report by Maureen Orr, Democratic Support and Scrutiny Manager updating members on how GP primary care had coped during the pandemic and how moving forwards the model of provision compared to public wants and needs. Capacity issues around the current position and future needs were also provided. Previous reports since 2014-15 had reflected a shortage of GPs coupled with an increase in demand for services. Since 2015 initiatives to increase GP numbers and improve resilience of general practice by changing the model by which it provides care had been introduced. The establishment of Primary Care Networks in 2019-20 was one of the most significant steps towards change. The pandemic in 2020 did rapidly change the demand of services and methods of accessing.

### **6.1 The following key points were noted during the discussion:**

- The committee gave thanks to all those in Primary Care (PC) providing services throughout the Covid 19 Pandemic.
- Whilst Covid restrictions had been lifted generally in the community, NHS infection control measures meant that GP practices were far from being 'back to normal' and that care had to be taken still to protect vulnerable patients.
- Vulnerable patients need to feel confident to use GP services again on a face to face basis, so protection measures were essential.
- Primary Care was now provided as a mixed blend of Health Care professionals and that many patients issues could be resolved without having to see a GP.
- Infection control measures were also important to ensure the safety and operational capability of a GP practice. Most practices have small teams and the loss of just one staff member because of Covid created pressures and backlogs.
- There was much to be learnt from the enforced changes created by the pandemic and patients were appreciative of having the opportunity to consult with GPs via video links and phone calls rather than having to come into the surgery.

- A team had been established within the CCG to help maximise the opportunities to provide funding for new PC provision, although most capital funding was provided through developers. New PC provision was centred around priority and the capacity levels of local practices.
- There are 4 new plans in place to provide new PC provision across the county to reflect the growth in housing and to ease areas of pressure, however it was acknowledged that this new provision was not the complete answer to all the issues currently being faced but would ease pressure in the areas of most need.
- GP practices regularly undertook business planning to consider any new intake of patients such as a major housing development. The rate of occupation of new developments was gradual which helped the practices to cope and to plan.
- Some patients with learning difficulties had missed out on health checks during the pandemic, sometimes due to their reluctance to engage as vulnerable cohorts. However, it was expected that 75% of patients entitled to these health checks would receive one in the current year and there was the ambition to ensure 100% next year. Many did not need face to face appointments to enable the checks to happen.
- The wellbeing and health of all practice staff was a key element to ensure retention and to aid recruitment, especially of GPs.
- There was a reluctance from medical students to train to become GPs as the training was long (5 years) and involved and there had been great pressure on primary care in recent years.
- Norfolk and Waveney had approximately 500 practising GPs which was not enough to meet demands.
- Medical schools across the country were over subscribed, in some cases many times over, and potentially those seeking a career in medicine often were looking at other sectors as they could not find training places.
- In Norfolk and Waveney 46 out of the 105 practices were training practices. Although GPs often decided to train in the area once qualified they tended to move away to other areas.
- It was thought the Central Government investment in primary care was required as 90% of all consultation that took place in the NHS was at primary care level, however only 10% of overall NHS spend was on primary care.
- The national backdrop of comment, galvanised sometimes by social media, around GP services and their staff was unacceptable and inaccurate and more needs to be done to ensure the general public are better informed.
- GPs and practice staff were unfortunately subject to abuse and unpleasant behaviour from a minority of the public, and this was having an effect, with staff leaving the sector which are then hard to replace.
- It was acknowledged that recruitment and retention of the workforce was challenging. Work was ongoing within the ICSto address the challenges. Additional roles had seen a £14m investment and this type of investment was essential in improving the health and wellbeing of staff to help with retention rates.
- The Chair committed to speaking with the Leader of the County Council on possible opportunities for the County and District Councils to support initiatives that encourage the public to treat front-line staff in healthcare, police and other public services with respect.
- Some GPs were forced to retire, as if they continued to work their pension and tax position become unfavourable. The committee had written to the Secretary

of State regarding this issue before but the position was not changing. The committee to write to local MPs about this issue.

- Inequalities in GP services were being addressed by a number of initiatives to concentrate priorities and resource to those most in need.
- A local Primary Care Network was to expand GP training as well as inviting medical students from the UEA to explore the possibilities within primary care. Fellowships were available to newly qualified GPs for 2 years so that they can establish areas of speciality such as alcohol and drug dependency.
- The ageing demographic of NHS staff was a concern for the country and work was ongoing to establish what effect this would have on the provision of future services
- There had been an investment of £14m in additional roles to support GP practices. These roles did not mean that GPs time was freed up but was a reflection of a changing model to provide primary care services.
- It was thought members could help by promoting a respect agenda within their own communities to help the wellbeing of staff working in GP practices.
- A briefing on 'workforce' scheduled for the April 2022 NHOSC Briefing would include assessment of whether the opening of new medical schools in England has had an impact on workforce levels in Norfolk & Waveney.

The Chair thanked all those who had taken part in the discussion both online and in person

## **7. Access to NHS dentistry in Norfolk and Waveney**

- 7.1 The Committee received a report by Maureen Orr, Democratic Support and Scrutiny Manager which updated members on progress regarding access to NHS dentistry across Norfolk & Waveney since September 2020. The report had been collated with input from NHSE&I, the Local Dental Network, Norfolk County Council Public Health, Healthwatch Norfolk and Local Dental Committee. Previously in September 2020, frustration had been expressed at the lack of dentists to treat NHS patients in Norfolk and Waveney and the Covid 19 pandemic had only exacerbated matters, although many of the issues pre dated that period. Progress had been described as slow and changes were needed at a national level to help support the strategy of improvement.
- 7.2 The committee was advised that 60% of respondents who contact Healthwatch Norfolk over the past 3 months had done so because they were having difficulties accessing NHS dentistry services. The new NHS dentist practice opened at RAF Marham shortly before the start of the pandemic was already full and had a waiting list of 2000 patients. This demonstrated the need and demand which was across the county.
- 7.3 During discussion the following was noted:
- The situation across the county was dire with decay rates up and numbers of children seen by a dentist had halved from 55% to 24%.
  - It was acknowledged that the pandemic did create capacity issues with additional infection control measures having to be taken because of the nature of the work and the ease with which this could spread Covid.
  - Most infection controls were still in place for dental practices including reducing the numbers allowed to be in a waiting room before treatment.
  - Routine check ups had ceased during the pandemic with the priority switching to urgent clinical need.



- Patients seeking treatment who are not with an NHS dentist will be triaged by calling NHS 111 who then allocate those most in need to a NHS dentist. However many patients in this situation found that practices prioritised their own regular patients lists.
- Recruiting new NHS dentists to rural and coastal areas was difficult across the country and Norfolk was not exceptional.
- The NHS contract for dentists was not structured well and it made it unattractive for dentists to treat NHS patients. It was acknowledged that central Government needs to address this issue.
- Brexit had created some issues with regard to numbers of dentists working in the NHS sector as the industry effectively closed down during the first lockdown with many international dentists preferring to be home to support their families during the uncertainty of the pandemic. Many of them had yet to return to the UK and it was felt that many will still not do so.
- A prevention strategy in place was thought to be part of the solution to meet the needs of the public by reducing demand. The two main issues to tackle were tooth decay and gum disease. Decay was created by eating sugars which could be reduced in diets. In addition, the fluoridation of the drinking water supply was also important as studies had shown that in places where fluoridation had taken place, decay rates had fallen.
- Support was required to influence local authorities to consider fluoridation and to bust the myths that surround this issue by educating the public.
- Patients with trauma needs, following an accident for example, were being triaged via 111 to a specialist care team which was provided by a few practices in the county and linked to the hospitals. This service is the first of its kind to be available in the country.
- The committee thought the inclusion of a dental school in Norfolk would help recruitment locally.
- To provide services such as root canal treatment the upskilling and training of local dentists would be required and support was in place to undertake this. Historically this type of treatment had been made available out of area but was increasingly more difficult to commission.
- It was standard practice to commission a new practice for a 3 to 5 years period but once established longer contracts were available. This shorter contract initially gave a practice and the NHS the ability to have break clause if service standards were not met or the provider no longer wish to supply. These contracts would then go back to the market for recommissioning.
- Standard procedure to award a commission of a new practice meant that the whole of the market had to be offered the opportunity. If after this process had taken place, a provider had not been secured, commissioners could then follow a direct style of procurement where preferred suppliers could be awarded the contract. This meant that the 3 outstanding commissions in Norfolk & Suffolk would be selected that way as the open market process had not been successful.
- Only 14 practices in Norfolk had received funding from the central government grant of £5.7m for the East of England to provide additional appointment times at weekends and in the evening during February and March 2022 to reduce waiting lists.
- The NHS contract requires more flexibility to make NHS work more attractive for dentists in the private sector.
- Concerns were raised about the inequalities around accessing services with those who struggled with IT or had no provision and also required phone

services to access appointments. However it was acknowledged that the NHS 111 service was free.

The Chairman concluded the discussion by acknowledging:

- Data around the service was nearly 3 years old and needs updating.
- Recruitment to rural and coastal areas are more difficult and more needs to be done to help these locations.

The committee would write to the Secretary of State for Health regarding:-

- Need for a dental school in Norfolk and Waveney to address difficulty of recruiting to a rural area.
- Issues around fluoridation and the need for myth-busting.
- Recruitment and retention and the contract for dental services.

## 8. **Forward Work Programme**

8.1 The Committee received a report from Maureen Orr, Democratic Support and Scrutiny Manager which set out the current forward work programme and briefing details that was agreed subject to the following:

8.2 The Committee **agreed** to the scope for the Cawston Park Hospital Safeguarding Adults Review – Scrutiny of local health and social care partners’ joint progress to implement recommendations.

8.3 The Committee **agreed** additionally for the NHOSC Member Briefing:

- April 2022 –  
Workforce data – staffing levels, clinical & admin, including current vacancy level’ – to include assessment of whether the opening of 5 new medical schools in England have had an impact on workforce levels in Norfolk & Waveney.

