

Norfolk County Council

Annual General Meeting

Date: **Tuesday 7 May 2019**

Time: **10.00 a.m**

Venue: **Council Chamber, County Hall, Norwich**

Persons attending the meeting are requested to turn off mobile phones.

This meeting may be recorded for subsequent publication via the Council's internet site – at the start of the meeting the Chairman will confirm if all or part of the meeting is being recorded. You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this recording will be retained in accordance with the Council's Records Management Policy.

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

Prayers

To Call the Roll

AGENDA

PART 1

1. **To elect a Chairman for the ensuing year**
2. **Minutes**

To confirm the minutes of the meeting of the Council held on 15 April 2019 (Page 5)

3. **To elect a Vice-Chairman for the ensuing year**
4. **Vote of thanks to the outgoing Chairman**
5. **To receive any announcements from the Chairman**
6. **Any items of business the Chairman decides should be considered as a matter of urgency.**
7. **Members to declare any interests**

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

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

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an Other Interest in a matter to be discussed if it affects:

- your well being or financial position
- that of your family or close friends
- any body-
 - (a) exercising functions of a public nature
 - (b) directed to charitable purposes: or
 - (c) 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.

8. **Reports**

Audit Committee

- | | |
|--|-----------|
| Meeting held on 18 April 2019 | (Page 32) |
| Personnel Committee
Meeting held on 15 April 2019 | (Page 36) |
| Health and Wellbeing Board
Meeting held on 24 April 2019 | (Page 37) |
| Norfolk Health Overview and Scrutiny Committee
Meeting held on 11 April 2019 | (Page 39) |
| Joint Museums Committee
Meeting held on 5 April 2019 | (Page 44) |
| Norfolk Records Committee
Meeting held on 5 April 2019 | (Page 48) |
| 9. Appointment of Head of Paid Service
Report by the Leader | (Page 49) |

At the conclusion of Item 9, all outstanding business relating to the Committee system of governance will have been dealt with and the new Cabinet system of governance will formally take effect as approved by Full Council on 15 April 2019.

At this point there will be a 10 minute break in the proceedings.

PART 2

- | | | |
|-----|--|-------------|
| 10 | Election of Leader of the Council until May 2021 | |
| | The Leader elected will announce the names of the Deputy Leader and other Cabinet Members | |
| 11. | Questions to the Leader
Procedure Note | (Page 51) |
| 12. | Proportional Allocation of Seats on Committees
Report by Head of Democratic Services | (Page 53) |
| 13. | Appointments to Committees, Joint Committees etc for 2019/20
Report by Head of Democratic Services | (To Follow) |
| 14. | Appointment of the Chairmen and Vice-Chairmen of the following Committees:- | |

Scrutiny Committee
Corporate Select Committee
Infrastructure and Development Select Committee
People and Communities Select Committee
Planning (Regulatory) Committee
Audit Committee
Standards Committee
Employment Committee
Pensions Committee

15. **Together, for Norfolk – An ambitious plan for our County 2019-2025** (Page 55)
Report by the Leader of the Council
16. **Review of Special Responsibility Allowances** (Page 75)
Report by the Independent Remuneration Panel
17. **To answer Questions under Rule 8.4 of the Council Procedure Rules (if any received)**

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 26 April 2019

For further details and general enquiries about this Agenda please contact the Assistant Head of Democratic Services:

Greg Insull on 01603 223100 or email greg.insull@norfolk.gov.uk



If you need this agenda in large print, audio, Braille, alternative format or in a different language please contact Greg Insull Tel: 01603 223100, Minicom 01603 223833, Email: greg.insull@norfolk.gov.uk and we will do our best to help

Norfolk County Council**Minutes of the Meeting Held at 10am on Monday 15 April 2019****Present:**

Mr A Adams	Mr K Kiddie
Mr T Adams	Mr M Kiddle-Morris
Mr S Aquarone	Mr B Long
Mr S Askew	Mr I Mackie
Ms J Barnard	Mr G Middleton
Mr D Bills	Mr S Morphew
Mr B Borrett	Mr G Nobbs
Mr R Brame	Mrs J Oliver
Mrs J Brociek-Coulton	Mr R Oliver
Mrs S Butikofer	Mr G Peck
Mrs P Carpenter	Mr G Plant
Mr M Castle	Mr R Price
Mr S Clancy	Mr A Proctor
Ms K Clipsham	Mr W Richmond
Mr E Colman	Mr D Roper
Mr E Connolly	Mr D Rowntree
Ms E Corlett	Mr M Sands
Mr S Dark	Mr E Seward
Mrs M Dewsbury	Mr C Smith
Mr N Dixon	Mr T Smith
Mr D Douglas	Mr B Spratt
Mr P Duigan	Ms S Squire
Mr F Eagle	Mr B Stone
Mr J Fisher	Mrs M Stone (Chairman)
Mr T FitzPatrick	Mr M Storey
Mr C Foulger	Dr M Strong
Mr A Grant	Mr H Thirtle
Mrs S Gurney	Mrs A Thomas
Mr R Hanton	Mr V Thomson
Mr D Harrison	Mrs K Vincent
M Chenery of Horsbrugh	Mrs C Walker
Mr H Humphrey	Mr J Ward
Mr B Iles	Mr B Watkins
Mr A Jamieson	Mr A White
Mr T Jermy	Mr F Whymark
Mrs B Jones	Mr M Wilby
Dr C Jones	Mrs S Young
Ms A Kemp	

Present: 75

Apologies for Absence:

Apologies for absence were received from Ms C Bowes; Mr D Collis; Mr T East; Mr J Mooney and Mr M Smith-Clare.

1 Minutes

- 1.1 The minutes of the Council meeting held on Monday 11 February 2019 were confirmed as a correct record and signed by the Chairman.

2 Chairman's Announcements

- 2.1 The Chairman formally welcomed Mr Fran Whymark to his first Council meeting since being elected as County Councillor for Wroxham Division in the recent by-election.
- 2.2 Following the Chairman's formal announcement about the sad passing of former County Councillor Alec Byrne, Council paid tribute to the work he had carried out and expressed its deepest sympathy to his friends and family. Council stood in a minute's silence as a mark of respect. Mr Byrne had served as Cabinet Member for Education and chaired several important committees including the Norfolk Police and Crime Panel and several Overview and Scrutiny Panels.
- 2.3 The Chairman outlined a few of the many visits she had undertaken since the last meeting, including:
- attending the Tornado Disbandment Parade at RAF Marham and watching the iconic Tornado flypast.
 - Speaking at the Norwich Business Women's Network and also attending the International Women's Day event at The Nest.
 - Attending the ceremonial opening of the King's Lynn Mart.
 - Attending the Justice Service in King's Lynn on 3 March and spending the day in Crown Court with Judge Holt sitting on the bench.
 - Attending the Flight for Youth Launch event organised by The Benjamin Foundation to celebrate their 25th year anniversary.
 - Attending the Opening of the Norfolk Skills and Careers Festival at the Norfolk Showground.
 - Visiting the St Edmunds Society who provided employability skills for young people.
 - Attending the Norfolk Fire and Rescue Service Presentation of Awards and the OSCAs to recognise the achievement of staff throughout the year.
 - Attending the British Empire Medal Presentation which had six very worthy recipients.

3 Declarations of Interest

- 3.1 M Chenery of Horsbrugh declared an interest in agenda item 8 – Reports of Committees (Museums Committee) as he was a Trustee of the charity NORA (Norfolk Archives and Heritage Development Foundation).
- 3.2 Mr A Jamieson declared an interest as he represented Norfolk County Council as a non-executive Director of the Norse Group.

- 3.3 Mr C Smith declared an interest as he was a non-executive Director of a joint venture company with Norse Group.
- 3.4 Mr T FitzPatrick declared an interest as he was a Director of Norse NEWS.
- 3.5 The following Members declared an interest in agenda item 9 (Notice of Motions – Motion 3):

Ms K Clipsham
Mrs S Gurney
Mrs B Jones
Dr C Jones
Mrs C Walker

4 To receive any items of business which the Chairman decides should be considered as a matter of urgency.

- 4.1 There were no items of urgent business.

5 Questions to Leader of the Council

5.1 Question from Mr S Morpew

- 5.1.1 Mr Morpew said that the Labour Group had considered offering some of its talented women Councillors to address the appalling gender balance in the proposed new Cabinet announced by the Leader, although none were willing or had been asked. He asked the Leader if he had received the same response from his own talented women Group Members, or if he had snubbed them.
- 5.1.2 The Leader replied that it needed to be borne in mind that Cabinet was only one element of how the overall Administration would work and the team he had chosen was the one he wanted to take the Council forward. He added that a better way of judging what was done was by looking at achievements rather than anything else.
- 5.2 Question from D Roper**
- 5.2.1 Mr Roper asked, in advance of the next report of the Independent Remuneration Panel, if the Leader agreed with him that any increase in the size of the Executive should not be borne by the tax payer and if he further agreed that it would be totally unacceptable to the people of Norfolk if the overall budget for Members Allowances was increased.
- 5.2.2 The Leader replied that the key word in the question was the word “independent” and that the Independent Remuneration Panel would need to come up with their views on what relevant allowances they thought were appropriate for the Executive which would then be considered.
- 5.3 Question from Mr B Spratt**
- 5.3.1 Mr Spratt said that the media had recently reported both positively and negatively on the impact of DIY waste charges and fly-tipping. Mr Spratt asked the Leader if he would set the record straight about what the exact impact of fly-tipping had been since the policy had been introduced.
- 5.3.2 The Leader responded that the key point was that there had not been the

significant increase in incidents of fly-tipping that many people feared. He added that the first three months data had shown a 3.5% increase in fly-tipping in Norfolk compared to the previous year, but a 9.9% reduction in incidents compared with the previous year. He continued that Norfolk followed national trends in fly-tipping crime, although as a county Norfolk continued to see a rise below that experienced nationally. He also added that more than 80% of fly-tipped waste were items that could have been taken to a recycling centre which meant education was required to ensure people understood that waste could be taken to recycling centres without charge. The Leader continued that the other aspect of DIY waste was that no increase had been seen in fly-tipping DIY waste following the introduction of the recycling centre charges, so hopefully everyone was getting used to the new way of working and the service could continue on that basis.

5.4 Question from Ms S Squire

5.4.1 Ms Squire said she had been informed by Cllr Brenda Jones that, at a recent Policy & Resources Committee meeting, it had been stated by a Councillor that women had other things to do than to stand for election. She continued by saying, as the only female Group Leader in the Council, she would like to ask the Leader of the Council what he considered those other things were, as she was worried she was missing something. Ms Squire asked the Leader what he felt should be done to address the lack of equality and diversity of Council candidates and therefore Councillors.

5.4.2 The Leader replied that the first aspect of a candidate being selected for election was through their Associations who selected the people they wanted as candidates. He added that in terms of gender balance, it was up to the voting public to select who they wanted to represent them. With regard to the other part of the question about “the other things women were doing”, the Leader said he was not really sure, adding that his wife did a lot of things, although it didn’t mean she did not have time for anything else.

5.5 Question from Ms A Kemp

5.5.1 Ms Kemp asked if the Leader could confirm that in the future, neither Cabinet nor Committees would invest council money, or any other sort of money, in incineration.

5.5.2 The Leader replied that he presumed Cllr Kemp was referring to the Pension Committee saying that how the Pension Committee chose to conduct their business was entirely up to them. He added that Ms Kemp was also aware of the County Council policy, bearing in mind the answer she had received to her question at the Policy & Resources Committee meeting on 25 March 2019.

5.6 Question from Mr T Jermy

5.6.1 Mr Jermy asked if the Leader could confirm, where he had referred to incidents of fly-tipping, if the incidents included those on private land, particularly land owned by farmers, the Forestry Commission and others and also whether or not those incidents were recorded in the answer given in paragraph 5.3.2. above.

5.6.2 The Leader replied “No”.

5.7 Question from Mr S Aquarone

5.7.1 Mr Aquarone asked if the Leader agreed that a Climate Change Emergency was

currently being faced and if not, why not.

5.7.2 The Leader replied “No”.

5.8 Question from Mr E Colman

5.8.1 Mr Colman asked if the Leader would comment on the successful bid to the new Anglia Local Enterprise Partnership for £440,000 to roll out the LOWRAN network across Norfolk and Suffolk

5.8.2 The Leader responded that one important thing to mention was that Norfolk had done very well in its bids to improve digital connectivity in the county and congratulations must be given to Geoff Connell, Head of IMT and his team in achieving bid funding. The Leader added that the bid was exciting news for Norfolk and Suffolk and would mean that, within two years, both counties should benefit from a long range wide area network (LOWRAN) enabling individuals, public and private organisations and educational establishments to explore, trial and implement technology. He added that there were also other benefits, allowing rural businesses to design and develop new products; local communities benefitting from low energy technology and schools being supported to encourage and nurture entrepreneurial skills amongst their students. The bid would be an excellent way of taking technology forward in Norfolk.