8.4 The committee **agreed** to the forward work programme and in addition:

- 14 July 2022 agenda item  
Annual physical health checks for people with learning disabilities - subject to be expanded to include checks for Looked After Children and people with serious mental illness.
- In addition the committee asked whether Norfolk County Council Public Health could provide annual information on the state of people’s health in Norfolk for the committee via the NHOSC Briefing. Any issues arising from that could then be considered for the main scrutiny programme.

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

## **Reports of the Norfolk Health and Wellbeing Board Meetings held on 29 September 2021 and 1 December 2021**

### **Items from 29 September 2021**

#### **1. Health and Wellbeing Board Governance Update**

- 1.1 The Health and Wellbeing Board (HWB) received a report which was presented by James Bullion. The Chairman took the opportunity to welcome the new members of the Board. The report outlined proposed changes and updates to the Board's governance.

1.2 The HWB **AGREED** to:

- a) Note that Norfolk County Council has amended its constitution to include East of England Ambulance Trust Membership for the HWB.
- b) Note the changes to HWB representation from organisations and officially welcome new members to the Board.
- c) Note the HWB attendance record for April 2020 – April 2021 (Appendix A).
- d) Delegate further discussions around the governance arrangements for the HWB and Integrated Care Partnership to James Bullion and Melanie Craig, with a formal proposal brought to the Board for endorsement.
- e) Support the proposal to invite the Chair of the Norfolk and Waveney Voluntary, Community and Social Enterprise (VCSE) sector Health and Social Care Assembly to be a member of the HWB, under the membership for the VCSE sector.
- f) Note the changes to representation for the Norfolk and Norwich University NHS Trust.

#### **2. Delivering our Joint Health and Wellbeing Strategy**

- 2.1 The HWB received a report presented by James Bullion. The report outlined the statutory requirement for all HWB's to produce a local, Joint Health and Wellbeing Strategy (JHWBS) and looked back on progress against the strategy's priorities during 2020/2021.

- 2.2 The report then outlined the need to drive improvements and refocus the Board's vision in a different landscape to when it was originally launched, and so a review and refresh of the Joint Health and Wellbeing strategy was recommended.

2.3 The HWB **AGREED** to:

- a) Endorse the progress against the JHWBS vision and priorities for 2020 /2021 (Appendix A).
- b) Endorse the proposal for reviewing and refreshing the JHWBS for 2022 and commit to engaging with the process on behalf of Member organisations.
- c) Comment on the joint commitments that could be strengthened through the review and refresh process.
- d) Support the re-launch of the HWB Awards and Conference and agree that this activity is focussed on prioritising prevention.

#### **3. Developing Norfolk and Waveney's Integrated Care System**

3.1 The HWB received a report presented by Melanie Craig. The report updated the Board on progress with developing Norfolk and Waveney's Integrated Care System (ICS) since March 2021.

3.2 The HWB **AGREED** to:  
a) support the continued development of the Norfolk and Waveney Integrated Care System.

#### **4. Norfolk Autism Partnership Board Update, Autumn 2021**

4.1 The HWB received a report presented by the Partnerships Board Transformation Manager. The presentation outlined the progress made by the Norfolk Autism Partnership Board (NAPB) since the last report to the HWB in 2019.

4.2 The HWB **AGREED** to continue to:  
a) Signpost organisations to the Autism eLearning on the NAPB website to work towards a more inclusive Norfolk.  
b) Support in the wider engagement activities of the NAPB by offering resource, time or links to relevant parties.

#### **5. Norfolk Area Special Educational Needs & Disability Strategy**

5.1 The HWB received a report highlighting the need to endorse and support the implementation of the strategy. The Area Special Educational Needs and Disability (SEND) Strategy was a self-contained strategic document setting out Norfolk's current 4 priorities for SEND and the associated high level action plan and key performance indicators. The report was presented by SEND's senior adviser.

5.2 The HWB **AGREED** to:  
a) Endorse the refreshed Area SEND Strategy for Norfolk.  
b) To provide leadership to the implementation of the Area SEND Strategy to ensure that all agencies, partners and stakeholders are aware of the priority actions and support these equally in the strategic and operational work of the children's 'system' across Norfolk.

#### **6. Norfolk Safeguarding Adults Board Annual Report for 2020-21: Safeguarding during a global pandemic**

The HWB received a report presented by Heather Roach, the Chair of the Board. The report summarised the work of the Norfolk Safeguarding Adults Board (NSAB) and the wider partnership's adult safeguarding activity during 2020/21. It set out the work done to safeguard those at risk of abuse and harm in very challenging and fast changing circumstances of the response to the Covid-19 pandemic.

The HWB **AGREED** to:  
a) Endorse the contents of the annual report 2020/21.

- b) Promote the work of NSAB to HWB partner organisations and stakeholders.
- c) Use its media profile to support the work of NSAB and partners agencies in protecting those adults at risk of abuse and harm.

## 7. **Norfolk Safeguarding Children Partnership Annual Report**

The HWB received a report presented by Chris Robson, the Chair of the Partnership who also provided the Children's version of the report for members. The Norfolk Safeguarding Children Partnership (NSCP) Annual Report summarises the local arrangements for safeguarding children, which includes governance and strategic overview; Norfolk's response to Covid-19; independent scrutiny; progress against NSCP priorities; learning from Serious Case Reviews/Safeguarding Practice Reviews; training and workforce development; and the voice of the child.

- 7.1 The HWB **AGREED** to:  
Endorse the contents of the annual report.

Meeting concluded at 12.13pm

## **Items from 1 December 2021**

### 8.0 **Delivering our Joint Health & Wellbeing Strategy**

- 8.1 The Health and Wellbeing Board (HWB) received a report presented by Debbie Bartlett, Director of Transformation and Strategy, Norfolk County Council Adult Social Services.

- 8.2 The interim report outlined the progress made in refreshing the strategy following the one to one interviews that had taken place recently with stakeholders and further information gained from the development of the Integrated Care System (ICS) and Health & Care strategy.

Work had been commissioned from Britain Thinks and Healthwatch Norfolk who had engaged with the public to establish their perceptions of prevention and how this could lead into the issue of tackling health inequalities, both of which feature in the proposed refreshed strategy.

- 8.3 The key interim findings of the Britain Thinks report were as follows:
  1. People drew a distinction between being healthy and feeling well. The latter tended to include a greater focus on mental health.
  2. Mental Health was being seen increasingly as a priority in line with physical health.
  3. Norfolk was thought generally a healthy place to live and work, with the abundance of open green spaces being important
  4. Prevention was broadly understood as a concept although actions associated with prevention were often seen as interventions by healthcare professionals for physical health issues.
  5. The reasons for requiring prevention measures was not fully understood and individuals had a tendency to leave minor issues until attention was

required. Prevention was seen as a measure to reduce demand not promote health and wellbeing.

8.4 The HWB **AGREED** to:

Note the feedback so far from stakeholder interviews and research from Britain Thinks, and agree the next steps, as set out in section 3 of the report which aim to ensure a strong effective relationship between the development of both the Joint Health and Wellbeing Strategy, and the Health and Care Strategy.

9. **Health Inequalities Data in Norfolk (Part A)  
System Progress & next Steps (Part B)**

9.1 The HWB received a report presented by Chris Butwright, Assistant Director, Prevention & Public Health and a presentation ([available on the Board's website page](#)) for Part A.

9.2 The HWB received a report presented by Tracy Williams from NHS Norfolk & Waveney CCG for Part B and a presentation ([available on the Board's website page](#)) by Howard Martin Director of Population Health & Health Inequalities from Norfolk & Waveney CCG.

9.3 The HWB **AGREED** to:

Note the collaborative approach being recommended to help shape our future ways of working to tackle health inequalities, to endorse the approach and to provide comments on the ambitions and future opportunities in Norfolk & Waveney ICS to further embed collective action.

10. **Delivering our Integrated Care Partnership**

10.1 The HWB received a report presented by James Bullion. The report was produced following the workshop that had taken place in October on how the relationship between the new ICS and ICP would be developed with the Board, subject to legislation being formally completed by April 2022.

Further guidance as to how the governance of the new arrangements would work are still to be received, however the agreed outcomes to note from the development workshop were:

1. Simplicity of the system.
2. Working at a 'place' based approach and supporting the principle of subsidiarity.
3. Working collaboratively within an integrated system and focus evidence on needs such as prevention.

Several requirements needed to be in place by April 2022 although consideration needed to be given to ensure matters are dealt with in the correct order to follow the establishment of the ICB and ICP. These matters were outlined in section five of the report.

It was noted that there was a high level of agreement between all stakeholders on the board and that this was largely due to the work that had been undertaken in the last few years by the Board developing relationships and partnerships between themselves.

10.2 The HWB **AGREED** to:

- (a) Develop the governance arrangements, taking account of the statutory and legislative framework for HWB's and ICP's, for a 'joint' ICP and HWB, with common membership and streamlined arrangements for holding meetings (January 2022).

- (b) Develop the process for appointing an ICP chair designate, taking account of national guidance on functions and ensuring there is a transparent and jointly supported decision-making process (February 2022).
- (c) Work through the HWB District Sub-Committee, to engage local partners in developing the approach to place-based health and wellbeing partnerships (January 2022).

## **11. All Age Carers' Strategy for Norfolk & Waveney 2022 – 25 Progress Report**

- 11.1 The HWB received a report presented by James Bullion. The report provided an overview of engagement activities used to support the development of an All Age Carers Strategy for Norfolk and Waveney. The work was being coordinated by Carers Voice Norfolk and Waveney and included a survey of carers. The survey has been co-produced with carers and comprises 20 questions covering topics such as access to services and impact of caring roles on health, education and employment. Sharon Brooks the Chief Officer of Carer's Voice undertook a presentation (available on the Board's website page) which updated on the progress of the development of the strategy for carers.
- 11.2 The HWB **AGREED** to:  
Support the launch of the survey and development of an All Age Carers Strategy by:
  - (a) Promoting the survey to relevant stakeholders and networks.
  - (b) Endorsing co-production as part of strategy development.
  - (c) Providing insight to support additional lines of enquiry.
  - (d) Agreeing to receive the Carers Engagement Report and Strategic Recommendations for the Carers Strategy in 2022.

## **12. Norfolk Better Care Fund 2021/2022 Submission**

- 12.1 The HWB received a report presented by James Bullion. A presentation ([available on the Board's website pages](#)) was undertaken by Nick Clinch, Assistant Director Social Care & Health Partnerships Commissioning, Norfolk County Council and Bethany Small Commissioning Manager, Social Care & Health Partnerships Team, Norfolk & Waveney CCG.  
The Board oversees the delivery and spend of the Better Care Fund and is required to jointly agree a plan for submission with Health and Social Care. The fund amounts to a spend of £116m and aims to join up health and care services so people can manage their health and wellbeing and live independently in their communities for as long as is possible.
- 12.2 The HWB **AGREED** to:
  - (a) Support the progress of the Better Care Fund (BCF) Review.
  - (b) Sign off the BCF submission for 2021/22, including the BCF Narrative Plan and the BCF Excel Template

## **13 Adult Social Care Winter Plan**

- 13.1 The HWB received a report presented by James Bullion who highlighted the extreme circumstances the system will face in the winter because of Covid, staff recruitment

issues, delays in hospital discharge, backlog of elective surgery and primary care work as well as capacity issues in care homes.

A presentation ([available on the Board's website page](#)) as undertaken by Chris Scott Assistant Director Community Commissioning, Norfolk County Council and Rachael Peacock, Head of System Resilience, Norfolk & Waveney CCG.

- 13.2 The HWB **AGREED** to:  
Endorse the Adult Social Care Winter Plan for 2021/2022.

**Meeting Concluded at 11.51am**

**Cllr Bill Borrett**  
**Chair, Health and Wellbeing Board**



## Report of the Audit Committee Meetings held on 14 October 2021 and 3 February 2022

### Items from 14 October 2021

#### 1 Urgent Business.

##### 1.1 The Chairman read the following statement:

The Audit Committee's role includes considering the effectiveness of the Council's Risk Management Framework so the Committee receives regular updates on the Council's corporate risks. Since the last Audit Committee, in July, a report has been published regarding the significant failings and tragic consequences at Cawston Park Hospital in Norfolk. The Council did not commission these services and its role in Cawston Park Hospital was a safeguarding one – which we carried out to the best of our ability, given the limitations on our influence. The review highlighted those limitations and the actions to prevent this happening again rest almost entirely with others – mainly the Clinical Commissioning Group (CCG). We didn't have a specific risk against this – because it was not a facility we commissioned from.

The Full Council recently noted that report, which included wider recommendations for the Council, which are being considered to see what steps can be taken. From a risk management perspective the Council has previously considered two risks and the potential for a new risk will now be explored.

We already have a departmental risk **RM14464 – 'Failure of providers to provide care to vulnerable people'** and while it is leaning towards the availability of staff and beds it does mention the risk that, 'Care providers fail to meet needs of residents increasing the risk of a safeguarding issues'. The risk was scored 10 and rated Amber (the target is a score of 5) with prospects of meeting the target score rated as Amber, back in July, when that was reported to Cabinet. Whilst Cawston Park Hospital was not a care facility we commissioned from; the distinction for 'limitations of our influence for 'other care facilities, that we do not commission from', could now be recognised in that risk to add context.

Risk number **RM028**, which was closed by Cabinet in July this year, covered the risk of, '**Any failure to monitor and manage health and safety standards of 3rd party providers of services**'. This related to our legal obligations from H&S legislation. A recent audit of contract management for H&S has shown that whilst there is still improvement to be made in the pre-tender process, all of the areas reviewed had active monitoring in place, where we commission services. This is a considerable step forward from when we developed the risk. We are therefore confident that with the robust audit monitoring process in place, further improvements will be secured and we do not need to resurrect risk RM028.

The Audit Committee can be reassured that

- the recommendations for the Council, from the review, will be carefully considered and followed up once they have had time to be implemented
- the topic will be covered by the Health Overview Scrutiny Committee on 4<sup>th</sup> November 2021
- The Executive Director of Adult Social Services will consider how risk RM14464 can be amended to also show the distinction for, 'There are limitations of our influence for 'other care facilities, that we do not commission from'; to add context; and to continue to monitor RM14464 and ensure any mitigating actions are completed.

## **2. Norfolk County Council Audit Plan Addendum: Norfolk County Council and Norfolk Pension Fund Audit Results Reports – Audit Committee Summary for the year ended 31 March 2021.**

- 2.1 The Committee received the report by the Executive Director of Finance and Commercial Services introducing the External Auditor's (Ernst & Young) Norfolk County Council and Norfolk Pension Fund Audit Results Reports – Audit Committee Summary for the year ended 31 March 2021.
- 2.2 The External Auditors confirmed their expected conclusion of an "Unqualified Opinion".
- 2.3 The committee considered the report and **RESOLVED** to **note**:
- a) The addendum to the audit plan issued by Ernst & Young following their Value for Money risk assessment.
  - b) To agree matters raised in the Ernst & Young Norfolk County Council and Norfolk Pension Fund Audit Results Reports before Ernst & Young issue their audit opinions.

## **3 Audit Letters of Representation 2020-21**

- 3.1 The Committee received the report by the Executive Director of Finance and Commercial Services introducing the audit letters of representation of Norfolk County Council and of Norfolk Pension Fund for 2020-21.

- 3.2 The Committee considered the report and **RESOLVED** to:

**Note** the unadjusted audit differences set out in paragraphs 6.2 and detailed in paragraph A5 and A7 of the draft Letters of Representation attached to the report.

**Endorse** the letters of representation in respect of the Pension Fund and of Norfolk County Council and, on the basis that they may be subject to non-material amendments and clarifications resulting from further audit work prior to signature, delegate the Chairman of the Audit Committee and Executive Director of Finance and Commercial Services to sign the letters on behalf of the Council.

- 4. Annual Statement of Accounts and Annual Governance Statement 2020-21**
- 4.1 The Committee received the report by the Executive Director of Finance & Commercial Services presenting Norfolk County Council's Annual Statement of Accounts and Annual Governance Statement 2020-21.
- 4.2 The Committee considered the report and **RESOLVED** to:
- a) **Agree** that, following annual reviews, the systems of internal control and internal audit are considered adequate and effective;
  - b) **Approve** the Annual Governance Statement;
  - c) **Note** the non-material audit differences set out in paragraph 6 below, with further detail in paragraph 6.6 of the Annex to this report.
  - d) **Approve** the Council's 2020-21 Statement of Accounts on the basis that they may be subject to non-material amendments and clarifications resulting from further audit work prior to certification by the Executive Director of Finance and Commercial Services after consultation with the Chairman and Vice-Chairman of Audit Committee.
- 5 Risk Management**
- The Committee received the report by the Executive Director of Finance and Commercial Services referencing the corporate risk register as it stood in October 2021, following the latest review conducted during August 2021.
- 5.1 The Committee considered the report and **RESOLVED** to **agree**:
- The key messages as per section 2.1 of the report.
  - The key changes to the generic corporate risk register (Appendix A)
  - The corporate risk heat map (Appendix B)
  - The latest generic corporate risks (Appendix C)
  - Scrutiny options for managing corporate risks (Appendix D)
  - Background Information (Appendix E)
- 6 Norfolk Audit Services Report for the Quarter ending 30 September 2021.**
- 6.1 The Committee received the report by the Executive Director of Finance & Commercial Services updating it 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.
- 6.2 The Committee considered the report and **RESOLVED** to:
- Agree** the key messages featured in the quarterly report; that the work and assurance meet their requirements.
- 7 Norfolk Audit Services Terms of Reference (Charter) and Code of Ethics 2020/21**
- 7.1 The Committee received the report by the Executive Director of Finance and Commercial Services presenting the revised terms of reference and code of ethics.
- 7.2 The committee consider the report and **RESOLVED** to:

**Agree** the NAS Terms of Reference (Charter) as set out in Appendix A, and the Code of Ethics as set out in Appendix B.

## **8 Yearly Update of the Audit Committee**

8.1 The Committee received the report by the Executive Director of Finance and Commercial Services which summarised and reflects upon the work of the committee from 1 April 2019 to 31 March 2021 and confirmed that its function has been consistent with best practice demonstrating and explaining how it adds value to the Council.

8.2 The committee considered the report and **RESOLVED** to:

**Agree** that the arrangements are satisfactory and note that the Committee has terms of reference which are consistent with guidance and best practice, subject to further strengthening by:

- including in the Committee's Terms of Reference (as consequential changes) these roles from the CIPFA position statement:
- considering the effectiveness of arrangements and the control environment and risk related issues in relation to partnerships and collaborations with other organisations
- monitoring the effectiveness of the control environment, including arrangements for ensuring value for money and supporting standards and ethics
- supporting standards and ethics arrangements
- considering a future report on the CIPFA's position statement for 'wider roles' and agree if there are any actions that need to be taken
- receiving updates on regulations and guidance concerning independent members and, if required, consider any such requirement
- considering a future report on the CIPFA 'assessment tool – evaluating effectiveness.

## **9. Anti-Fraud, Bribery and Corruption Report for the Quarter ending 30 September 2021**

9.1 The committee received the report by the Director of Governance which updated the committee in respect of pro-active and reactive Anti-Fraud, Bribery and Corruption activity

9.2 The committee considered the report and **RESOLVED** to:

**Agree** the key messages featured in part 3 of this quarterly report, that the work and assurance meet their requirements and advise if further information is required.

## **10 Work Programme**

10.1 The Committee received the report by the Executive Director of Finance and Commercial Services setting out the work programme.

The Chairman committed to issuing a note to members to advise once the issues concerning PWC assurances for the Norse Group accounts had been signed off and that the Council's audit processes for 2020/21 had been completed satisfactorily. The Chairman requested that the Executive Director of Adult Social Care and Community Services be invited to speak at a future Audit

committee regarding monitoring of risk **RM14464** and that any mitigating actions are completed.