5.9 Question from Ms E Corlett

5.9.1 Ms Corlett referred to the penultimate Policy & Resources committee meeting where the Leader had committed to update the Committee on Brexit preparations at the final Policy & Resources Committee meeting. She added that the meeting had not been given an update and asked if the Leader would now update Council on Brexit preparations in light of the ongoing uncertainty.

5.9.2 The Leader replied that there were two aspects - the national uncertainty and the second element about whether the County Council was prepared, or as prepared as it could be, working with its partners in Norfolk or further afield, to ensure that any implications of Brexit were properly thought through and worked out.

5.10 Question from Mr E Seward

5.10.1 Mr Seward asked, given Council's concerns about the projected reductions in central government financial support and the fact that the Norfolk MPs meetings with Ministers to discuss these concerns was recently cancelled, what the Leader of the Council was doing to impress on our MPs and Ministers the need for this meeting to take place urgently and not be constantly delayed.

5.10.2 The Leader replied that regular contact was made with Norfolk MPs to ensure that the case for additional funding for Norfolk was heard in the context of the overall national situation. He added that he had attended a meeting with Rishi Sunak MP, the Minister for Local Government in December, who was hearing Norfolk's case and that he was trying to arrange a further meeting with him in the next three-four weeks. The second aspect that the Administration was pushing hard on was the inadequate schools funding, particularly the high needs block which was a well-known issue, both in Norfolk and nationally and work was being undertaken to try to secure additional funding in that area.

5.11 Question from Mr I Mackie

5.11.1 Mr Mackie said that climate emergencies should concern all aspects of human

impact on wildlife and asked if the Leader would join him in condemning the action taken in north Norfolk in hindering migrating birds returning to their nesting sites in Norfolk.

5.11.2 The Leader replied that the matter could certainly have been handled better if people listened to the right advice from the right people.

5.11.3 Mrs Butikofer raised a point of order/information and advised Council that the Leader's own party had signed up to the netting of the cliffs referred to and that she had received a letter, signed by the RSPB welcoming the approach of North Norfolk District Council for the protection of the birds.

6 Recommendations from Service Committees

6.1 Policy & Resources – Recommendations from the meetings held on 28 January & 25 March 2019.

6.1.1 Mr A Proctor, Chairman of Policy & Resources Committee, moved the recommendations in the report and proposed an amendment to the wording of Recommendation 4.2.1, as set out in paragraph 6.1.5 below.

From the meeting held on 28 January 2019.

6.1.2 Finance Monitoring Report Period 8 November 2018.

Council **RESOLVED** to:

- **Approve** the flexible use of £2m capital receipts to fund the Children's Services Demand Management and Prevention Strategy in 2018-19.

6.1.3 Limited Company Consents

Council **RESOLVED** to:

1. **agree** the change of Directors to companies as detailed in Appendix B of the report.
2. **agree** the formation of a new subsidiary company of NPS property Consultants Limited to be called Medway Growth Limited as detailed in Appendix C of the report.

From the meeting held on 25 March 2019:

6.1.4 Independence Matters and Limited Company Consents

Council **RESOLVED** to:

Agree the appointment of Directors to companies as detailed in Appendix D of the report.

6.1.5 Transition from a Committee to an Executive Leader and Cabinet System of Governance.

6.1.5.1 In moving the recommendation, the Leader proposed the following amendment to

the recommendations in the report, which was seconded by Mr G Plant:

1. **Section 9.4 and 9.5 of the Council procedure rules on page 116 of the draft Constitution to be replaced with the following wording:**

9.4 Motions must be clear and concise to encourage debate on matters for which the Council has a responsibility, and which affect Norfolk and should not normally relate to matters which are the responsibility of Cabinet, or which the Council has delegated to a committee.

9.5 If the subject-matter of any Motion of which notice has been given comes within the remit of the Cabinet, or relevant Committee, it will be moved or seconded in formal terms only and therefore stand referred without discussion, unless following discussion with the Leader of the Council or the relevant Committee Chair, it is agreed by the Chair of the Council that the subject-matter of the Motion may be discussed by Council to inform the decision maker's deliberations prior to referral.

2. delegate authority to the Chief Legal Officer to make changes to factual references, changes required by a change in the law and consequential changes as well as correct typographical and formatting errors noted between 15 April and 7 May 2019.

3. delegate authority to the Chief Legal Officer to make such changes as necessary to reflect the new form of governance and consequential changes in all Council documents that would otherwise require approval from the Council or any of its Committees.

6.1.5.2 Upon Mr Proctor's amendment being put to a vote, with 48 votes in favour, 23 votes against and 0 abstentions the amendment was **CARRIED**.

6.1.5.3 The following amendment was formally moved by Mr S Morphew and seconded by Mr D Roper:

1. **Section 9.4 and 9.5 of the Council procedure rules on page 116 of the draft Constitution to be replaced with the following wording:**

9.4 Motions must be clear and concise to encourage debate on matters for which the Council has a responsibility, and which affect Norfolk and should not normally relate to matters which are the responsibility of Cabinet, or which the Council has delegated to a committee.

9.5 Any motion that comes before Council of which notice has been given shall be moved and seconded with the right of the proposer and seconder to speak to that motion. Any aspects of motions covering subject matter that is the responsibility of Cabinet and seeks to determine rather than influence decisions of Cabinet will be referred to Cabinet without a vote. ~~If the subject-matter of any Motion of which notice has been given comes within the remit of the Cabinet, or relevant Committee, it will be moved or seconded in formal terms only and therefore stand referred without discussion, unless following discussion with the Leader of the Council or the relevant Committee Chair, it is agreed by the Chair of the Council that the subject-matter of the Motion may be discussed by~~

~~Council to inform the decision maker's deliberations prior to referral.~~

2. delegate authority to the Chief Legal Officer to make changes to factual references, changes required by a change in the law and consequential changes as well as correct typographical and formatting errors noted between 15 April and 7 May 2019.
3. delegate authority to the Chief Legal Officer to make such changes as necessary to reflect the new form of governance and consequential changes in all Council documents that would otherwise require approval from the Council or any of its Committees.

6.1.5.4 As proposer of the original motion Mr Proctor did not accept the amendment which was debated by Council.

6.1.5.5 Upon the amendment being put to a vote, with 24 votes in favour the amendment was **LOST**.

6.1.5.6 Mr Morphew moved an amendment to Article 4.4.1.i to include the following additional paragraph, which was duly seconded by Mr D Roper:

(p) Environment and climate change strategy and policies.

6.1.5.7 As proposer of the original recommendation, Mr A Proctor did not accept the amendment.

6.1.5.8 Upon the amendment in paragraph 6.1.5.6 being put to a vote, with 24 votes in favour the amendment was **LOST**.

6.1.5.9 Council then voted on the substantive recommendation as set out in paragraph 6.1.5.1 above and with 49 votes in favour, 21 votes against and 3 abstentions, Council **RESOLVED** to **agree**:

1. **Section 9.4 and 9.5 of the Council procedure rules on page 116 of the draft Constitution to be replaced with the following wording:**

9.4 Motions must be clear and concise to encourage debate on matters for which the Council has a responsibility, and which affect Norfolk and should not normally relate to matters which are the responsibility of Cabinet, or which the Council has delegated to a committee.

9.5 If the subject-matter of any Motion of which notice has been given comes within the remit of the Cabinet, or relevant Committee, it will be moved or seconded in formal terms only and therefore stand referred without discussion, unless following discussion with the Leader of the Council or the relevant Committee Chair, it is agreed by the Chair of the Council that the subject-matter of the Motion may be discussed by Council to inform the decision maker's deliberations prior to referral.

2. delegate authority to the Chief Legal Officer to make changes to factual references, changes required by a change in the law and consequential changes as well as correct typographical and formatting errors noted between 15 April and 7 May 2019.

3. delegate authority to the Chief Legal Officer to make such changes as necessary to reflect the new form of governance and consequential changes in all Council documents that would otherwise require approval from the Council or any of its Committees.

6.2 **Environment, Development & Transport Committee – Recommendations from the meetings held on 18 January & 8 March 2019.**

6.2.1 Mr M Wilby, Chairman of Environment, Development & Transport (EDT) Committee moved the recommendations in the report.

6.2.2 **Highway capital Programme and Transport Asset Management Plan (TAMP).**

6.2.3 Council **RESOLVED** to **approve**, as part of the capital programme:

- The proposed allocations and programme for 2019/20 and indicative allocations for 2020-21 (as set out in Appendices A, B C and D of the report);
- The adoption of the 2016 Code of Practice ‘Well-Managed Highway Infrastructure’ following the successful implementation of the improvement plan;
- The Transport Asset Management Plan (TAMP) for 2019-20 to 2022-23.
- The proposed road hierarchy changes detailed in Section 5.2 and Appendix F of the report.

6.3.1 **Recommendations of the Single Use Products Member Task and Finish Group**

6.3.2 Council **RESOLVED** to **support**:

- 1
 - a) Adoption of a balloon and lantern free charter;
 - b) Updating the County Council’s Environmental policy and Norfolk Fire and Rescue Service Advice on lanterns;
 - c) Adopting a single use products policy for procurement and facilities management;
 - d) Development of a charter for good practice on single use products as a Norfolk wide voluntary sign up quality scheme and use of County Hall as a demonstration project to establish good practice and principles;
- 2 **Requested** that the Member Task & Finish Group meet in September 2019 and March 2020 to assess progress and make any further recommendations required
3. **Agreed** that the County Council becomes a signatory to the Courtauld Agreement which brings together organisations involved in the food system to make food and drink production and consumption more sustainable and reduce food waste

7 **Recommendations from Other Committees**

7.1 **Personnel Committee – Recommendations from the meeting held on 26 February 2019.**

Mr A Proctor, Chairman of Personnel Committee moved the recommendation in the report.

Pay Policy Statement 2019-20

Council **RESOLVED** to:

- **Approve** the Pay Policy Statement 2019-20 as set out in Appendix A of the report.

7.2 **The following recommendation was withdrawn:**
Standards Committee – Recommendations from the meeting held on 20 March 2019. (Procedure for handling Code of Conduct Complaints).

8 Reports from Committees (Questions to Chairmen)

8.1 **Report of the Policy and Resources Committee meetings held 28 January & 25 March 2019.**

Mr Proctor, Chairman of Policy and Resources Committee, moved the report.

8.1.1. **Question from Mr S Morpew**

Mr Morpew said that the Leader, in Leader's questions, hadn't given a comprehensive response to Ms Corlett about the preparations for Brexit. He added given that, and the lack of progress, there probably wasn't much to say at the present time. Mr Morpew invited the Leader to circulate a briefing note so that so all Members had some knowledge of the current position.

The Chairman replied that there had been a vast amount of work carried out by everyone concerned, including businesses and public bodies, on preparing for whatever type of Brexit was decided on. He added that a briefing had been circulated a few weeks ago but he would ask the Director to update the briefing and circulate it to all Members so everyone was aware of the latest position.

8.1.2 **Question from Mr D Roper**

Mr Roper invited the Chairman to answer the second part of Mr Aquarone's earlier question about whether or not there was a Climate Change emergency and if not, why not, as he didn't get the chance to answer.

The Chairman replied that he had answered "no" to the first part of the question and that the other aspect was how much was known fact and how much was unknown and what precautions were being taken to mitigate any aspects of climate change.

8.1.3 **Question from Ms A Kemp**

Ms Kemp referred to the setting up of Norse Medway Growth Ltd. She referred to Page 30 of the report which stated that the loans from Norse would be secured and, above a certain limit would be secured on the land to be built on. She asked how the money would be secured below that limit because it was

quite important to know how loans from Norse were secured and protected, as Norse was a 100% owned subsidiary of Norfolk County Council.

The Chairman responded that this was part of a joint venture (JV) arrangement with Medway Council so as far as he was concerned, the governance would be dealt with by them. Exactly where the County Council stood on that would be bound by the governance arrangements of that JV.

Ms Kemp added that this was money Norse would be providing and the report stated that loan agreements from Norse would be secured against the debt of the project site. She asked what would happen to the money below the project site level and how would it be protected.

The Chairman responded that in the context of any joint venture, parties put in what they needed to put in as part of the governance structure. In this particular case Medway were putting in land with Norse providing cash for the overall venture.

8.1.4 Council **RESOLVED** to note the report.

8.2 **Report of the Adult Social Care Committee meetings held on 14 January and 4 March 2019.**

Mr B Borrett, Chairman of Adult Social Care Committee moved the report.

8.2.1 **Question from Mr M Sands**

Mr Sands asked if the Chairman of Adult Social Care could give Council some feedback on the cross-party motion agreed at the last Adult Social Care Committee meeting and if there had been a response from Westminster as yet?

The Chairman replied that no response had been received.