10.2 The Committee considered and **noted** the report.

## Items from 3 February 2022

### 11 Items of Urgent Business

11.1 The Chairman advised he had a couple of items to bring to the committee's attention:

#### 1. East of England Audit Committee Chairs Forum

The Chairman advised the Committee that the Council have offered to and been accepted by the East of England Local Government Association (EELGA) to be the host as they seek to establish a forum for Audit Committee chairs in the East of England region. The EELGA are grateful to Norfolk for stepping forward for this important project. It was noted that such initiatives are a priority for central government currently, as well as for the local government sector. The Chairman shared the EELGA's confidence that together something that will add real value will be created. Further details were awaited, and the Committee will be advised of developments.

#### 2. Risk Management

Ahead of the first substantive item on the agenda the Chairman advised that members had previously asked for an update on the departmental risk of **'Failure of providers to provide care to vulnerable people' (RM14464)**, presented at Appendix D as part of the report for item 5. The Executive Director of Adult Social Services attended the meeting to update the Committee on the action being taken to mitigate this risk.

### 12. Risk Management Report

12.1 The committee received the report by the Executive Director of Finance & Commercial Services referencing the corporate risk register as it stood in February 2022 following the latest review conducted during December 2021.

12.2 The Risk Management Officer introduced the report and highlighted the following:

- The Council were still working through the implications of the COVID Pandemic although the general position was improving there were still some significant concerns.
- The winter pressures had been managed by working closely with the Resilience Team, departmental management teams and Directors of Operations.
- The significant changes to the corporate risks since the last report were: **RM031 NCC Funded Children's Services Overspend** which had increased likelihood from a 4 to a 5 and the risk score from 20 to 25. **Risk RM032a** had been refreshed to cover capacity to manage multiple disruptions to business. A new risk **RM034 Supply Chain Interruption**

had been added to the register. This risk looks at the effects of disruption to any of the Council's key supply chains.

A [presentation](#) (available on the Committee's web pages) was undertaken by Executive Director of Adult Social Services concerning **RM14464 Failure of providers to provide care to vulnerable people**. The presentation highlighted actions being taken within 6 key areas to mitigate the risk.

12.3 The committee **AGREED** to note and endorse:

- a. The key messages as per paragraphs 2.1 and 2.2 of this report
- b. The key changes to the corporate risk register (**Appendix A**);
- c. The corporate risk heat map (**Appendix B**);
- d. The latest generic corporate risks (**Appendix C**);
- e. The latest departmental risk RM14464 (**Appendix D**);
- f. The Scrutiny options for managing corporate risks (**Appendix E**);
- g. The Background Information (**Appendix F**)

### 13. External Audit Reports

13.1 The committee received the report by the Executive Director of Finance & Commercial Services and this was presented by the External Auditor from Ernst & Young LLP. The key points were noted:

- The report covers the audit process of both the County Council and Norfolk Pension Fund accounts.
- PWC had approved the Norse accounts on 10<sup>th</sup> December 2021 to allow the external auditors to complete the audit process.
- There were no significant new issues that had evolved since the External Auditor issued his report from 14<sup>th</sup> October 2021 meeting.
- The final audit certification can not be issued as details are awaited for the approach and instructions on the whole of government accounts. When the information becomes available from National Audit Office and HM Treasury the final audit certificate can be issued and the audit year closed.
- A new element of the annual auditors report was the value for money commentary and no changes had been recommended since the draft wording was issued to the committee in October 2021, and the comment formed part of the published documentation.

13.2 The Committee **AGREED** to:

- Note the PSAA scale fees for 2021-22, the action the government is taking to help tackle audit delays.
- The External Auditor's Norfolk County Council and Norfolk Pension Fund 'Auditor's Annual Report Year ended 31 March 2021.

### 14 Norfolk Audit Services Report for the Quarter ending 31 December 2021

14.1 The Committee received the report by the Executive Director of Finance & Commercial Services supporting the remit of the Audit Committee in providing proactive leadership and direction on audit governance and risk management issues. The report updated the Committee on the progress of the delivery of

the internal audit work and advised on the overall opinion of the effectiveness of risk management and internal control which was considered to be adequate.

14.2 The committee **AGREED** to:

The key messages featured in the quarterly report, that the work and assurance meet their requirements and advised if further information is required

## **15 Internal Audit Strategy, Approach and Audit Plan for 2022/23**

15.1 The committee received the report by the Executive Director of Finance & Commercial Services and was introduced and presented by Assistant Director of Finance (Audit). The annual plan details how the department's planned approach and work plan fits in with the governance arrangements of the council and how it meets audit standards and the financial legislative duties.

15.2 The committee **AGREED** to:

- The Internal Audit Strategy, the approach to develop the Audit Plan for 2022/23 and the Audit Plan for 2022/23, supported by the 'Days Available to Deliver NAS Services 2022/23 (Appendix C) and the 'Detailed Audit Plan for the Audit Year 2022/23 (Appendix D), and that this work will deliver sufficient scope for the assurances required.
- The arrangements are compliant with all applicable statutes and regulations, including the Public Sector Internal Audit Standards (2017) and the Local Authority Guidance Note of 2013, including safeguards in place to limit impairments to independence and objectivity for the roles of the Chief Internal Auditor (described at paragraph 2.24 of this report), and any other relevant statements of best practice.
- The approach to minimise the audit burden during the pandemic response continues and is risk based, necessary, proportionate and that normal coverage will resume on a risk assessed basis at the earliest opportunity. The reasons for deferring any audits will be reported to this Committee.

## **16. Work Programme**

The Committee received the report by the Executive Director of Finance and Commercial Services setting out the work programme. The Committee considered and **noted** the report.

Meeting ended at 3.18pm

**Ian Mackie**  
**Chairman, Audit Committee**

## **Report of the Norfolk Records Committee Meeting held on 29 October 2021 and 28 January 2022**

### **A From the meeting held on 29 October 2021**

#### **1. Finance and Risk**

- 1.1** The Committee received a report that covered the NRO revenue budget for 2021/22, capital programme and reserves and provisions and provided 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 for 2020/21.
  - Emergency grant funding had continued to be sought from the Government to help meet the predicted loss of income for the Service during the extended period of closure and reduction in normal activity due to Covid-19.
  - The Record Office had plans for more on-line services. Demand for such services would increase significantly after the release of the 1921 census information.
  - It was pointed out that only minor adjustments were made in the risk register since this matter was last reported to the Committee in June 2021.

#### **1.3 The Committee CONSIDERED and COMMENTED on:**

- 1. Forecast position of the revenue budget, capital programme, reserves and provisions.**
- 2. Management of risk for 2021/22.**

#### **2 Performance Report**

- 3.1** The Committee received a report that outlined progress towards delivering the Norfolk Record Office (NRO) Service Plan between 1 April 2021 and 30 September 2021.
- 3.2** The following points were discussed and noted:
- Work continued to be done to enable new audiences to benefit from the use of archives and to record evidence within the local community about the pandemic. This was being done through a mixture of online and in-person events, workshops, talks and displays, work with schools and through work with the Restoration Trust as part of the Change Minds partnership which provided courses that combined archive research and creativity to improve the mental wellbeing of those experiencing problems.
  - The Change Minds Project continued to receive much interest at the national level. The Norfolk Record Office continued to develop and submit funding applications for Change Minds UK in conjunction with the Restoration Trust. Further funding was being applied for which would



enable the project to expand its work on this project in Norfolk and beyond, thereby providing wellbeing support services to extend the benefits of this high-quality project to a larger audience. In reply to questions, it was pointed out that the Norfolk Record Office aimed to create a national hub that placed it at the forefront of developments in this field of work. People aged in their 20s to those in their 70s had benefited from the Change Minds sessions. Some of the evidence work with the UEA in support of the project could be found on the Change Minds website. The County Archivist was asked to provide Members of the Committee with an update outside of the meeting on the most recent work in support of the project.

- The County Archivist was also asked to provide a briefing note for Cabinet Members at District Council level on Record Office initiatives (such as the Change Minds Project and work to record the pandemic) that were being undertaken by the Record Office.
- The Committee heard that the Paston Exhibition (which was produced in partnership with the UEA and the Paston Heritage Society and funded through a significant lottery grant) was proving to be a great success although visitor numbers were impacted by the pandemic. Those Members of the Committee who had not already do so were encouraged to visit the exhibition which had been extended for a further two weeks.
- From September 2021, the Record Office had reduced some of the restrictions on building access which meant that more people were able to make use of searchroom facilities and did not have to book all their documents in advance of their visit.
- A survey was being undertaken to obtain detailed data for planning environmental conditions within the Record Office strong rooms as part of future planning for the use of the building.
- Members were pleased to hear about plans to resume the on-line volunteer programme in November 2021.
- The County Archivist answered questions about the most significant of the 126 accessions take on by the Record Office during the period covered by the report and how such documents were themselves accessioned.
- Work on the migration and collection of metadata to improve its long-term sustainability and future use continued to take place. The authority files within the catalogue provided specific access points and were being developed as part of a new way of working with data.
- Members spoke about the importance of the information held within Norwich Diocese Consistory Court Deposition Books some of which had recently have been catalogued in detail.

### **3.3 The Committee **CONSIDERED** and **COMMENTED** on:**

1. The actions taken by the Record Office to provide a service during this period and
2. Approved the continued implementation of the Record Office Service Plan.

## **B From the meeting held on 28 January 2022**

### **4 Finance and Risk**

- 4.1 The Committee received a report outlining the Norwich Record Office revenue budget for 2020/21, capital programme and reserves and provisions and an update on the service risk register.

4.2 The following points were discussed and noted:

- The Record Office was forecast to achieve a balanced budget position for 2020/21.
- Only minor adjustments were made in the risk register since this matter was last reported to the Committee in October 2021.
- The Record Office reopened in Kings Lynn on a pre-booking basis on 1st February 2022.
- New procedures, tools and staff training were being used to enable digital deposits to be ingested and managed by the Norfolk Record Office in a widely accessible format that met with international standards.