8.2.2 **Question from Mr B Watkins**

Mr Watkins stated that in the past, there had been significant public scepticism about the Norfolk & Waveney Sustainability Transformation Plan (STP) and people had been concerned that the plan was unlikely to fully reflect the needs of local communities and would be dominated by NHS driven priorities. Mr Watkins asked if the Chairman could give Council an assurance that those fears had now been allayed and also if he would comment on what steps the STP had taken to encourage prevention and promote health and wellbeing across the county.

The Chairman replied that this was a question for the Chairman of the Health and Wellbeing Board rather than Adult Social Care Committee and he would answer the question under that report. He added that had no view at this stage.

8.2.3 **Question from Ms S Squire**

Ms Squire stated that she had spoken to residents recently and met a couple who would have to contribute £500 per month towards the care they received due to changes in care and the loss of income guarantee at a time when their monthly benefit had increased by £10 per month. She added that they were considering whether they could afford to keep the level of care they currently received. Ms Squire asked the Chairman if he could tell Council what was being done to assist residents in this position and how the situation was being monitored to ensure

disabled adults weren't choosing to stop receiving the care they needed because they didn't feel they could afford it.

The Chairman replied that there was an appeal process in place, with help available to those who were dealing with an adjustment as a result of the decision this council had made to bring Norfolk's policy in line with that of Suffolk, Cambridgeshire, Lincolnshire, Hertfordshire and other counties across the country, where the government's guidelines had been adopted.

8.2.4 Question from Mrs J Brociek-Coulton

Mrs Brociek-Coulton said she sat on the "Making it Real" Board for people with disabilities and they regularly fed information back to the Council about services. Mrs Brociek-Coulton requested, when the Council became a Cabinet, that the portfolio holder covering Adult Social Services would make it a priority so "Making it Real" and other user groups were still encouraged to feed information back to the Council.

The Chairman replied that he would certainly encourage the work of Member Champions to continue in the new structure.

8.2.5 Question from Ms E Corlett

Ms Corlett said there had recently been severe delays in mental health act assessments due to a lack of beds, both locally and nationally, and also a shortage of Approved Mental Health Professionals (AMHPs) to undertake mental health act assessments. Ms Corlett asked if the Chairman could provide a briefing for all members on the timescales between a request for a mental health act assessment being received by Norfolk County Council (NCC) AMHPs and the mental health act assessment actually being undertaken, and whether any incidents of harm had occurred in the intervening period.

The Chairman replied that the question should be referred to the Chair of the Health and Wellbeing Board.

8.2.6 Question from Mr D Harrison

Mr Harrison asked when the publication of the Autism Strategy was expected and also asked for assurance that the strategy would receive proper consideration for the autistic community.

The Chairman replied that the subject was mentioned in the report and that Council had seen it. The co-production with Members of the various bodies and representatives of people with autism showed Members had been involved to the highest level.

8.2.7 Ms Corlett raised a point of order in that her question had been asked specifically about the AMHPS service, whose staff were employed by Norfolk County Council and was a Norfolk County Council Service. She added that she did not believe the Chairman of the Health and Wellbeing Board would be able to answer the question.

The Chairman replied that the question wasn't specific, referring to mental health assessments generally. He added that if Ms Corlett wanted to talk about a specific service that was commissioned by Norfolk County Council he would let her have a written response.

8.2.8 Council **RESOLVED** to note the report.

8.3 **Report of the Business & Property Committee meetings held on 15 January & 5 March 2019.**

Mr B Stone, Chairman of Business & Property Committee moved the report.

8.3.1 **Question from Mr M Castle**

Mr Castle referred to the Council's Vision and Strategy for 2018-21 and the pledge that Norfolk County Council would play a leading role in building new homes to help young people get on to the housing ladder. Mr Castle asked if the Administration still stuck by this pledge and if the Chairman could tell Council how many homes it was anticipated would be completed over the next two years.

The Chairman replied that over the next two years the County Council would not deliver any new homes, simply because it was impossible to do so with a building project which takes two to three years to see the first bricks being laid. He continued by saying that the first development at Acle would be taking shape by 2021 and that there was a strategy going forward to build a minimum of 120 houses per year from then on, some of which would be "affordable"; some of which would be "rentable"; some of which would be for use by housing associations, with a proportion being for sale on the open market.

8.3.2 **Question from Mr S Aquarone**

Mr Aquarone referred to the word "affordable" Mr Stone had used in his response to Mr Castle's question, adding that he had been delighted that North Norfolk Conservatives decided to write - separately - to his wife and himself championing their record of "delivering" 376 affordable homes which didn't sound like very many, especially when the net gain was reduced to fewer than 20 when right to buy, right to acquire and those disposed of by registered housing providers were excluded. Mr Aquarone asked the Chairman when Repton Property was going to start building affordable houses that didn't just get turned over to high income landlords, and were instead affordable to people in Norfolk to buy or rent?

The Chairman replied that Repton would be policy compliant as far as affordable homes was concerned and that the policy included a set figure and a set percentage of the total cost of build. He added that there was a commitment going forward to extend the right to buy scheme for first time buyers to help new home buyers get onto the housing ladder.

8.3.3 **Question from Mr B Spratt**

Mr Spratt stated that affordable housing was very important for our communities and that South Norfolk were the leading authority for affordable housing for which he congratulated them. Mr Spratt suggested that their model could be adopted.

Mr Spratt said he would like to ask the Chairman about self-build as there had been no mention about whether Repton Homes was going to carry out any self-build sites, as that could be another way to help young people get a roof over their head.

The Chairman replied that there was no proposal at the moment for Repton to have self-build sites, however that aspect was dependent upon the various planning authorities at District Councils approving self-build propositions and proposals in

plans that would come forward to them.

8.3.4 Question from Ms A Kemp

Ms Kemp asked of there was an update on the France England Channel Interreg Programme and if the Chairman could state the benefits to Norfolk of what had happened since it had been set up and how this might be continued after Brexit, if Brexit happened.

The Chairman replied that the project had been very successful would continue as there was financing in place until 2021. He added that Brexit, at the moment was a very fluid situation and although it was hoped something would be replacing that project, it was not yet known what that may be.

8.3.5 Question from Mr T Jermy

Mr Jermy expressed disappointment at the answer given to Mr Castle's question, adding that the Business and Property committee had been set up to be the answer to many things, although he was not sure about what it had achieved. He asked if the Chairman could give Council an overview of what the Committee had achieved if we were not delivering houses over the next two years.

The Chairman replied that Mr Jermy was a Member of the Business and Property Committee and therefore would be aware of what Repton had achieved. He continued that it had achieved a business partnership with Lovells and work was continuing closely with them on developing, as fast as they could, to move forward. He continued that a major building project of 120 odd houses could not be started in 5 minutes as there was a lot of preparatory work necessary which was currently taking place. He added that the first development would be ready in 2021 and from 2022, it was hoped that 120 houses per year would be built.

8.3.6 Question from Mrs C Walker

Mrs Walker said that she was surprised at the response given that it was necessary to wait until 2021 for the first development to be ready and she considered that Repton had not achieved anything as yet.

The Chairman replied that Repton was developing as quickly as it could but it had taken time to establish the company and appoint a development partner. This work had now been done and progress was being made.

8.3.2 Council RESOLVED to note the report.

8.4 Report of the Children's Services Committee meetings held on 22 January & 12 March 2019.

Mr S Dark, Chairman of Children's Services Committee moved the report.

8.4.1 Question from Mrs J Brociek-Coulton

Mrs Brociek-Coulton stated that a resident, who worked as a teaching assistant (TA) at one of the schools in her district was very concerned about the cuts being forced on Norfolk's schools. She asked if the impact on children of schools not having TA's had been considered, together with how much damage this would do to children, especially following the loss of many children's centres. Mrs Brociek-Coulton asked if it would be possible for a report to be sent to every Councillor about how the budget was affecting each school in their district.

The Chairman agreed to provide a written response to the question explaining what the current position was and where the investment was being made.

8.4.2 Question from Ms S Squire

Ms Squire asked what was being done to monitor the Youth Advisory Boards and if the Chairman felt they were delivering good value for money considering, in some cases, only around one third of their budget was being used for commissioning services.

The Chairman replied that he would provide a written response.

8.4.3 Question from Ms A Kemp

Ms Kemp asked how many children with autism were presently excluded from Norfolk schools and what was being done to address the issue.

The Chairman agreed to provide a written response.

8.4.4 Question from Mr T Jermy

Mr Jermy asked the Chairman of Children's Services to provide an update on the new money that was coming to Norfolk to support detached youth work and also as a former youth worker, did he agree with Mr Jermy that, with hindsight, it was a mistake for this Council to scrap the youth service in Norfolk many years ago, if it was a potential solution to the issues.

The Chairman responded that the money was very welcome and would be focused on young vulnerable people and county lines but he would provide a more detailed response if required.

8.4.5 Question from Ms E Corlett

Ms Corlett referred to the Children's Services Committee meeting on 13 November where it had been agreed to carry out a cross-party piece of scrutiny on the cumulative impact of multiple cuts and changes to services on Norfolk's disabled children and their families. She added that this work had not started before the final Children's Services Committee and asked the outgoing Chair to tell Council what the mechanism would be to ensure the decision would be implemented by the incoming Cabinet Member.

The Chairman replied that, as agreed, any outstanding work from Service Committees would be passed to the relevant Select Committee.

8.4.6 Council RESOLVED to note the report.

8.5 Report of the Communities Committee meetings held on 16 January & 6 March 2019.

Mrs M Dewsbury, Chairman of Communities Committee, moved the report.

8.5.1 Question from Mr M Castle

Mr Castle asked if the Council's Norfolk Futures priority to deliver better utilisation of buildings and front-line resources was seen as key to maintaining local services in

the face of continuing Government reductions in local government finance. Mr Castle also asked if the Chairman of Communities Committee could tell Council whether the Administration was still fully committed to delivering this strategy, and if so, did she think it was being rolled-out quickly enough to protect services.

The Chairman replied that she would speak to Mr Castle to ascertain his exact requirements outside the meeting.

8.5.2 Council **RESOLVED** to note the report.

8.6 **Report of the Digital Innovation & Efficiency Committee meetings held on 23 January & 13 March 2019.**

Mr T FitzPatrick, Chairman of the Digital Innovation & Efficiency Committee moved the report.

8.6.1 **Question from Dr M Strong**

Dr Strong asked for a list of topics covered by the Committee to ensure that the good work carried out by the Committee was not lost.

The Chairman agreed that the Committee had made significant achievements and had been a good example of cross-party working. The Chairman also gave an undertaking that sight would not be lost on any of the initiatives started and said that since the last meeting, LOWRAN funding had been secured which was one example of continued delivery. The Chairman agreed to circulate a list of outstanding topics to ensure that those topics on the forward plan were delivered.

8.6.2 **Question from Ms S Squire**

Ms Squire said it had been a year since Council had produced a map and report into the quality of mobile phone coverage in the county. She asked if the Chairman could tell Council when he expected to see improvements in mobile phone coverage as she had needed to buy a satellite phone because of inconsistent coverage around the coast.

The Chairman replied that performance was improving, adding that officers had met with all mobile phone companies in the first two months of this year to emphasise the need to improve their services. The Chairman asked Ms Squire to let him have details of which mobile phone companies she had used and not had any response from and he would ask officers to investigate.

8.6.3 Council **RESOLVED** to note the report.

8.7 **Report of the Environment, Development and Transport Committee meetings held on 18 January & 8 March 2019.**

Mr M Wilby, Chairman of EDT Committee moved the report.

8.7.1 **Question from Mr D Roper**

Mr Roper asked how long it should take for lines on the Broadland Northway that had been erased to be repainted; how long it should take for damaged signage to be repaired and how long it should take for damage to roundabouts to be repaired. He said that he used the Broadland Northway daily and that essential changes to ensure the safety of the public were being left for weeks, if not months. He asked

the Chairman if there could be some urgent action.

The Chairman replied that this topic had been raised at the last Environment, Transport and Development Committee meeting and had been chased up, working with the highways teams to complete this work as soon as possible.

8.7.2 Question from Mr M Castle

Mr Castle said that the EDT Committee meeting in November 2018 agreed to commission a desktop study in relation to optimum route alignments for the dualling of the A47 Acle Straight. He asked if the Chairman could update Council on the progress with the study and if he could tell Council when the results of the research may be shared with interested Councillors.

The Chairman replied that the Acle Straight was one of the priorities of the A47 Alliance as well as Norfolk County Council. Monitoring work was ongoing on the Acle Straight area and a meeting was due to take place with Norfolk MPs very soon to lobby support dualling and improving the A47.