4.3 The Committee **CONSIDERED** and **COMMENTED** on:

1. Forecast position of the revenue budget, capital programme, reserves and provisions.
2. Management of risk for 2021/22.

## 5 **Norfolk Record Office Projects Report**

5.1 The Committee received a report that provided information on the Norfolk Record Office's progress towards delivering two externally funded projects that were in their final stages: Community Archives: Skills Support and Sustainability (CA3S) and Unlocking Our Sound Heritage. The report also provided details about an application to the National Lottery Heritage Fund for the next stage in the development of the Change Minds project.

5.2 The following points were discussed and noted:

- The County Archivist explained the objectives of the Norfolk Record Office's externally funded projects, the targets, the progress made in meeting them, how projects were extended beyond their original completion dates, some highlights, and the legacy the projects would leave.
- Members were pleased to hear that the Community Archives: Skills, Support and Sustainability Project had met the objectives set out in the report and delivered the community archives toolkit, a series of training sessions, a YouTube training channel, the Norfolk Archives Network Forum, project support, networking opportunities, loans of digitisation kit and had led to the creation of a new heritage group.
- In reply to questions, the County Archivist explained how the community archives toolkit comprised of guides to various archive processes such as cataloguing, digitisation, and preservation. Using the tool kit enabled those who looked after small heritage projects and community archives to catalogue their collections to a level consistent with professional standards. It was pointed out the project emphasises the use of cataloguing standards which enables community groups to share their data. In line with this, they were being encouraged to upload catalogues of their collections to the national archives discovery catalogue which acts as a national gateway to archives. Training had been provided to community groups on this.
- In reply to further questions, it was pointed out that training was provided to Norfolk Record Office staff about the complexities of the law on copyright which varied considerably depending on content.
- The County Archivist explained how as part of the Unlocking Our Sound Heritage project, the Norfolk Record Office had digitised more than 4,000 sound archives. Sound archives were stored on a variety of formats and

included a wide range of subjects. The NRO was one of ten regional hubs and covered an eastern region which included Suffolk, Lincolnshire, Cambridgeshire, Hertfordshire, and Bedfordshire. Volunteers continued to play an important role in cataloguing the sound archives. Information about the project was available on the British Library website and a link to this would be placed on the Norfolk Record Office website.

- The County Archivist also provided details of an application that had been submitted to the National Lottery Heritage for the next stage in the development of the Change Minds project. This was a joint submission, made with the Restoration Trust, the NRO's partner in Change Minds. The results of the application were expected early in 2022. If successful, the project would run until 2024 and enable the existing project to expand its work in Norfolk and beyond, thereby providing wellbeing support services to extend the benefits of this high-quality project to a larger audience. This would include looking at opportunities to put in place a new hybrid (in person and on-line) way in which the NRO could help those who benefit from completing Change Minds courses.
- In addition to the wide range of stakeholders mentioned in the report it might also be possible for the project, after project resources were created, to expand. Interest had been expressed by potential partners from across the UK, Ireland and Belgium.

5.3 The Committee **CONSIDERED** and **COMMENTED** on the contents of the report and **APPROVED** the continued implementation of the Record Office Service Plan.

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

## **Report of the Norfolk Joint Museums Committee meetings held on 29 October 2021 and 28 January 2022**

### **A From the meeting held on 29 October 2021**

#### **1 Area Museums Committees**

- 1.1 The Joint Committee received updates about Museums activities in Breckland and Norwich. The Joint Committee praised the excellent work that continued to be done during the lockdown period, particularly in developing a stronger social media presence and in responding to school requests for new digital content that involved providing a diverse range of school services online.

#### **2 Norfolk Museums Service - Finance Monitoring Report for 2021/22**

- 2.1 The Joint Committee received a report that covered the Norfolk Museums Service (NMS) forecast budget out-turn for 2021/22 and details about the latest monitoring position of the revenue budget, capital programme, reserves and provisions.
- 2.2 The Committee's attention to the following issues:
- Covid-19 had made for significant budget pressures in relation to the revenue budget situation for 2021/22 and particularly a loss of income from admissions and commercial activity.
  - The detailed budget position for 2021/22 showed a steadily improving Covid-19 situation.
  - All NMS sites were currently open to the public but were operating at reduced capacity due to Covid-19.
  - The NMS was working 7 days a week in partnership with the Registrar Service to deal with the substantial backlog of weddings at Norwich Castle Museum caused by the pandemic. The NMS was on target to meet its income targets from weddings for 2021/22, however, Covid-19 related restrictions meant it was not currently possible to meet the demand for weddings at museum sites elsewhere.

#### **2.3 The Joint Committee resolved:**

**To note the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2021/22.**

#### **3 Norfolk Museums Service - Risk Management Report**

- 3.1 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register for October 2021. There were no material changes to the risk register since this matter was last reported to the Committee.

#### **3.2 The Joint Committee resolved:**

**To agree the active and dormant risks as per appendices A and B of the report,**

**noting latest updates associated with the COVID-19 pandemic.**

#### **4 Norfolk Museums Service – Performance & Strategic Update Report**

4.1 The Joint Committee received a report that provided progress with performance of Norfolk Museums Service over the current financial year 2021/22 including the Service's award-winning learning programmes and the Service's work with 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.

4.2 The following points were discussed and noted:

- Overall, 61,232 visits were made across all NMS museums up to 31 August 2021, with timed visitor tickets and capped numbers used to maintain social distancing for a significant part of the season.
- Whilst physical school visits for the first five months of the year were lower than usual due to the Covid-19 restrictions (937 visits up to 31 August 2021), the Museums Learning Team had continued to be very busy in terms of online provision and had developed a strong 'hybrid model', blending physical visits with high-quality digital resources for pre- and post-visit. 1,634 virtual visits were delivered up to 31 August 2021, giving a total of 2,571 school visits for the year to date.
- The Joint Committee's attention was drawn to the links within the report to the YouTube highlights on the Norwich Castle channel and on the NMS channel, the Blog Highlights, NMS-wide social media campaigns and social media highlights from NMS museums that covered a diverse range of subjects.
- The Service's digital output had benefitted hugely from the outgoing Museum Trainees' creative ideas and technical know-how.
- The NMS was working with partners in the New Anglia Culture Board on a range of initiatives, including the cultural tourism project Head East UK, supported by Arts Council England and the New Anglia Local Enterprise Partnership.
- The Norwich Castle Project Board had received a progress report on the schedule of works for the *Norwich Castle: Gateway to Medieval England Project* including updates on construction work, and the development of the British Museum Partnership Gallery of the Medieval Period. Members of the Joint Committee would be provided with an opportunity to visit the site as soon as that could be facilitated in accordance with Covid-19 protocols.
- The Committee was reminded that NMS was successful in its application to be included in the Arts Council England's National Portfolio Organisation (NPO) family for the period 2018-22. The Service was in receipt of a grant of c.£1.3m per annum from Arts Council England to provide professional support, advice and guidance to museums for the four-year period 2018-22. The programme of support was delivered by SHARE Museums East. Following a national invitation by Arts Council England, NMS had applied for an extension of its NPO funding until 2023.

4.3 **The Joint Committee resolved:**

- 1. To note progress on the 2021/22 position in light of the continued impact**

of Covid-19.

2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project.
3. To note progress in terms of key Arts Council England and National Lottery Heritage Fund programmes for 2021/22.

## **5 Presentation from the Friends of Norwich Museums as they celebrate their centenary year in 2021.**

- 5.1 The Chair introduced Charles Bingham-Newland, Chairman of the Friends of the Norwich Museums, and Francesca Makins, Chairman of the Friends of the Norwich Museums 100 Committee, and former Chairman of the Friends, and welcomed them to the meeting.
- 5.2 Charles Bingham-Newland and Francesca Makins gave a joint speech, which provided a brief synopsis of the first 100 years of the Friends of the Norwich Museums which can be found on the Committee pages website.
- 5.3 **The Joint Committee resolved:**
  1. To thank Charles Bingham-Newland and Francesca Makins for their interesting and informative talk;
  2. To record the gratitude of the Joint Committee for the sustained contribution that the Friends have made to the cultural life of the city and the county;
  3. To record the gratitude for the work that the Friends did for the Norfolk Museums Service and the people of Norwich and Norfolk.

## **6 An update presentation regarding the Kick the Dust Project**

- 6.1 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. 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 since the start of lockdown in March 2020 to continue to support existing groups across Norfolk
- 6.2 **The Joint Committee resolved:**
  1. To thank Christine Marsden, Project Coordinator for the Kick the Dust Project, for an interesting presentation;
  2. Look forward to receiving further update reports about this important project in the new year.

## **B From the meeting held on 28 January 2022**

### **7 Area Museums Committees**

- 7.1 The Joint Committee received updates about Museums activities in Breckland and Norwich and King's Lynn and West Norfolk.
- 7.2 From the Breckland Area Committee report, the Joint Committee noted the Gressenhall Environmental Hub project was currently underway at Gressenhall Farm

and Workhouse to help interpret and engage the public with wider NCC work and its priorities in relation to the environment.

- 7.3 From the Norwich Area Committee report, the Joint Committee noted the work by museum learning teams to welcome schools back into Norwich museums and the excellent feedback that the NMS was receiving from Museum Pass holders about the tote bag that they received as a thank you for their continuing support throughout the pandemic.
- 7.4 From the King's Lynn and West Norfolk Area Committee report, the Joint Committee noted a new exhibition in King's Lynn entitled 'Gardens, Sowing Seeds, Growing Stores' that ran until 12 June 2022. The displays told the story of gardens and gardening in the King's Lynn area, including the display of collections from the Taylor's seed merchants business in the town and material relating to the Walks and other public gardens.

## **8 Norfolk Museums Service - Finance Monitoring Report for 2021/22**

- 8.1 The Joint Committee received a report that covered the Norfolk Museums Service (NMS) forecast budget out-turn for 2021/22 and details about the latest monitoring position of the revenue budget, capital programme, reserves and provisions. The report also detailed savings proposals applied to the revenue budget for 2022/23.
- 8.2 **The Joint Committee resolved to note:**
- 1. The latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2021/22.**
  - 2. The proposed budget savings and changes for 2022/23.**

## **9 Norfolk Museums Service - Risk Management Report**

- 9.1 The Joint Committee received a report that provided Members with the Norfolk Museums Service Risk Register for January 2022. There were no material changes to the risk register since this matter was last reported to the Committee.
- 9.2 **The Joint Committee resolved:**
- To agree the active and dormant risks as per appendices A and B of the report, noting latest updates associated with the COVID-19 pandemic.**

## **10 Norfolk Museums Service – Performance & Strategic Update Report**

- 10.1 The Joint Committee received a report that provided progress with performance of Norfolk Museums Service over the current financial year 2021/22 including the Service's award-winning learning programmes and the Service's work with 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.
- 10.2 The following are some of the points that were discussed and noted:

- Applications for the next round of Teaching Museum trainee recruitment were currently being assessed. The trainee roles were in the Collections Team, Communications, Norwich Castle Learning, and Western area. The new trainees would take up their posts on 1 April 2022.
- The Joint Committee's attention was drawn to 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 that had continued to engage with young people aged 11-25 throughout the COVID-19 lockdown period. The project team had adapted their activities to support existing groups across Norfolk, in particular YMCA groups, using digital means. There were some new and exciting opportunities for further funding that would be reported to the next meeting of the Joint Committee.
- NMS continued to work closely with Broadland and with South Norfolk to support a wide range of work linked to Market Towns, and a new digital offer and wider learning programme around Robert Kett.
- The NMS was working with partners in the New Anglia Culture Board on a range of initiatives, including the Cultural Tourism project, supported by Arts Council England and the New Anglia Local Enterprise Partnership. This involved working on a collaborative destination marketing project, Head East, currently focused on East London (including Islington, Highbury, Angel) which included bus panels and the Underground stations.
- The NMS was involved in the promotion of the green heritage of Norfolk including the promotion of walking and cycling initiatives across the county. NMS was also involved in a wide range of work on diversity issues including the Arts Council England creative case for diversity. Details about work with Arts Council England and other partners on diversity issues would be brought to the next meeting.
- The Joint Committee was reminded that NMS was successful in its application to be included in the Arts Council England's National Portfolio Organisation (NPO) family for the period 2018-22 and that the Service had begun the process of applying for new National Portfolio Organisation funding over the coming months. Further updates would be given at the next JMC meeting.
- The Joint Committee gave its full support for the development of an expression of interest to the National Lottery Heritage Fund for the development of Time and Tide Museum in Great Yarmouth which would be 20 years old in July 2024. The museum had not received any significant capital investment since it first opened. The aim was for the development project to reinvent and reinterpret this historically significant building and its nationally important collections. The Joint Committee was informed about some recent successful diversity projects that involved material from the Great Yarmouth collections being used to interpret history in different ways and to sensitively engage with new and existing audiences.
- The Assistant Head of Museums gave an update on the work of the Norwich Castle Project Board and the schedule of works for the Norwich Castle: Gateway to Medieval England Project including updates on construction work, and the development of the British Museum Partnership Gallery of the Medieval Period.

### **10.3 The Joint Committee resolved:**

- 1. To note progress on the 2021/22 position in light of the continued impact of Covid-19.**
- 2. To note progress regarding development of the Norwich Castle: Gateway**



to Medieval England project.

3. To note progress in terms of key Arts Council England and National Lottery Heritage Fund programmes for 2021/22 and the Service's planning relating to its future Arts Council England funding.
4. To fully support the development of an expression of interest to the National Lottery Heritage Fund for the development of Time & Tide Museum.

**11 To receive a presentation from Hannah Jackson, Project Manager, Norwich Castle: Royal Palace Reborn**

- 11.1 The Chair introduced Hannah Jackson, the Norwich Castle: Royal Palace Reborn Project manager, who gave a power point presentation on the progress of the project. Following the meeting, Members of the Joint Committee took part in a 'behind the hoardings' tour of the construction site for the Norwich Castle: Royal Palace Reborn project on Monday 31st January 2022. The tour provided Committee Members with the opportunity to meet members of the project team and to see how work was progressing on the transformation of Norwich Castle.

**John Ward**  
**Chair**

## **Report of the virtual Planning (Regulatory) Committee Meetings held on 24 September and 11 November 2021 and 4 February 2022**

### **A: Meeting held on 24 September 2021**

1. **FUL/2021/0018 Old Catton C of E Junior School, Church Street, Old Catton, Norwich, Norfolk NR6 7DS**
- 1.1 The Committee received the retrospective application for work completed on 22 February 2021 which related to the replacement of the original Victorian timber windows on the 1874 Victorian School Building with uPVC alternatives to all elevations. The application was being reported to the Planning (Regulatory) Committee in accordance with the Council's Constitution as it had passed the threshold of three objections to allow the decision to be made under delegated powers.
- 1.2 With 8 votes for, 1 vote against (from Cllr Tony White), and 1 abstention, the Committee **RESOLVED** that the Executive Director of Community and Environmental Services be authorised to:
  - I. Grant planning permission subject to the conditions outlined in section 11.
  - II. 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.
  - III. Delegate powers to officers to deal with any non-material amendments to the application that may be submitted.

### **B: Meeting held on 5 November 2021**

1. **FUL/2020/0062: Land adjacent to the Barn, Heron Farm, Bunwell Road, Besthorpe, Attleborough, Norfolk, NR17 2LN**
- 1.1 The Committee received the report setting out and application seeking planning permission to change the use of an area of land from open air storage (plant, materials and aggregates) to an aggregate and soil recovery facility (part retrospective). The site was 0.62 hectares in size and sited adjacent to an existing civil engineering business at Heron Farm, Besthorpe. The application sought to recycle / recover up to 60,000 tonnes per annum of aggregates and soils from imported construction, demolition and excavation waste linked to the adjacent Newall civil engineering business.
- 1.2 With 8 votes for, 1 against and 3 abstentions, the Committee **RESOLVED** to:
  1. **Refuse** planning permission for the reasons set out in section 11 (Recommendations) of the report.

2. **FUL/2020/0064 Salhouse Road, New Rackheath, Norwich, NR13 6LD**
- 2.1 The Committee received the application for a partly retrospective application to allow imported waste materials to be crushed and screened and turned into recovered construction products. The application site is one that already benefits from a Certificate of Lawful Use or Existing Development (CLUED) for a Sui Generis use for the storage of top-soil, sub-soil, recycled construction materials and brick rubble.
- 2.2 Following debate, Cllr William Richmond **proposed** refusing the application on the grounds that the proposal would have an unacceptable adverse impact upon the landscape character and visual amenity of the area, with a negative impact upon the rural countryside location. The proposal was seconded by Cllr Mike Sands.
- 2.3 With 7 votes for, 3 votes against and 2 abstentions, the Committee **RESOLVED** to **refuse** the application on the grounds that the proposal would have an unacceptable adverse impact upon the landscape character and visual amenity of the area, with a negative impact upon the rural countryside location.

## **C: Meeting held on 4 February 2022**

1. **FUL/2019/0031 Lagoons at Upgate Road, Seething, Norfolk, NR15 1EL**
- 1.1 The Committee received the report setting out a retrospective application for a change of use, to use the existing lagoons at Upgate Road, Seething, for the storage of organic liquid waste from the food and drinks industry. The lagoons have a storage capacity of 27,000m<sup>3</sup> and the application states that the maximum annual throughput of the site would be 141,258 tonnes of waste.
- 1.2 With 9 votes for and 3 abstentions, the Committee **RESOLVED** That the Executive Director of Community and Environmental Services be authorized to:
  1. **Refuse** planning permission for the reasons set out in section 11 of the report
2. **FUL/2021/0051: Bittering Quarry (Plant Site), Reed Lane, Bittering; FUL/2021/0052: Land Adjoining Longham Heath and Spreadoak Plantation**
- 2.1 The Committee received the report setting out an application for use of land for the storage of inert processed secondary aggregate produced at new Spreadoak recycling facility until 31 December 2031 without compliance with conditions 1 (restoration date) and 2 (approved documents) and 3 (source of recycled aggregate) of permission reference FUL/2021/0004 (McLeod Aggregates Ltd) Relocation of inert recycling facility from existing position within the Longham extraction area onto land designed to serve the Spreadoak extraction area (Raymond McLeod (Farms) Ltd).
- 2.2 Cllr Tony White, seconded by Cllr Mike Sands, **proposed** to approve the application on the grounds that moving waste up the hierarchy outweighed the loss of agricultural land. Conditions would be drafted for approval by the Chair if approved.

- 2.3 With 8 votes for and 3 against the Committee **RESOLVED** to **approve** the application on the grounds that moving waste up the hierarchy outweighed the loss of agricultural land.
3. **C/2/2018/2016: Grandcourt Quarry, Leizate Works, Station Road, Leziate, King's Lynn, PE32 1EH and C/2/2018/2017: Grandcourt Quarry, Leizate Works, Station Road, Leziate, King's Lynn, PE32 1EH**

The Committee received the report setting out the application for an additional area of extraction at Grandcourt Quarry and in a parallel planning application, to vary four No. conditions of planning permission C/2/2004/2034 in-order-to amend the timing of the working and restoration at the existing Grandcourt Quarry. Application reference C/2/2018/2017 is to be considered concurrently with application reference C/2/2018/2016 as the two are inherently linked.

With 9 votes for and 2 abstentions the Committee **RESOLVED** that the Executive Director of Community and Environmental Services be authorised to:

1. Advise the Secretary of State that the County Planning Authority would have been minded to refuse the Applications for the reason set out in section 11 (Recommendations) of the report.