8.7.3 Question from Mr E Seward

Mr Seward stated that in March of this year the Council provided information to the Archant Newspaper Group in relation to waste and recycling. The information that was provided showed that in the six months in the summer of 2018 the amount of tonnage of waste that went to our recycling centres was down 18% compared to the previous year. It also showed that visitor numbers were down by 16%. We also know that the reduction in fly-tipping had stalled and was going up slightly and our figures showed this didn't include fly-tipping occurring on private land. We also know as indicated earlier, that 80% of the fly-tipping was waste that could have gone to a recycling centre. Mr Seward asked if all this evidence pointed to the fact that this Council had created a climate where, far too many of our residents were not being encouraged to go to our recycling centres to dispose of waste.

The Chairman replied that fly-tipping numbers were down over the last three year period, as heard earlier. He added that work was undertaken with the Norfolk Waste Partnership; the "Lets scrap fly-tipping" campaign had been launched, work was undertaken with the National Farmers Union (NFU), land owners, police, and authorities across the whole Council, with some positive results already being seen. He added that none of us like fly-tipping, and it was something that needed to be addressed.

The Chairman added, with regard to visitors to recycling centres there were several factors which had led to fewer visitor numbers, including a very hot summer in 2018 producing less garden waste; and the removal of the restriction of people only being allowed to dispose of one item per visit.

8.7.4 Question from Mr S Morpew

Mr Morpew asked the Chairman, in the last three years since Mr Wilby had been Chairman of the Environment, Transport and Development Committee, if he could tell Council what work he had led on climate change.

The Chairman replied that one thing was to bring back the funding for roadside nature reserves that had previously been cut.

8.7.5 **Question from Mr B Watkins**

Mr Watkins stated that electric vehicles had become the vehicle of choice for car companies to develop and it was expected that there would be more than 100 new models by 2024. However, there were still barriers to the masses of the option of electric cars, the main one being the availability of charging points and there were compelling reasons why councils should be at the forefront of making this transition happen. He asked if the Chairman supported this view with regard to Norfolk and if any approach had been made to the LGA (Local Government Association) for practical guidance and advice on this matter.

The Chairman replied that he supported the installation of EV charging points and pointed out that in south Norfolk electric charging points had been installed in all car parks, including Long Stratton and Wymondham, and that he supported rolling them out across the whole of the county.

8.7.6 **Question from Ms A Kemp**

Ms Kemp asked if the Chairman could say how he was addressing the issue of the 199,000 tonnes of waste that was being sent outside the county to be incinerated, particularly with regard to large, bulky items of plastic and also what initiatives were being taken to find ways of disposing of this in a better way, for example car manufacturers who had a great need for vast quantities of plastic, had they been approached and what was being done to improve the situation.

The Chairman replied that Norfolk County Council's policies were up for review in 2021 where all options would be considered.

8.7.7 **Question from Mrs A Thomas**

Mrs Thomas said residents in her division were very pleased to see work starting on the Hempnall crossroads in January, which had to start at that time of year in order to get the utilities moved before the nesting season. She added that there had been a long pause and now that notification had been received that the planning conditions had been discharged, could the Chairman give an assurance about when construction would resume so that, at long last, this notorious junction could be improved for the safety of residents travelling up and down and east to west across the A140

The Chairman reassured Council that the work would start as soon as possible with the contractors back on site in early May to complete this much needed roundabout. He added that the preparatory work and ground works had all been completed, so the site was ready to start. He also said he regularly used the A140 and was aware of the dangers of that piece of road.

8.7.8 Council **RESOLVED** to note the report.

9 Other Committees

9.1 **Report of the Personnel Committee meeting held on 26 February 2019.**

9.1.1 Mr A Proctor, Chairman, moved the report. Council **RESOLVED** to note the report.

9.2 **Report of the Standards Committee meeting held on 20 March 2019.**

- 9.2.1 This report was withdrawn.
- 9.3 **Report of the Audit Committee meeting held on 31 January 2019.**
- 9.3.1 Mr I Mackie, Chairman, moved the report. Council **RESOLVED** to note the report.
- 9.4 **Report of the Health Overview and Scrutiny Committee meetings held on 17 January & 28 February 2019.**
- 9.4.1 M Chenery of Horsbrugh, Chairman, moved the report. Council **RESOLVED** to note the report.
- 9.5 **Report of the Health & Wellbeing Board meeting held on 13 February 2019.**
- 9.5.1 Mr B Borrett, Chairman, moved the report. Council **RESOLVED** to note the report.
- 9.5.2 **Question from Mr B Watkins**
Mr Watkins stated that in the past, there had been significant public scepticism about the Norfolk & Waveney Sustainability Transformation Plan (STP) and people had been concerned that the plan was unlikely to fully reflect the needs of local communities and would be dominated by NHS driven priorities. Mr Watkins asked if the Chairman could give Council an assurance that those fears had now been allayed and also if he would comment on what steps the STP had taken to encourage prevention and promote health and wellbeing across the county.
- The Chairman replied that the engagement with the NHS and the STP with the Health and Wellbeing Board had been very encouraging adding that it was an important process where, in the Chairman's view, there had not been enough democratic accountability within the NHS until now. He added that the fact that the STP included the NHS and the Health and Wellbeing Board that included representatives from all the District Councils, who were all working well together was a very encouraging process. The very fact that members of the public could ask questions of the Managing Director of the STP process at Health and Wellbeing Board meetings meant there was now an opportunity for the public to engage with the health service at the highest level in Norfolk and Suffolk. It was a cultural change for the NHS and progress had been made, although I would like to see more and that was something the Health and Wellbeing Board continued to press for. He added that there had been engagement in good faith between both sides and whilst there were still issues he would like the NHS to address differently they were engaged for which the Chairman thanked them.
- 9.6 **Report of the Museums Committee meeting held on 11 January 2019.**
- 9.6.1 Mr J Ward, Chairman, moved the report. Council **RESOLVED** to note the report.
- 9.7 **Report of the Norfolk Records Committee meeting held on 11 January 2019.**
- 9.7.1 Mr P Duigan, Vice-Chairman, moved the report. Council **RESOLVED** to note the report.
- 9.8 **Report of the Planning (Regulatory) Committee meeting held 15 March 2019**
- 9.8.1 Mr C Foulger, Chairman, moved the report. Council **RESOLVED** to note the

report.

9.9 **Report of the Norwich Highways Agency Joint Committee meetings held on 20 December 2018 and 21 March 2019.**

9.9.1 Mr J Fisher, Chairman, moved the report. Council **RESOLVED** to note the report.

10 Notice of Motions

10.1 Council agreed to hear Motions 1, 2 and 5 together and hold a separate vote on each motion following the debate.

10.2 The following motion was proposed by Mr S Morphew and seconded by Ms E Corlett:

Climate change

Council recognises the threats posed by climate change and that it must be treated as an emergency. Council further recognises that the absence of any reference to climate change in 'A Vision For Norfolk', or 'Norfolk Futures' or any climate change policy or strategy means Norfolk County Council is failing to play its part in tackling climate change and giving a lead to others.

Norfolk County Council's meagre Environmental policy makes no mention of climate change and despite including a commitment for regular review it has not been updated since April 2014.

Council therefore resolves to

Strategic policy

1. Develop a Climate Change Policy and implementation strategy to be included as part of the Council's strategic policy framework that recognises that there may be additional costs associated with climate change adaption and mitigation that must take priority when considering best value
2. Recognise the importance of adaption to and mitigation of the results of climate change and develop policies to ensure our communities remain resilient in the face of changes and challenges
3. Commit to a programme for making the entire council directly provided services and buildings carbon neutral by 2030
4. Include within all future procurement environmental and social value commitments with at least equal weighting as financial costs in determining best value
5. Ensure that any future contracts and schemes of all types must be carbon neutral or better, and that where that is not possible there must be a binding offset to achieve a carbon neutral outcome
6. Lobby government for additional resources and powers for innovation and awareness so Norfolk County Council can lead on climate change

Governance

1. Request the Leader to designate a cabinet member with overall responsibility for climate change and include specific responsibility for the climate change impact in the portfolios of every cabinet member
2. Include climate change in the proposed six year business plan and to bring to

full council a Climate change report annually, designated as a key cabinet decision

3. Adopt or commission an internationally recognised tool and process for measuring and auditing council performance
4. Include a climate change impact statement on every report to council and committees including the annual budget report to council alongside equality and rural impact assessments
5. Appoint Climate change champions for the council and to ask cabinet to develop a scheme to recognise and support climate change champions working in communities
6. Establish a specific forum with partner organisations to promote joint targets and closer collaboration that adds value and further reduces emissions to work with the scrutiny and select committees of the council

Operational

1. Adopt a programme to replace council vehicles with electric and low emission alternative and install electric car recharging points at county hall and other significant council buildings that would be available for public use unless other charging facilities were available close by.
2. Commission school transport taxis and otherwise use taxi services that use electric vehicles.
3. Buy power from renewable energy producers
4. Upgrade council buildings' energy efficiency as a first call on capital
5. Continue to pursue installation of solar panels on all council owned buildings and those leased to third parties unless they are deemed unsuitable
6. Ask directors to set targets for reducing emissions in their service area and to cabinet to recommend stretch targets for the whole council beyond the 2030 target for making council carbon neutral
7. Develop a Parish climate partnership scheme that will extend the existing parish partnership schemes by encouraging climate change initiatives and requiring all other partnership projects to lead to an overall reduction in emissions

- 10.3 The following motion was proposed by Mr S Aquarone and seconded by Mr D Roper:

Climate Emergency Declaration

This Council notes that:

- The findings of the Intergovernmental Panel on Climate Change report 'Global warming of 1.5°' published on 8 October 2018, in particular:
 - Human activities are estimated to have already caused approximately 1.0°C of global warming above pre-industrial levels;
 - If we continue at the current rate, we are likely to surpass the Paris Agreement target of 1.5°C as early as 2030;
 - At the current level of commitments, the world is on course for 3°C of warming with irreversible and catastrophic consequences for humans and the natural world.

The Council believes that:

- The impacts of global temperature rise above 1.5°C, are so severe that governments at all levels must work together and make this their top priority.
- As well as large-scale improvements in health and wellbeing around the world, bold climate action can deliver economic benefits in terms of new jobs, economic savings and market opportunities.
- As urban populations increase, greater consideration of how urban systems can develop sustainability will be required.

Therefore, this Council agrees to:

- Declare a 'climate emergency',
- Ensure the right resources are in place within the Council to support this work,
- Establish a new task and finish group, with a remit to:
 - Seek advice from experts to develop 5 Year carbon budgets and set a challenging target date of 2030 for carbon neutrality;
 - Consider systematically the climate change impact of each area of the Council's activities;
 - Make recommendations to Full Council on the actions the Council needs to take to address this emergency and to set an ambitious timescale for reducing these impacts;
 - Assess the feasibility of requiring all risk and procurement assessments to include Carbon Emission Appraisals, including presenting alternative approaches which reduce emissions wherever possible;
 - Launch real two-way engagement with the public to:
 - Improve "carbon literacy" of all citizens;
 - Encourage and support leadership on this issue in all sectors of society;
 - Obtain meaningful public input into how the council could achieve this new carbon reduction target;
 - Facilitate wide community engagement and behavioural change.
- Task a director level officer with responsibility for reducing as rapidly as possible, the carbon emissions resulting from the Council's activities.
- Equip all our staff, particularly those involved with buildings, energy and transport management and procurement of goods and service, with an awareness of the CO2 costs and impacts of everyday activities, and the ability and motivation to reduce emissions.
- Recognise that the Council has many competing priorities and that any actions arising from this work take account of how they impact from a financial and policy context.
- Request the Leader to write the Prime Minister to inform that this Council has declared a climate emergency and ask for the Government to provide the resources and powers necessary to deal with it

10.4 Mr J Fisher proposed an alteration to the published motion which was accepted by Council. The motion was seconded by Mr A Grant:

Norfolk County Council recognises the serious impact of climate change globally and the need for urgent action.

Looking to the future Norfolk County Council commits to support the delivery of the

Government's 'A Green Future: Our 25 Year Plan to improve the Environment' with local targets and priorities for safeguarding Norfolk for future generations.
<https://www.gov.uk/government/publications/25-year-environment-plan>
The Government has made a commitment to be the first generation to leave the environment in a better state than we inherited it and we welcome the Environment (Principles & Governance) Bill the first in over 20 years.

Norfolk County Council will continue to commit to cutting down unnecessary resource use and waste, reducing our impact on the world and shaping a more efficient, sustainable and competitive economy. We must lead by example and demonstrate to the next generation our action and responsibilities in tackling climate change. (Further addition- and we will work with Norfolk Biodiversity Partnership)

Taking action now can help to achieve long term sustainable economic growth from low carbon and green industries in the County.