**Brian Long**  
Chair, Planning (Regulatory) Committee

**Report of the  
Employment Committee Meeting held on  
28 October 2021**

- 1. Remuneration arrangements to support recruitment and retention of Family Assessment and Safeguarding Team (FAST) Social Workers**
- 1.1 The terms of Reference of the Employment Committee state that it is responsible for “determining new material local terms and conditions of employment for employees that have a significant financial impact for the organisation or would impact on a significant part of the overall workforce as identified and advised by the Director for People and Head of Paid Service”. The Committee considered the confidential report by the Executive Director of Children’s Services about remuneration arrangements to support the recruitment and retention of Family Assessment and Safeguarding Team Social Workers..
- 1.2 The Committee **RESOLVED:**
  - To approve the proposed changes to the remuneration arrangements to support the recruitment and retention of Family Assessment and Safeguarding Team Social Workers

**Andrew Proctor  
Chairman**

**Recommendation from the Head of Paid Service**

**1. Pay Policy Statement 2022-23**

- 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 full Council in July 2021.
- 1.2 Substantive amendments this year include:
- a) Section 2.3 – clarification of when the Council might pay National Minimum Wage rates to people on national learning programmes such as the government’s Kickstart programme.
  - b) Section 7.4 – added reference to existing provision to award accelerated increments for exceptional contribution.
  - c) Section 8.2 - amendment to reflect that the period of protection awarded to some members of the Fire Fighters Pension Scheme ends 31 March 2022. All members are now in one Fire Fighter Pension scheme.
- 1.3 Other amendments to the Statement include changes to the terms of reference of the Employment committee, updated dates and terminology.
- 1.4 The Head of Paid Service has reviewed the draft statement and recommends the Pay Policy Statement 2022-23 (attached at Appendix A) to full Council for approval.

**Tom McCabe**  
**Head of Paid Service**

**NORFOLK COUNTY COUNCIL**  
**Pay Policy Statement 2022-2023**  
**Approved by County Council on 28 March 2022**

**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 2022-2023. 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:
  - a) Fire-fighters (covered by the National Conditions for Local Authorities' Fire Brigades)
  - b) Teachers (covered by statutory School Teachers' Pay and Conditions)
  - c) Employees paid on national pay rates determined by the Soulbury Committee covering Education Improvement Professionals and Educational Psychologists
  - d) 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 2022 are from £4.81 to £9.50 per hour depending on age, (equivalent to £9,280 to £18,328 per annum for a 37 hour week).

### **3. The Council's Pay and Rewards Strategy**

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

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

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

### **4. Governance Arrangements**

4.1. The 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 of Communities and Local Government. Information is published on the [Council's website](#) and in the [Council's Statement of Accounts](#).

### **6. Basic Pay Determination**

Pay levels for all employees are determined by the following:

6.1. The Council uses the 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 “professional” group is an ongoing activity to support 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 Article 9 of the Council's 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 spinal column 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 County 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 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. This will be paid 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. This is restricted to employees that have to travel on a regular basis to fulfil the duties of their role. The scheme is currently under review.

## **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 Fire Fighters 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 Head of NPLAW, Director for 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 over £100,000 are due, (including pension entitlement) these will be approved by the Head of Paid Service in consultation with the Leader and the Employment Committee will be advised.

## **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 guide to *Types of Temporary Resources* outlines the actions required when there is a requirement for interims or consultants. This confirms the financial threshold at which a business case will need to be submitted for Chief Officer approval and Member endorsement, prior to any contractual commitment.
- 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:

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

10.2. The current ratio of the 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 2022-2023 was submitted to Full Council for approval in March 2022.

Policies and procedures referred to in this document are available on request from [hrdirect@norfolk.gov.uk](mailto:hrdirect@norfolk.gov.uk). For queries contact [hrstrategy@norfolk.gov.uk](mailto:hrstrategy@norfolk.gov.uk)

## **Notice of Motions**

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

**1 Member Champions**  
**Proposer: Cllr Brenda Jones**  
**Seconder: Cllr Lucy Shires**

Council notes the decision of the Leader to appoint Members champions drawn solely from Conservative members of council. Council recognises the excellent work done previously when Members champions were drawn from across political groups and the credibility those members had among other councillors and those involved with the issues they championed because they were representing all councillors rather than the administration.

Council notes that the abolition of the Mental Health Champion means the council will no longer be able to comply with the terms of the decision made by council in 2014 to sign up to the Mental Health Challenge and regards that as a retrograde step.

Council further notes that as yet the requirements of Appendix 32 of our Constitution have not yet been met as the Leader has not consulted other group leaders nor made an announcement of the Members Champions at cabinet.

### **Council therefore requests**

- 1. The Leader to fulfil his obligations under the constitution to consult the leaders of other groups on the council before making an announcement to council of his decision, together with an explanation of his reasons**
- 2. To reinstate the position of Mental health Champion so that council can continue to be a signatory to the Mental Health Challenge as determined unanimously at the council meeting on 20 January 2014**
- 3. Requests the Corporate Select Committee to review the constitutional arrangements of Member champions to clarify their roles, responsibility and accountability and make recommendations to council accordingly**

**2. Business rates for offshore installations**  
**Proposer: Cllr Steve Morphew**  
**Seconder: Cllr Terry Jermy**

Sizewell B power station in Suffolk pays around £25m a year in business rates. However, none of the wind farms or offshore platforms that provide energy through and are serviced in Norfolk pay business rates because the structures are situated beyond the shoreline.

Onshore wind and other renewable generators are subject to business rates that help support local services and fund the council's work on protecting the environment and combatting climate change.

Council believes Norfolk and other counties that contribute to the energy needs of the country offshore deserve to be recognised in the same way as those who host onshore generation and supply.

## **Council**

- 1. calls upon the government to extend the boundary for business rate liability to include offshore installations.**
- 2. requests the Leader of the council to**
  - a) write to and lobby ministers**
  - b) raise the issue with the Local Government Association and other representative bodies in local government**
  - c) seek support from Norfolk MPs**

### **3 Reviewing the Pandemic Response**

**Proposer: Cllr Emma Corlett**

**Seconder: Cllr Maxine Webb**

Council resolves to establish a cross party group to include external partners with an independent chair to review Norfolk's response to the pandemic and make recommendations that will help Norfolk become more resilient when faced with future emergencies.

Council requests the Leader in consultation with other group leaders to appoint the chair and members of the review panel drawn from an appropriate cross section of expertise and interests.

Council requests Cabinet to provide resources to support this review to enable the results to be reported to council with an action plan from Cabinet in July 2022.

### **4 Future Letting of County Hall**

**Proposer: Cllr Brenda Jones**

**Seconder: Cllr Alison Birmingham**

Council notes the briefing to Broadland and South Norfolk District Council staff to tell them they were moving to County Hall before any Norfolk County Councillors outside the inner circle of the administration were consulted. Council further notes that the proposal to bring staff and council accommodation from Broadland and South Norfolk to County Hall has been abandoned. Given the importance and sensitivity of the work of Norfolk County Councillors, Council resolves to ask the Corporate Select Committee to suggest ways that the interests of County Councillors and staff can be protected in the event of any proposals to let County Hall accommodation to third parties.

### **5 Corporate Board**

**Proposer: Cllr Steve Morphew**

## **Seconder: Cllr Matt Reilly**

Council believes the business of the Corporate Board should not be shrouded in secrecy and should be treated in the same way as every other part of the council. Corporate Board papers should be published except where they meet the same confidentiality tests of all other council business and available to council members in the usual way. Council resolves to request the Director of Governance to publish all Corporate Board papers from the date of its establishment and hereafter.

Council resolves to establish a cross party group to include external partners with an independent chair to review Norfolk's response to the pandemic and make recommendations that will help Norfolk become more resilient when faced with future emergencies.

Council requests the Leader in consultation with other group leaders to appoint the chair and members of the review panel drawn from an appropriate cross section of expertise and interests.

Council requests Cabinet to provide resources to support this review to enable the results to be reported to council with an action plan from Cabinet in July 2022.

## **6 Offshore Wind Benefits to Norfolk**

**Proposer: Cllr Plant**

**Seconder: Cllr Grant**

The Council recognises the multiple benefits that offshore wind power, off the Norfolk coast, presents:

- A sustainable and renewable energy source which will assist in meeting the Government's target of delivering 40 gigawatts of offshore wind power by 2030.
- A major contribution to the Council's Environment Policy, which seeks to work with partners towards carbon neutrality by 2030 and "embed the ethos and practice of supporting 'clean growth' within the economy, including investigating opportunities which help to develop the green/renewable energy sector".
- Significant employment and skills opportunities, especially in areas like Great Yarmouth, where higher value jobs are in short supply. Norfolk has the potential to benefit more than any other area in England from growth in offshore wind, that will require a diverse mix of skills, with an additional 6,150 full-time well-paid jobs forecast to be created by 2032 (New Anglia Energy Recovery and Resilience Plan).

The Council also:

- Recognises the need for some of these projects to make landfall and grid connection in various parts of the county, involving cable routes and new sub-stations.
- Acknowledges the disruption that this may cause to local communities in the short term and therefore supports the need for a coordinated and integrated approach to connecting the electricity generated from offshore wind farms to the grid.
- Recognises the need for further detailed work to be carried out by National Grid on the implications of the various grid connection options, including the:
  - Wider onshore environmental implications of any new transmission network
  - Economic opportunities for those coastal areas and communities affected
  - Opportunities for local communities to be appropriately compensated for any impacts caused by the need for either onshore or offshore infrastructure.
- Would support any offshore transmission infrastructure which reduces the environmental and community impacts that the current approach (radial, point to point)

has on the county, subject to there being no anticipated long term impact on the marine environment off the Norfolk Coast;

- Support the wider opportunities for harnessing electricity generated offshore to supply clean energy to local homes and business; as well as helping to deliver housing and employment growth in Norfolk.