This Council agrees to:

- 1) Call on the government to provide additional powers and resources to help deliver on National Targets limiting global warming to 1.5'
- 2) Request the future cabinet to adopt a policy where by all future key decisions are considered and a statement made for their environmental impact and for their alignment to the IPCC guidance.
- 3) Identify a cabinet member to have clear responsibility for the environment and implementation of future environmental policy of the council and to include a Pollinator Action Plan
- 4) Request the relevant select committee to work with officers in the development of further policy and measures for the council to implement to combat climate change to become part of the Council's Policy Framework, and to report back to Council by the meeting of 25th November, ie 6 months from the formation of the committee.

10.5 Following debate on all three motions, each motion was voted on individually as follows:-

10.5.1 Motion 1 Proposed by Mr S Morpew and seconded by Ms E Corlett.
With 22 votes in favour and 4 abstentions, the motion was **LOST**.

10.5.2 Motion 2 – Proposed by S Aquarone and seconded by Mr D Roper.
With 22 votes in favour and 2 abstentions, the motion was **LOST**.

10.5.3 Motion 5 – Proposed by Mr J Fisher and seconded by Mr A Grant.
Upon being put to a vote the motion was unanimously **CARRIED** and Council **RESOLVED**:

Norfolk County Council recognises the serious impact of climate change globally and the need for urgent action.

Looking to the future Norfolk County Council commits to support the delivery of the Government's 'A Green Future: Our 25 Year Plan to improve the Environment' with local targets and priorities for safeguarding Norfolk for future generations.
<https://www.gov.uk/government/publications/25-year-environment-plan>

The Government has made a commitment to be the first generation to leave the environment in a better state than we inherited it and we welcome the Environment (Principles & Governance) Bill the first in over 20 years.

Norfolk County Council will continue to commit to cutting down unnecessary resource use and waste, reducing our impact on the world and shaping a more efficient, sustainable and competitive economy. We must lead by example and demonstrate to the next generation our action and responsibilities in tackling climate change. (Further addition- and we will work with Norfolk Biodiversity Partnership)

Taking action now can help to achieve long term sustainable economic growth from low carbon and green industries in the County.

This Council agrees to:

- 1) Call on the government to provide additional powers and resources to help deliver on National Targets limiting global warming to 1.5'
- 2) Request the future cabinet to adopt a policy where by all future key decisions are considered and a statement made for their environmental impact and for their alignment to the IPCC guidance.
- 3) Identify a cabinet member to have clear responsibility for the environment and implementation of future environmental policy of the council and to include a Pollinator Action Plan
- 4) Request the relevant select committee to work with officers in the development of further policy and measures for the council to implement to combat climate change to become part of the Council's Policy Framework, and to report back to Council by the meeting of 25th November, ie 6 months from the formation of the committee.

10.6 The following motion was proposed by Mrs J Oliver and seconded by Mr A Proctor:

This Council believes the Government should make fair and transitional state pension arrangements for the 45,000 Norfolk women born in the 1950's, who have unfairly borne the burden of the increase to the State Pension Age with lack of appropriate notification.

This Council requests the Leader of the Council write to the Secretary of State for Work and Pensions calling on the government to reconsider transitional arrangements for women.

Following debate, and upon being put to a vote, with 2 abstentions, the motion was **CARRIED**.

10.7 The following motion was proposed by Ms A Kemp and seconded by Mr G Nobbs:

"Debate in the Council Chamber is the lifeblood of Democracy, a highly cherished right for all Councillors and necessary for the free discussion and proper representation of Norfolk's interests in the public arena of the upper-tier of Local Government.

Under the current Committee and the last Cabinet System, this Council has held debates in full Council on Motions proposed by Members. Administrations have

always respected this. It is the public's expectation. It is Custom and Practice in this Council.

The new draft Constitution is causing alarm, as it brings in a new procedure, the summary referral of a Motion from full Council without debate, "where it is within the remit of the Cabinet, or relevant Committee".

This measure could potentially exclude nearly all Motions from debate.

The general public is now worried that the Administration intends to prevent debates in the new Constitution and wants clarity and reassurance that this is not the intention and will not happen.

The draft new Constitution, taking Norfolk from the Committee System, where all Members make decisions, to a Cabinet System where decisions are taken by 9 or 10 members, repeats the provision from the last Cabinet system Constitution - never enforced during the time I was an Elected Member - and seeks to limit motions to matters that are outside the remit of the Cabinet or relevant Committees.

As an Elected Member during the entirety of the current Committee Constitution, I am aware that paragraph 9.4 of the Council Procedure Rules, seeking to limit the scope of motions to matters which are outside the functions of the Council's Committees, has never been enforced.

The provision in the draft new Constitution was not specifically considered or discussed at the Cabinet Working Group and it escaped the attention its significance deserves.

Council considers it necessary to be able to debate all matters relevant to Norfolk as it sees fit and therefore agrees to delete the following:

Constitution Page 116 Point 9.4

"and are not matters concerning functions which the Council has delegated to a Committee".

Point 9.5 - "If the subject-matter of any Motion of which notice has been given comes within the remit of the Cabinet, or relevant Committee, it will be moved or seconded in formal terms only and therefore stand referred without discussion.

Upon being put to a vote, with 20 votes in favour, the motion was **LOST**.

10.8 The following motion was **WITHDRAWN** by Ms S Squire:

This council recognises that numbers of pollinators are declining across the Country. As a largely rural County with Agriculture forming a large part of our economy it is essential that decline is halted. Therefore, we undertake to further the work of the Norfolk Biodiversity Partnership and to produce a 'Pollinator Action Plan'. To include such measures as the creation of wildflower highway verges and roundabouts, to discourage the use of chemicals harmful to bees being used on council owned land and to encourage other landowners to do the same.

- 10.9 The following motion was proposed by Mrs C Walker and seconded by Ms E Corlett:
- Council acknowledges that easy access to sanitary products is a basic right for all citizens.
- Council notes the good work of our libraries in providing sanitary products through a working partnership with “Tricky Period” and other organisations.
- We therefore agree that this Council will:
- provide sanitary products at no charge in toilets of its premises for staff and users to access
 - write to Theresa May MP to lobby the government to remove VAT from sanitary products, as they are not luxury items
- 10.10.1 The following amendment was proposed by Mrs P Carpenter and seconded by Mrs S Young:
- Council acknowledges that easy access to sanitary products is a basic right for all citizens.
- Council notes the good work of our libraries in providing sanitary products through a working partnership with “Tricky Period” and other organisations.
- We therefore agree that this Council ~~will~~ asks:
- **The Equalities & Diversity Manager to produce a report for the relevant Select Committee as to the costs and feasibility of providing** ~~provide~~ sanitary products at no charge in toilets of its premises for staff and users to access
 - ~~write to Theresa May MP to lobby the government to remove VAT from sanitary products, as they are not luxury items~~
- 10.10.2 As proposer of the original motion, Mrs Walker did not accept the amendment which was debated by Council.
- 10.10.3 Following debate, and upon the amendment being put to a vote, with 48 votes in favour, 22 votes against and 0 abstentions, the motion was **CARRIED** and became the substantive motion.
- 10.10.4 The substantive motion was then put to the vote and with 15 abstentions, the substantive motion was **CARRIED**.
- Council acknowledges that easy access to sanitary products is a basic right for all citizens.
- Council notes the good work of our libraries in providing sanitary products through a working partnership with “Tricky Period” and other organisations.
- We therefore agree that this Council asks:

- The Equalities & Diversity Manager to produce a report for the relevant Select Committee as to the costs and feasibility of providing provide sanitary products at no charge in toilets of its premises for staff and users to access

11 Appointments to Committees, Sub-Committees and Joint Committees (Standard Item).

There were none

12 To answer questions under Rule 8.3 of the Council Procedure Rules

There were none.

The meeting concluded at 1.10pm.

Chairman



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Customer Services 0344 800 8020 or 18001 0344 800 8011 (textphone) and we will do our best to help.

Report of the Audit Committee Meeting held on 18 April 2019

1 Norfolk Pension Fund Governance Arrangements 2018-19

- 1.1 The Committee considered the report by the Executive Director of Finance & Commercial Services outlining the ongoing governance arrangements of the Norfolk Pension Fund.
- 1.2 The Committee **agreed** the report, which detailed Norfolk Pension Fund's governance arrangements, being fully compliant with legislative requirements, regulatory guidance and recognised best practice.

2 Norfolk Audit Services Report for the Quarter ending 31 March 2019.

- 2.1 The Committee considered the report by the Executive Director Finance & Commercial Services setting out how Internal Audit's work would contribute to the new priorities through the activity set out in the Policy & Resources Committee Service Plan.
- 2.2 The Committee **RESOLVED** to **agree**:
- the overall opinion on the effectiveness of risk management and internal control was 'Acceptable' and therefore considered 'Sound'.
 - Satisfactory progress with the traded school audits and the operation of the Audit Authority for the France Channel England Interreg Programme.
 - The Plans to strengthen corporate development themes.

3 Norfolk Audit Services Annual Report for 2018/19

- 3.1 The Committee received the report by the Executive Director of Finance & Commercial Services setting out how the Annual Report concluded on the overall opinion of the adequacy and effectiveness of the Council's framework of risk management, governance and control, following the completion and outcomes of the audit opinion and traded school work.
- 3.2 The Committee considered the report and **RESOLVED** to **agree**:
- Our opinion on the overall adequacy and effectiveness of the County Council's framework of risk management, governance and control for 2018/19 was 'Acceptable'.
 - The audit service provided by NAS continued to conform with the International Standards for the Professional Practice of Internal Auditing (Public Sector Internal Auditing Standards (PSIAS)) and complied with the Accounts and Audit Regulations 2015.

- The Annual Governance Statement (AGS) for 2018/19 would refer to the report and would be reported to Audit Committee in July 2019 for approval.

4 Monitoring Officer Annual Report 2018-19

- 4.1 The Committee considered the report by the Chief Legal Officer summarising the internal governance work carried out by the Monitoring Officer and Deputy Monitoring Officer in 2018/19 and providing assurance that the organisation's control environment, in the areas which were the responsibility of the Monitoring Officer, was adequate and effective. The annual report supported the assurance statements included in the draft Annual Governance Statement for 2018/19.
- 4.2 The Committee wished to place on record its thanks to Abdus Choudhury for his work in producing such a comprehensive report.
- 4.3 The Committee **RESOLVED** to **agree** the contents of the report and the key messages in the Executive Summary and Appendix A of the report.

5 Risk Management Annual Report 2018/19

- 5.1 The Committee received the report by the Executive Director of Finance & Commercial Services presenting the Annual Risk Management report 2018/19.
- 5.2 The Committee considered the report and **RESOLVED** to **agree** that the key messages be reported to full Council, in accordance with the Council's Financial Regulations which are part of the Constitution:
- The overall opinion on the effectiveness of Risk Management for 2018/19 is 'Acceptable' and therefore considered 'Sound'.
 - The Risk Management Function complied with the Accounts and Audit (England) Regulations 2015 and recognised Public Sector Internal Audit Standards.
 - The Annual Governance Statement for 2018/19 would refer to the report and would be reported to Audit Committee in July 2019 for approval.
 - The Risk Management Policy had been refreshed, with a Risk Management Strategy currently being developed from this.

6 Risk Management Report

- 6.1 The Committee considered the report by the Executive Director of Finance & Commercial Services providing it with the corporate risk register at April 2019, along with an update on the Risk Management Strategy, and other related matters, following the latest review conducted during March 2019.
- 6.2 The Committee received a presentation from Business Design and Change Lead, Children's Services and Finance Business Partner (Children's Services) about the work carried out using the £2m Transformation Fund, the high needs block and the planned use and impact of the council decision to invest £120m in capital funding.

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

- The changes to the corporate risk register, the progress with mitigating the risks, and
- The scrutiny options for managing corporate risks;
- The heat map of corporate risks;
- The background information to the report;

7 Governance, Control and Risk Management of Treasury Management

7.1 The Committee received the report by the Executive Director of Finance & Commercial Services. The Corporate Accounting Manager gave assurance that Treasury was well managed in accordance with best practice and relevant regulations.

7.2 The Committee agreed an additional recommendation that the Treasury Management Panel should continue and should report to Cabinet under the new Governance arrangements.

7.3 The Committee considered and **agreed** the report and recommended that the Treasury Management panel should remain, reporting to Cabinet under the new Governance arrangements.

8 Counter Fraud, Bribery and Corruption Audit Committee Annual Report

8.1 The Committee considered the report by the Chief Legal Officer providing it with an annual summary against the criteria set out in the NCC Anti-Fraud, Bribery and Corruption Operational Strategy (v2017) (The Strategy) based upon the work undertaken during the reporting period in accordance with the agreed activity plan.

8.2 The Committee thanked the Investigative Auditor for the work he had undertaken in producing the report.

8.3 The Committee agreed an additional recommendation that all office-based staff undertake e-learning on fraud, bribery and corruption.

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

- the Anti-Fraud, Bribery and Corruption Audit Committee Annual Report set out in Appendix A of the report.
- To recommend that all office-based staff undertake e-learning on fraud, bribery and corruption.