The Council resolves to continue to work closely with:

- The Department of Business, Energy and Industrial Strategy (BEIS), National Grid; the Office for Gas and Electricity Markets (OFGEM), New Anglia LEP, local councils and energy companies to progress the work needed to secure the long term environmental and economic benefits of offshore wind, whilst minimising its impact on local communities as far as possible.
- BEIS on the Government Offshore Transmission Network Review.
- Major companies: their supply chains and local colleges to develop employment and skills strategies to ensure that the high quality jobs set to be created in the sector over the next 50 years, are accessible to, and promoted to, Norfolk residents.

## **7 Unaccompanied Asylum-Seeking Children (UASC)**

**Proposer: Cllr Paul Neale**

**Seconder: Cllr Jamie Osborn**

This Council notes:

- The recent announcement of Kent County Council that they are no longer able to support any more unaccompanied asylum-seeking children (UASC)
- Confirmation that Government will not be pursuing a mandatory rota for the National Transfer Scheme (NTS) but will offer a small funding uplift
- The Dublin III reunification programme has ended following Brexit
- That other councils have made commitments to take a minimum number of UASCs a year through the NTS

This council further:

- Notes that Norfolk County Council is not at the 0.07% of child population level that is the UASC quota under the NTS and does not currently anticipate doing so.
- Notes that gaps in funding from Government to support UASCs means a cost to the general fund
- Gives thanks to the council's UASC social workers, foster carers with placements of UASCs and all others who provide support to children and young people who arrive in the city

This council therefore requests:

- The chief executive write to the Home Secretary to express the council's:
  - dismay at the Government's refusal to introduce a mandatory rota for the NTS
  - concern that there is no replacement for Dublin III
  - disappointment that the Government funding uplift will not provide sufficient support to ensure that more councils take UASCs through the NTS
  - concern that in the meantime, UASCs are waiting at the border for placements that councils aren't providing.

## **8 Environmental Policy**

**Proposer: Cllr Steffan Aquarone**

**Seconder: Cllr Saul Penfold**



Greta Thunberg has called the recent COP26 a failure describing it as a PR event, “where leaders are giving beautiful speeches and announcing fancy commitments and targets, while behind the curtains governments of the Global North countries are still refusing to take any drastic climate action.”

Council agreed its Environmental Policy in November 2019. Since then it's become clear that Norfolk needs leadership in order to respond to climate change at the necessary speed. Will the Cabinet member for Environment and Waste commit to expanding the ambition of carbon neutrality by 2030 to cover the whole of Norfolk, and urgently take the lead on creating a local climate action plan in collaboration with local partners and stakeholders for presentation to the next full council meeting.

## **9 Reduction of Sewage Discharges**

**Proposer: Cllr Tim Adams**

**Seconder: Cllr Rob Colwell**

On 23 September 2019 the Council agreed to call on the Government to fast track legislation to better protect and restore our waterways and invest in effective monitoring and enforcement to ensure that all our rivers are once again clean and healthy.

In 2019 the Environment Agency stated that 8% of rivers in the Anglian river basin met a good ecological status. Now we find out that in 2020 Anglian water had 180,326 hours of storm overflows that had discharged sewage into local rivers.

The recent government fiasco on this issue was shameful but for the government to turn to mean anything urgent enforcement is needed to ensure that the public can once again have confidence to be able to use East Anglian's rivers safely.

The Council resolves to:

1. request the Leader of the Council to write to the Secretary of State for Environment, Food and Rural Affairs asking that the legal duty on water companies to progressively reduce the adverse impacts of storm overflow discharges is robustly enforced to ensure that this practise is stopped as soon as possible
2. request the Leader of the Council to write to the Chief Executive of Anglian Water to ask that the information on how often they use storm overflow discharge is made publicly available on a regular basis so that the public can have confidence that there is a reduction in the discharges

## **10 Climate Emergency**

**Proposer: Steffan Aquarone**

**Seconder: Saul Penfold**

In light of this year's extreme weather events across the globe, the latest IPCC report on the impact of climate change on humanity, and the possibility of a rise in sea levels that would leave significant parts of Norfolk underwater within decades, this Council resolves to declare a Climate Emergency.

## **11 Retrofit taskforce to deal with the cost of living crisis**

**Proposer: Cllr Jamie Osborn**

**Seconder: Cllr Ben Price**

Energy prices are set to rise by 50% in April 2022, on top of a £139 - £153 rise in October 2021. This will plunge many people into fuel poverty and exacerbate the cost of living crisis.

The poor energy efficiency of housing is contributing to this crisis. Due to decades of under-funding and lack of coordination for the domestic retrofit sector, the energy efficiency and renewable energy provision in UK housing lags behind much of Europe.

Norfolk will be hit hard by the cost of living rises due to an older than average housing stock, older population, and areas of high deprivation and fuel poverty. Within Norfolk there is a strong tradition of working to improve the energy efficiency of homes through the retrofitting of council and social housing, and some training programmes exist to skill up a workforce. The Norfolk Warm Homes initiative is a strong example to build on. However, there is much more work to be done.

The Climate Change Committee recommends that virtually every house will need to be upgraded to meet carbon reduction targets, as well as the need to insulate households against fuel poverty. This equates to upgrading two houses every minute for the next thirty years nationwide, including in Norfolk.

Retrofit industry experts have called for local leadership in the retrofit sector. The successive failures of the Government's Green Deal, Green Homes Grant, and Heat and Buildings Strategy have left a vacuum in coordination for the retrofit policy that local authorities must fill.

Despite the scale of the challenge, there has hitherto been little coordination between the various agencies that are required to work together to deliver retrofitting. Some local councils such as Lewes District Council together with Brighton and Hove unitary council are piloting a "Retrofit Taskforce" approach, establishing a local authority-led partnership of six local councils, between the construction and renewable energy industries, further, higher and vocational education institutions, architects, social housing providers, and other stakeholders. The retrofit taskforce will be dedicated to developing a local supply chain to retrofit 44,000 homes in the wider Sussex area, and boosting the provision of retrofitting for all tenures.

While housing is strictly speaking a district council responsibility, county-level authorities have a role to play as the authorities responsible for economic development, skills and training, and public health.

Council resolves to:

- 1) Immediately institute a response to the energy price crisis by working with district councils and the voluntary sector to ensure support for households facing poverty, including through provision of grants to the voluntary sector.
- 2) Call on Government to implement a windfall tax on the multi-billion pounds' profits of oil and gas companies who have benefitted from the energy price rises, and use the revenue to help those in fuel poverty.
- 3) Work with partners to establish a retrofit taskforce for Norfolk, dedicated to developing and promoting a local retrofit supply chain, including through skills training, and the targeting of resources to help those in most need of protection from fuel price rises.

- 4) Through the retrofit taskforce, lead the development of a retrofit strategy for Norfolk across all tenures, with a paper to be presented to Cabinet within 12 months.
- 5) Through the retrofit taskforce, seek to mobilise alternative sources of finance beyond insufficient and sporadic government grants, including working with the Local Enterprise Partnership and local and international businesses.
- 6) Share the aims and expertise of the retrofit taskforce with other local authorities, thereby establishing Norfolk as a leading authority.
- 7) Through UK100 and other channels, submit to Government a business case for increased funding to scale up local authority-led retrofit taskforces

## **12 Foster Carers**

Proposer – Cllr Mike Smith-Clare  
Secunder – Cllr Maxine Webb

Council regrets the upset caused to Foster Carers by the Cabinet decision on the future financial support for their invaluable work. Council notes the short timescale for the consultation, that the proposals were not considered in advance by the People and Communities Select Committee and that Councillors as corporate parents were not consulted.

Council requests Cabinet to delay implementation of their decision by at least six months in order that

1. Foster Carers can be involved in co-producing a scheme that they feel they have had a proper part in developing and that takes account of the needs of the those they care for
2. Councillors as corporate parents have been consulted
3. People and Communities Select Committee have the opportunity to consider and comment on proposals before they are determined by Cabinet.

## **13 Devolution**

Proposer – Cllr Steve Morphew  
Secunder – Cllr Colleen Walker

Council believes that if the governments levelling up proposals are to benefit Norfolk they will need to come with sufficient resources and enjoy the support of all parts of Norfolk society. Currently there is nothing tangible other than the prospect of additional and controversial layers of governance that might reduce the direct say for residents in their local, increase costs and undermine accountability.

Council believes a clear indication of what resources will come to Norfolk is a prerequisite before spending a lot of member and officer time that is needed elsewhere. Council further believes the devolution and levelling up agenda is fundamental to the future of the county and a keystone to the policies and operation of the county Council. Council therefore resolves to

1. urge the Leader to see an indicative commitment from the government on the size and scope of additional investment that would come to Norfolk as a result of any devolution deal.
2. ask the Leader to report to full Council at every meeting on progress in talks with government and partners on a devolution deal and make additional time available at Council for questions.
3. include any agreements or deals relating to devolution as part of the policy framework, thus ensuring the decisions are taken by full Council after proper debate involving all members of the Council

#### **14 Norwich Western Link Plan B**

Proposer – Cllr Emma Corlett

Seconder – Cllr Terry Jermy

Council recognises there is common agreement that communities around Ringland, Costessey and Weston Longville amongst others that are blighted by rat running need action to relieve the problem.

Council further recognises that whatever the merits of the NWL argued by its supporters, there is a real risk of the scheme not going ahead as a result of one or a combination of factors such as becoming unaffordable, being rejected by government, failing to get planning consent or legal action. In the event of that happening those communities blighted by rat running deserve to know what alternatives will be available to mitigate or resolve the problem.

Council therefore resolves to request officers to

1. draw up a Plan B starting from the options in the Options Assessment report (NWL Options Appraisal Report Appendix B.pdf) that do not include building the NWL that were not taken forward as individually they were not considered as effective but were never considered cumulatively.
2. prepare a consultation process that would enable those affected communities and others to include further suggestions and comments on other options should the NWL not proceed.
3. Review the corporate risk register to take account of the range of potential risks to the NWL and include plan B as a mitigation measure in the event of the scheme not proceeding