9 Yearly Update of the Audit Committee

9.1 The Committee considered the report by the Executive Director of Finance & Commercial Services summarising the work of the Audit Committee from the 1 April 2018 to 31 March 2019 and confirmed that during 2018-19 its function had been consistent with best practice, demonstrated the impact of its work and explained how it added value.

9.2 The Committee **RESOLVED** to:

- **agree** that the arrangements were satisfactory and
- **note** that the Committee had terms of reference that were consistent with guidance and best practice

10 Work Programme

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

Ian Mackie
Chairman, Audit Committee

Report of the Extraordinary meeting of the Personnel Committee Meeting held on 15 April 2019

1. Appointment of Head of Paid Service

- 1.1 The Committee received a report from the Head of Human Resources which set out arrangements for the appointment to the role of Head of Paid Service and sought approval of the proposed job description, terms and conditions, pay, appointment process and for nominations for an appointment panel.
- 1.2 The Committee **RESOLVED** to agree:
- The proposed role description, terms and conditions of employment and pay for the Head of Paid Service
 - To appoint an Appointment Panel of five members, consisting of three members of the Conservative Group; one member of the Labour group and one member of the Liberal Democrat Group.
 - The appointment process and timetable as outlined in Annex B to the report.

Andrew Proctor
Chairman

Report of the Health and Wellbeing Board Meeting held on 24 April 2019

1. **Joint Strategic Needs Assessment (JSNA) – informing and supporting our system**
 - 1.1 The Health and Wellbeing Board (HWB) discussed the report outlining a new governance structure and process for managing the JSNA to ensure the information was up-to-date, relevant to the current public health and HWB priorities, accessible and easy to use for a wide range of audiences.
 - 1.2 The Health and Wellbeing Board **RESOLVED** to:
 1. **ENDORSE** the proposed JSNA Governance and Process
 2. **IDENTIFY** members of the HWB from each partner organisation (NCC Adult Social Care, Children's Services, each CCG, each DC, Public Health) to act as a Liaison Group between the HWB and the JSNA Working Group
 3. **SUPPORT** the use of the JSNA products in the commissioning plans of its member organisations
2. **Norfolk & Waveney Sustainability and Transformation Partnership (STP): Update, including integrating health and care services**
 - 2.1 The Health and Wellbeing Board (HWB) received the report giving an update on the Norfolk and Waveney Sustainability and Transformation Partnership (STP), with a focus on progress made with key pieces of work since the last report in February 2019.
 - 2.2 The Health and Wellbeing Board **RESOLVED** to:
 1. **AGREE** to be fully involved in the development of the Norfolk and Waveney five year plan
 2. **ASSIST** with building awareness of the NHS Long Term Plan and encourage their patients, service users, carers and staff to get involved in the development of the Norfolk and Waveney five-year plan.
 3. **NOTE** that the final Norfolk and Waveney Adult Mental Health Strategy will be brought to the HWB
3. **Better Care Fund and integration plan – end of year 2017/19**
 - 3.1 The Health and Wellbeing Board reviewed the report outlining progress with its Better Care Fund (BCF) and Integration Plan and initiatives funded through BCF and looking at work to be carried out to achieve the identified priorities for system-wide change, which would be the ongoing focus of the BCF and Integration Plan.
 - 3.2 The Health and Wellbeing Board **RESOLVED** to:
 - **REVIEW** progress that has been made on Norfolk's 2017-2019 Better Care Fund and Integration Plan and DToC challenges.
 - **REVIEW** and **COMMENT** on the proposals for developing a revised Better

Care and Integration Plan for the transitional year 2019-20

- **DELEGATE** decision-making on the final version of the revised Better Care and Integration Plan 2019-20 to the HWB Chair and Vice-Chair's Group for submission nationally.
- **WRITE** to the Secretary of State and Minister for Social Care expressing their hope that this fund will continue into 2020

4. Homes and Health - system progress at mid-year

- 4.1 The Health and Wellbeing Board (HWB) received the report giving an update on the actions of the District Councils' Sub Committee seeking agreement to the proposals made at their meeting on 11 March 2019
- 4.2 The Health and Wellbeing Board **AGREED** to **ENDORSE** the following further steps in the Homes and Health programme proposed by the Sub Committee:
1. To develop a communications campaign on the Warm Homes Fund, to secure engagement and referrals from partner staff going into residents' homes – as well as raising awareness amongst those likely to benefit from the scheme. (Led by the WHF Programme Team, this would start with stakeholder meetings in May and roll out in waves over the next 18 months)
 2. To hold a county-wide learning event to increase knowledge of potential housing solutions to health and care needs (PH to co-ordinate in the autumn)
 3. To support the taking of a discharge from hospital service business case to JSCC, by Integrated Commissioning and South Norfolk Council (on 14 May)

5. Health & Wellbeing Board governance update

- 5.1 The Health and Wellbeing Board (HWB) discussed the report highlighting key areas of the HWB's governance arrangements in terms of membership and invites members to endorse proposals for change
- 5.2 The Health and Wellbeing Board **RESOLVED** to:
- **ENDORSE** the proposal by the HWB Chair and Vice Chairs that the Chief Executives and Chairs of the key providers become full members of the HWB
 - **ENDORSE** the proposal by the HWB Chair and Vice Chairs that the list of key providers is extended to Cambridgeshire Community Services NHS Trust
 - **NOTE** the changes to HWB membership which are a consequence of the County Council's decision to change to a Cabinet system of governance (Appendix A of the report)
 - **NOTE** that Norfolk County Council will be asked to consider amending its constitution to enable the changes above at its Annual General meeting in May 2019
 - **NOTE** the HWB attendance record (Appendix B of the report)

Mr Bill Borrett
Chairman, Health and Wellbeing Board

Report of the Norfolk Health Overview and Scrutiny Committee meeting held on 11 April 2019

1 Access to NHS Dentistry in Norfolk

- 1.1 The Committee received evidence from NHS England Midlands and East (East), Norfolk Local Dental Network and Norfolk Local Dental Committee.
- 1.2 The Committee also heard from Alexandra Kemp, local Member for Clenchwarton and King's Lynn South and from Healthwatch Norfolk.
- 1.3 The Committee heard that Healthwatch Norfolk had a good working relationship with the local dental profession and was in regular contact with the Norfolk Local Dental Committee about issues of patient access to NHS dental services and dental practices that were taking on NHS patients. Healthwatch Norfolk had conducted a quick test of availability of NHS dentistry by phoning all 50 dental practices that were listed in the report from NHS England as NHS practices. This had shown that 14 dental practices were accepting NHS patients (28%); 22 were not accepting NHS patients (although 4 had said they would be later in the year) (44%); 2 were orthodontists and so provided a specialist/ not general service (4%) and 12 could not be contacted on the phone (24%).
- 1.4 During discussion the following key points were made:
 - The speakers from NHS England Midlands and East (East) said that action continued to be taken to improve access to dental services for patients from all parts of west Norfolk, including for the families of service personnel at RAF Marham, however, due to issues of commercial confidentiality the current position regarding the completion of the procurement processes for special care dentistry, primary care orthodontic services and dental out of hours services could not be reported to the Committee at this time.
 - Members were assured that funds released by the closure of dental practices in Snettisham and East Harling would be fully re-allocated towards the recommissioning of dental activity in West Norfolk and South Norfolk.
 - The Committee was informed that NHS England (East) would recommission dental services in the Unthank Road area of Norwich, following the closure of a dental practice.
 - A full list of dental practices and performance data was available in the report presented to the Committee.
 - Members were concerned that this data showed that none of the dental practices had achieved their 96% UDA (Unit of Dental Activity) activity targets.
 - In reply to questions, the speakers from East said that the data on achievement of activity targets did not represent a complete financial year. Where dental practices failed to deliver on contracted activity they were more closely monitored and could have dental activity withdrawn.
 - The Secretary to the Local Dental Committee (LDC) said that the increase in the unused dental budget (known as clawback money) which had continued to rise year on year was a sign that activity targets had become more difficult to

achieve. The dental profession wanted clawback money recycled back into dental practices and used to fund 'flexible commissioning'.

- The Committee heard that flexible commissioning could mean some of the clawback money was used to provide additional emergency slots in dental practices to take the pressures off the existing emergency care providers or possibly to expand domiciliary services and care home treatments. The Secretary to the LDC said that they were in constructive discussions with the commissioners to arrive at a position where patients might access specialist orthodontic services more readily.
- The Committee was informed that it was likely that restorative dentistry at the Norfolk and Norwich hospital (NNUH) would be re-established. Funding was in place and there was interest in the role. It was hoped that a programme could be established to upskill General Dental Practitioners for dental surgery.
- The re-procurement of services would allow the shortcomings in the Kings Lynn area, which was one of the worst areas for the availability of specialist orthodontic activity, to be addressed.
- The Committee asked for changes to special care dentistry, primary care orthodontic and dental out of hours services as a result of the current re-procurements to be reported to a future meeting of the Committee.
- The Secretary to the Norfolk LDC said that the Dental Strategy Group's 2018 review of current service provision in Norfolk had shown that 75% of all dental practices and 84% of the largest dental practices were struggling to recruit dentists. Some 67% of dentists were known to be considering reducing their working hours or leaving NHS dentistry.
- Members discussed the difficulties in recruiting dentists to work in rural areas of Norfolk. Members were informed that Norfolk's recruitment difficulties were like those found in rural areas elsewhere in the country. Newly-qualified dentists from urban areas were often unwilling to work in rural areas and looked to move to London, Birmingham and other large English cities to find suitable employment.
- The Chairman of the Local Dental Network said that there was sufficient student demand in Norfolk for a school for dental therapists to be set up in the Norwich area. The proposed new school could run on similar lines to a school for dental therapists run by Essex University. The necessary permissions to build such a school in Norfolk (with similar governance arrangements as for the school in Essex) were being explored. The proposed new school could take on students from September 2020. In the meantime arrangements were being made with the Essex school for dental therapists to take up placements in Norfolk.
- The Chairman of the Local Dental Network added that dental therapists were more likely to remain in the area where they completed their training.
- In reply to questions about the role of dental therapists on graduation, the Chairman of the Local Dental Network said that they were increasingly important members of all dental teams and likely to be a particularly important component of future NHS dental care. More dental practices were taking on dental therapists to handle much of the routine dental work.
- A Member then questioned whether a Norfolk dental school would improve the availability of dental care for Norfolk patients; he said that there were excellent learning facilities for doctors, nurses and paramedics in Norfolk but there remained a lack of doctors, nurses and paramedics.
- Members were of the view that the main barriers to public access to dental services were the cost of dental care, perceptions of need, lack of access and

dental anxiety.

- Members said that patients wanted to be able to access clearer information about the dental charges system.
- Members also said that continuing care from a familiar dental practice over time had benefits for a patient's oral health. Children living in areas of social deprivation were less likely to attend for restorative care; their irregular pattern of dental attendance mirroring that of their parents.
- In reply to questions, the Secretary to the Norfolk LDC said that Children's Centres were places where hard to reach families could obtain information on a casual basis about dental issues that they were unable to access through normal day to day activities. The closure of most of these centres could significantly weaken the impact on hard to reach groups of planned new programmes of oral health education for children.

1.5 It was agreed that speakers from NHS England Midlands and East (East) and the Local Dental Network should return to the Committee with a progress update in around 6 months' time (to be scheduled for November 2019). The report to include (not exclusively):

- The outcome of current procurements for special care dentistry, primary care orthodontic and dental out of hours services.
- The commissioners' response to the Local Dental Committee's suggestion of 'flexible commissioning' (e.g. additional emergency slots in practices, or expansion of domiciliary or care home treatments).
- Progress towards establishing dental therapy training in Norfolk.
- Progress toward provision of restorative dentistry at the Norfolk and Norwich Hospital.
- An update on progress towards provision of dental services at RAF Marham for the families of service personnel and the public.

It was further agreed that a representative from RAF Marham should be invited to attend the meeting when this topic was next discussed, should this become necessary.

2 Eating Disorder Services

2.1 The Committee received a suggested approach by Maureen Orr, Democratic Support and Scrutiny Team Manager, to an examination of access to eating disorder services for patients in Norfolk including adults and children, community and specialist in-patient services.

2.2 The Committee received evidence from South and North Norfolk CCGs (South Norfolk is the lead CCG for mental health commissioning), NHS England Midlands and East (East), Cambridge and Peterborough NHS Foundation Trust (provider of Norfolk Community Eating Disorders Service for adults over 18 years, central and west Norfolk), Norfolk and Suffolk NHS Foundation Trust (covering NSFT Eating Disorder services across Norfolk), Norfolk and Suffolk NHS Foundation Trust and Eating Matters. The Committee also heard from BEAT (the national Eating Disorders charity) and from a service user.

2.3 During discussion the following key points were made:

- The Committee was informed about the areas of responsibility of each of the

organisations that were represented at today's meeting.

- The information showed that there were lengthy waiting times for eating disorders services.
- The Committee noted that the national access and waiting time standards for eating disorders services for children and young people did not apply for adult services.
- The Committee was informed that Children's and Young Peoples Eating Disorder Services across the Norfolk and Waveney area were commissioned from Norfolk and Suffolk NHS Foundation Trust (NSFT).
- Public Health England had been commissioned to undertake a review of demographics and capacity in relation to eating disorders in-patient beds. The local review in the eastern region would be completed imminently. A national review was also underway.
- The Committee heard that the specialist and community eating disorder services were looking at co-ordinating with each other and with primary care to ensure that patients were safely transferred between the services or discharged from eating disorder services.
- It was pointed out that NICE quality standards stated that people with eating disorders who were supported by more than one service should have a care plan that explained how the eating disorder services would work together.
- It was also pointed out that Norfolk Community Eating Disorders Service (NCEDS) was a small but highly specialised team of dedicated clinicians who prioritised patients according to need and clinical risk. The NCEDS was run by CPFT who provided the services that were explained in the report.
- In reply to questions, the speakers said that the restriction of NCEDS services to severe cases only had been a temporary emergency measure due to a shortage of suitably trained and appropriately qualified specialist staff. The CPFT had now successfully recruited new clinical staff and the service was expected to return to normal operating staffing numbers/criteria by July 2019.
- The limited capacity of NCEDS and of other eating disorder service providers would, however, continue to mean that most adults with an eating disorder were unable to access specialist treatment and had to rely on on-line services for help.
- In reply to questions, the speakers agreed to provide details after the meeting about the on-line services that were available to people living in Norfolk, how these on-line services could be accessed and the range of outcomes that were available for those who used them.
- Members were concerned that in practice patients had to have a body mass index (BMI) of below 15 to qualify for treatment but that BMI did not provide an accurate assessment of risk. Access based on BMI could mean those who were desperate for help attempted to lose more weight. As people waited for treatment a severe deterioration in condition often led to planned or emergency hospital admission.
- The Committee noted that those people who had not been able to obtain treatment relied on GPs or other non-specialists, who might not be best placed to spot the signs of deterioration in the patients' mental condition. The workload and responsibility that was placed on GPs to manage vulnerable patients meant that GPs could run the risk of working over and above their levels of competency.

2.4 The CCG representatives were asked to provide research evidence regarding the effectiveness of the online treatment resources available to patients with eating

disorders in Norfolk.

- 2.5 The CCG representatives and NHS England Midlands and East (East) were asked to return to NHOSC with a progress update in around 6 months' time (to be scheduled for November 2019).

3 Forward Work Programme

- 3.1 The Forward Work Programme for NHOSC meetings was agreed with the addition of the following items:

28 November 2019

- Access to NHS dentistry
- Eating disorder services

- 3.2 The Committee also agreed that information should be included in the NHOSC Briefing on the systems used by IC24 (the NHS 111 and primary care out of hours provider) to find addresses in Norfolk, especially in rural areas where there might be unadopted roads and no street lighting.

Michael Chenery of Horsbrugh
Chairman

Report of the Norfolk Joint Museums Committee meeting held on 5 April 2019

1 Area Museums Committees

- 1.1 The Joint Committee received reports from meetings of the Breckland, Great Yarmouth, King's Lynn and West Norfolk and Norwich Area Museums Committees.
- 1.2 From the Breckland report, the Joint Committee's attention was drawn to the re-development of the adventure playground at Gressenhall Farm and Workhouse for which funding had been agreed. The adventure playground would play a key part in attracting families to visit the museum.
- 1.3 From the Great Yarmouth report, the Joint Committee's attention was drawn to *Medieval Medicine*, a touring exhibition which ran at Time and Tide until 22 September 2019. It was pointed out that while this exhibition was curated by the York Archaeological Trust and the Jorvik Viking Centre there were strong links and themes to the history of Great Yarmouth.
- 1.4 From the King's Lynn and West Norfolk report, the Joint Committee's attention was drawn to the to the summer 2019 exhibition at Lynn Museum, *Journeys, People, Place and Pilgrimage*, which would draw upon the museum's rich collections relating to West Norfolk including the nationally significant historic collection of pilgrim badges found in King's Lynn's River Purfleet. These badges included medieval lead souvenirs from the shrine at Walsingham. Additional pilgrim badges would be loaned from the Peter Sibley Collection at Walsingham and Oscott College, Birmingham.
- 1.5 From the Norwich report, the JMC discussed the ability to offer NMS admission to organised school groups at no charge and how this was a great asset to schools. Just under 90% of all schools in Norfolk engaged with NMS regularly and most school children in Norfolk visited a museum at some point whilst at school. NMS kept detailed statistical information on school engagement which could be shared with JMC/Area Committee Members on request. A lack of suitable school transport, particularly in hard to reach rural areas, and a requirement for school groups to be supervised by confident and experienced teachers were cited as the main reasons why a small minority of schools had not participated in organised visits. Bursaries were available to schools struggling to meet transport costs. Schools were made aware of how to apply.

2 Norfolk Museums Service - Finance Monitoring Report for 2018/19

- 2.1 The Joint Committee received a report that covered the forecast Norfolk Museums Service (NMS) budget out-turn for 2018/19, including the revenue budget, reserves and provisions and the capital programme.
- 2.2 It was noted that since the end of February 2019 the over-spend on the revenue budget had continued to reduce and NMS anticipated a final period of trading that would reduce the remaining small over-spend even further.
- 2.3 **The Joint Committee resolved to note –**

- a. **The latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2018/19.**
- b. **To ask that the periodic reporting of the capital programme provide an outline of planned expenditure on capital schemes in future years.**

3 Risk Management report

3.1 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at 1st April 2019. The Joint Committee noted that the evidence showed that all the risks on the register were being managed to an appropriate level and that there were no risks rated Red.

3.2 The Joint Committee resolved to agree to the following:

1. **The introduction of a new risk RM14381 - Failure to successfully deliver the Norwich Castle: Gateway to Medieval England project within agreed budget, and to agreed timescales.**
2. **The change in scores to risk RM14286 – Reduction of centralised support services.**
3. **The active and dormant risks included in appendices A and B to the report presented to the Joint Committee.**

4 Norfolk Museums Service – Performance & Strategic Update Report

4.1 The Joint Committee received a report that provided progress with performance over the current financial year 2018/19, details as to museum education and learning programmes, marketing and PR, partnerships, commercial developments, Norwich Castle Keep and other strategic developments, NMS fundraising and delivery against the Arts Council England and National Lottery Heritage Fund programmes.

4.2 During discussion, the following key points were noted:

- The Joint Committee was informed that the NMS had successfully delivered its Service Plan priorities for 2018/19 and was set to deliver very close to a balanced budget at year end. Going forward, the Service remained on track to deliver its key priorities in terms of programmes and events for 2019/20.
- It was pointed out that the Castle Museum was the venue for over 600 weddings in the last year. Wedding bookings for 2018/19 had continued to exceed the year-to-date figure in comparison to the previous year's bookings and to have a positive impact on attendance figures and on the use of museum facilities. This positive picture about weddings at the Castle Museum was also the case at the other NMS sites that were available for weddings.
- The Joint Committee was pleased to hear that following a crowdfunding campaign supported by the Friends of the Norwich Museum and almost four years of conservation work the 17th century oak statue of Samson had gone on display at the Museum of Norwich at the Bridewell.
- It was noted that at their next meeting Members would be introduced to the new Teaching Museum trainees from the 2019-20 cohort who had recently started their training programmes.
- During a questions and answers session that followed a verbal update on progress with the Norwich Castle: Gateway to Medieval England Project, it was pointed out that the construction phase remained on target to commence in the summer of 2019 and would be completed in phases during 2020. The official

opening of the Keep was expected to take place by Easter 2021. A wide range of learning engagement projects meant that work on the Norwich Castle: Gateway to Medieval England project would continue into 2023.

- Members were assured that any issues about public access to the Keep during the development period would be kept under close review and regular reports would come to both the Norwich Area Museums Committee and the Joint Committee.
- A NMS voucher scheme was being developed for when the Keep was not open to visitors or visitors to the Castle Museum had restricted access. This would be a competitive offer that signposted visitors to Norwich Castle Museum & Art Gallery to other NMS museums. Details about the voucher scheme and arrangements would be shared with Members of the Area Museums Committee.

4.3 The Joint Committee resolved:

- 1. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project.**
- 2. To note the position for the current financial year 2018/19, including delivery against our Arts Council England and National Lottery Heritage Fund programmes.**
- 3. To note the good progress regarding the National Lottery Heritage Fund project 'Kick the Dust Norfolk'.**

5 Collections Review and Rationalisation Programme

- 5.1 The report presented to the Joint Committee detailed NMS ongoing collection rationalisation programme whereby collections were assessed on a regular basis and those that did not meet the NMS Collections Management criteria for ongoing retention were found alternative homes with a strong preference for other more relevant museums and public collections.

5.2 The Joint Committee resolved to approve the rationalisation of:

- **The Norwich Social History items listed in Appendix 5 of the report.**
- **The Gressenhall Farm & Workhouse objects listed in Appendix 6 of the report.**
- **The Great Yarmouth Museums objects listed in Appendix 7 of the report.**

6 To Receive a presentation updating Members on progress with the Kick the Dust Norfolk Project

6.1 The Joint Committee noted the following:

- This was an innovative four-year project being delivered in partnership with YMCA Norfolk and Creative Collisions which aimed to engage young people in a range of structured heritage activities that developed their skills, experience and confidence.
- The project was designed to deliver a three-stage journey of active participation for young people aged 11 – 25 years old as well as to look at how they could influence the future direction of the NMS.
- The specific focus was on young people who faced significant barriers to participation in heritage and arts activities including harder to reach groups of young people. Our Looked After Children was a particularly important group.
- The aim was to work with 8,000 young people up to the end of May 2022

working in consortium with Creative Collisions (Great Yarmouth) and YMCA (county-wide).

- The Partnership approach was building on existing good practice and developing new partnerships for example:
 - Norwich and Norfolk Festival,
 - Norfolk Youth Offending team,
 - Children's Services,
 - Norwich City College
 - East Coast College,
 - Norfolk Library & Information Service,
 - UEA,
 - Mancroft Advice Project (MAP);
- Working with District Council Partners to identify young people who would benefit from participating in 'Kick the Dust'.
- Signposting young people to appropriate opportunities – seamless transition for every young person.
- The presentation given to the Joint Committee can be found on the County Council's Committee pages website.

6.2 The Joint Committee resolved:

- 1. To support the good progress regarding the National Lottery Heritage Fund project 'Kick the Dust Norfolk'.**
- 2. To place on record thanks to Dr Robin Hanley, Assistant Head of Museums (Head of Service Delivery) on his detailed presentation.**

**John Ward
Chairman**

Report of the Norfolk Records Committee Meeting held on 05 April 2019.

Items from the meeting of 05 April 2019

1. Financial Report

- 1.1 The Committee received the report outlining the forecast financial out-turn for the Norfolk Record Office (NRO) for 2018/19, the NRO revenue budget for 2018/19, reserves and provisions, an update on the service risk register and proposals relating to the Committee to help manage future budget challenges for Norfolk County Council
- 1.2 The Committee **CONSIDERED** and **NOTED** the position on:
 - Forecast position of the revenue budget, reserves and provisions for 2018/19
 - Management of risk for 2018/19

2. Service Plan 2019-2020

- 2.1 The Committee discussed the report providing details of the Norfolk Record Office (NRO) Service Plan for April 2019 to March 2020 outlining goals for the coming year 2019-20.
- 2.2 The Committee **CONSIDERED** the Service Plan, and **APPROVED** its adoption for the coming year (2019-20)

3. Performance Report; 1 October 2018 – 25 March 2019

- 3.1 The Committee considered the report giving information on work carried out by the Norfolk Record Office (NRO) over the last six months including educational activities, volunteer work, collection development, conservation and public access.
- 3.2 The Committee **CONSIDERED** and **NOTED** performance against the 2018/19 service plan

Christopher Kemp
Chairman, Norfolk Records Committee

Full Council Meeting

Report title:	Appointment of Head of Paid Service
Date of meeting:	7 May 2019
Item No.	9
Report from:	Andrew Proctor, Leader
Strategic impact It is a statutory obligation for Norfolk County Council to appoint a Head of Paid Service (HOPS) and this is an appointment requiring approval by Full Council.	

Executive summary

This report sets out the arrangements approved by the Personnel Committee to appoint to the role of Head of Paid Service and seeks approval by Full Council to appoint based on the recommendation of the appointment panel.

1. Background

- 1.1 This proposal follows the departure of the former Managing Director and decision at Full Council on 10 December 2018 to delete that post and then to appoint an interim Head of Paid Service.
- 1.2 It is now proposed to appoint to the role of Head of Paid Service on a substantive basis, having sought expressions of interest from within those who hold a substantive role of Executive Director at Norfolk County Council.
- 1.3 The role of Head of Paid Service will be an additional accountability in addition to the existing portfolio of the Executive Director appointed.

2. Appointment process

- 2.1. The Personnel Committee met on 15 April 2019 and resolved to agree the role description, terms and conditions and pay for the role and to appoint an appointment panel.
- 2.2. The appointment panel met on 25 April 2019 to undertake a selection process and as a consequence agreed the appointment of Mr T McCabe as Head of Paid Service and seeks approval from Full Council to appoint on this basis.

3. Financial Implications

- 3.1. There are no additional financial implications and no changes to the current pay arrangements in place. The report to Full Council in December 2018 set out the financial changes and benefits derived from the changes to the management structure.

4 Recommendation

- 4.1 Approval to appoint Mr T McCabe as Head of Paid Service on a substantive basis with immediate effect.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

Officer name: Sarah Shirtcliff, Head of HR

Email address: Sarah.shirtcliff@norfolk.gov.uk



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

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 Chairman will be prepared to intervene if he considers this principle is not being adhered to.

Agenda Item 10 – 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 Chairman'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.
2. The Chairman 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 Chairman will invite the Leader of the Liberal Democrat Group to ask a question.
4. When the second question has been answered, the Chairman will invite and select a member of the Independent Group to ask a question.
5. When the third question has been answered, the Chairman will invite and select a member of the Conservative Group to ask a question.
6. If the 15 minutes has not expired, the Chairman will then invite all members of the Council to indicate if they wish to ask a question, by raising their hands. The Chairman will select a member to ask their

question and all other members should put down their hands until the Chairman next invites questions.

7. The Chairman will follow the same principle of selecting questioners alternatively from Groups as in paragraphs 2-5 above.
8. The session will be timed by the existing lights system for timing speeches. The amber light will be lit after 14 minutes and the red light lit after a further minute. If a question is being asked at the point at which the red light is lit, the Chairman will allow the question to be completed and the answer to be given.

SIZE OF COMMITTEES AND PROPORTIONAL ALLOCATION OF SEATS ON COMMITTEES

Report by Head of Democratic Services

1.0 Introduction

- 1.1 Following the change to a Cabinet system of governance it is necessary to review the overall allocations of committee places to political groups.

2.0 Allocations

- 2.1 The present overall Council group composition of 54 Conservative, 16 Labour, 11 Liberal Democrat, 2 Independent group, (there is in addition 1 Independent (non-aligned Member). There are 99 main committee places. Based on the Council composition, the allocation of the 99 places to political groups is as follows:-

Conservative	65
Labour	19
Liberal Democrats	13
Independent Group	2
TOTAL	99

- 2.2 The table below sets out the allocation of places to each committee when the proportionality formula is applied to each committee individually.

Committee and number of places	Con	Lab	Lib Dem	Indep
Scrutiny (13)	8	3	2	0
People and Communities SC (13)	8	3	2	0
Infrastructure & Development SC (13)	8	3	2	0
Corporate SC (13)	8	3	2	0
Planning Regulatory (13)	8	3	2	0
Health Overview & Scrutiny (8)	5	2	1	0
Audit (7)	5	1	1	0
Standards (7)	5	1	1	0
Employment (7)	5	1	1	0
Pensions (5)	3	1	1	0
TOTAL ALLOCATED (99)	63	21	15	0
Overall number of places that each group should have based on proportion of all the seats (99)	65	19	13	2

- 2.3 Once the proportional allocations have been applied on a Committee by Committee basis, because of the rounding up/down required, it is almost inevitable that some Groups will have too many seats overall and some too few and therefore the final figure for some or all groups will need to be adjusted up or down. This does not mean that groups are gaining or losing out – it is just a mechanism to make sure they all get their fair allocation overall.
- 2.4 The following adjustments are required **(all of the adjustments need to be on Committees of 13)**.
- Conservatives – Should have 65 but are allocated 63 and therefore need to be adjusted by having 2 more places
 - Labour – Should have 21 but are allocated 19 and therefore need to be adjusted by having 2 fewer places
 - Lib Dem – Should have 13 but are allocated 15 and therefore need to be adjusted by having 2 fewer places
 - Independent – should have 2, but are allocated 0 and therefore need to be adjusted by having 2 more places
- 2.5 It is for Council to agree a “package” to achieve the above adjustments. Discussions are taking place with the Group Leaders to try to achieve an agreed reallocation of places as per paragraph 2.4 above. The outcome of those discussions will be reported to Council, hopefully in advance of the 7 May Council meeting, so that the appointment of members to serve on committees can be made at that meeting.

3.0 **Recommendation**

Council is asked to determine the political composition of the committees.

Report by the Leader of the Council
“Together, for Norfolk – An ambitious plan for our County 2019-2025”

Executive summary

This report provides Members with a final version of the Norfolk County Council plan “Together for Norfolk – an ambitious plan for our County 2019-2025”.

The plan sets out the Council’s ambition, approach and plans to improve social mobility and grow the economy in Norfolk, ensuring that people across the whole County thrive and reach their full potential regardless of socio-economic background. It will guide the work that the Council does internally and externally, building on the existing vision for Norfolk “Caring for our County” and the Council’s core principles and values.

Recommendations:

For Council to formally adopt the Norfolk County Council Plan 2019-2025 (attached in Appendix 1) as part of the County Council Policy Framework.

1. Introduction

- 1.1. On 10 December 2018, Full Council approved proposals to move to a Cabinet system of governance from May 2019.
- 1.2. The changes in governance and the work on strategic drivers of change for Norfolk, undertaken by the Strategy and Governance department in 2018, present an opportunity to review the Council’s current approach to business planning, creating more clarity on the priorities for the whole Council, the actions that need to be taken to deliver the priorities, how the success of those actions will be measured and how progress will be reported.
- 1.3. The Council is already implementing a number of strategic initiatives focused on demand management, prevention and early help, and a locality focus to service provision, as part of the Norfolk Futures transformation programme. The new whole-Council business plan brings together the “Caring for our County - Vision for Norfolk” and the Council Values and Principles, and provides a clear view of the priorities and significant activity that the Council needs to deliver alone or with partners over the next six years.

2. Aims of the County Council plan

- 2.1. Norfolk is one of the largest county economies in the country now worth £18 billion, and a net contributor to the UK economy¹. It has a strong job market with high levels of employment. There are plans for building some 80,000 homes over the next 20 years and create some 88,000 jobs. Norfolk's city, towns and villages will grow considerably in that time, needing better roads, new infrastructure and more amenities. The planned investment on roads and improvements in communications will enable businesses to expand into new markets, bringing in additional investment and high value jobs to the county.
- 2.2. Skill levels and wages are lower, with more jobs than the national average in lower paying industries. Productivity² and job growth³ are still challenges for the area and although Norfolk continues to grow, it needs to do so faster to catch up with the UK. Children in Norfolk start off well in early years and primary school provision, but only c.30% of Norfolk's working-age residents have a further or higher education degree, compared to nearly 37% in the UK⁴. Enabling local people to access the skills they need to benefit from and drive future growth sectors such as clean energy, digital, life sciences and higher end business services will be central to continuing to increase wage levels.
- 2.3. Social mobility is an issue affecting many areas and people in Norfolk. Nearly 120,000 people in Norfolk live in areas categorised as being in the most deprived 20% in England, located mainly in the urban areas of Norwich, Great Yarmouth, Thetford and King's Lynn, together with some identified pockets of deprivation in rural areas, coastal villages and market towns. Equipping our young people with good education, the right skills and careers advice, and enabling in-work progression, retraining and lifelong learning in our ever changing labour market, will contribute to improved living standards across our County.
- 2.4. As stated in *Caring for our County – A vision for Norfolk in 2021*, "Norfolk's economic growth must benefit everyone, promoting social mobility by helping people who are not in work get the skills required for 21st century employment⁵". The Council's overarching ambition is to help grow an inclusive economy and tackle some of the more deep rooted inequalities present in Norfolk, moving those communities where this is an issue from a cycle of deprivation to one of prosperity.
- 2.5. "*Together, for Norfolk*" aims to achieve three strategic outcomes: Growing economy, Thriving people, Strong communities. It focuses on activity to drive economic growth and improve social mobility, leading to stronger communities, more prosperity, better quality of life and improved outcomes for the people of Norfolk. It underpins and contributes to the delivery of the New Anglia Local Enterprise Partnership Norfolk and Suffolk Economic Strategy.
- 2.6. A whole Council approach and collaborative working across all sectors, is needed to address the many inter-related issues that affect our local economy and social mobility. These themes are already known and well-supported by the local government system in Norfolk, through the newly formed Inclusive Growth

¹ ONS (2016) Regional Gross Value Added (Balanced) by Local Authority in the UK

² GVA per hour is 96% of the UK average

³ 5.3% between 2010-15, against 6.8% in Great Britain

⁴ "Norfolk & Suffolk Economic Strategy: a strategy for growth and opportunity", November 2017, page 9

⁵ "Caring for our County: A vision for Norfolk in 2021", page 5

Coalition, and the New Anglia Local Enterprise Partnership. This plan will enable Norfolk County Council to play a leading role in creating the appropriate conditions for inclusive growth and improved social mobility.

3. Internal alignment

- 3.1. The plan provides a whole-Council view of significant activities, including, significant service change or redesign, infrastructure, assets and technology, including capital programmes or projects, strategy or policy development.
- 3.1. “Together, for Norfolk” supports and is aligned to our Medium Term Financial Strategy to ensure continued visibility and oversight of critical strategic initiatives (for example, £120m capital investment in complex needs schools).
- 3.2. The plan does not contain day-to-day essential service delivery, which will continue to be captured in departmental and team plans. Departmental and team plans will be owned by Directorates who will be responsible for their development and delivery, together with respective Cabinet Members.
- 3.3. It will be underpinned by a number of corporately significant vital signs (or key performance indicators) to be agreed as part of the Council’s performance management framework, which will be designed over the next 6-9 months.
- 3.4. The plan will form part of the County Council’s Policy Framework.

4. Financial Implications

- 4.1. As at February 2019, the Council’s overall budget planning position indicates a forecast gap for the period 2020-22 of **£70.857m**. The Strategic and Financial Planning 2020-21 by the Executive Director of Finance and Commercial Services sets out the detail around the budget planning timetable and implications for spending on services.

5. Issues and risks

- 5.1. The new County Council Plan “Together, for Norfolk” will impact the whole council and will have implications for how employees, services and property are organised to deliver best value for citizens. These will need to be further defined as programmes are developed to deliver the pledges.

Andrew Proctor, Leader, Norfolk County Council



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

Together, for Norfolk.
An ambitious plan for our County
2019 – 2025

Contents

Message from the Leader

Together for Norfolk

We asked, you said

Working better together

Our priorities

Our outcomes

Together, for the good of our county

Our principles

Together, for our future - challenges and opportunities, a brief overview.

Together, for a growing economy.

Together, for thriving people.

Together, for strong communities.

Message from the Leader

We are all proud of our unique environment, identity, heritage and assets.

Norfolk County Council has big plans for our county. Our ambition is for economic growth, managed development and the determination to offer better futures for all working with a host of organisations, businesses and community groups across our county.

We all share that goal and desire to see Norfolk succeed. We see it as our responsibility to create a plan that matches our collective ambition to ensure our communities grow, thrive and prosper for the future.

Moving forward, there are challenges ahead, not just for the county council, but for all of us in the public and private sector. More than ever, we need to work better together for the greater good.

In doing so, we can get to grips with the real issues affecting the people that live and work in our county. Working better together means putting Norfolk first. Working better together will define our success as a county.

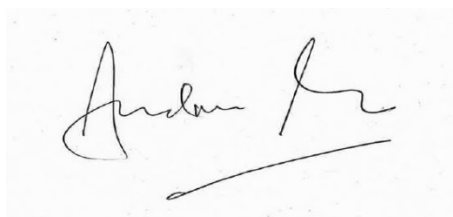
We see this as an inclusive plan for Norfolk, people-focused and not defined by organisational boundaries. It lays out an approach that calls for us all to use our collective resources in the areas we can make the most impact.

It focusses on inclusive growth and improving social mobility, investing in improving people's lives and delivering outcomes that will create the impetus for our future economic and social wellbeing.

There is an urgent need for place leadership to define what we collectively have to offer and this is what our plan seeks to do. Without this, we risk falling behind the rest of the country.

We want Norfolk to be a place that stands out with impressive growth, sustainable housing, good connectivity and strong infrastructure. Achieving this will need constant reflection, development and adaptation of the action plans that will achieve the goals set out in this plan. This continual work will mean that there will be constant engagement and dialogue with all our partners to ensure our common ambition is achieved.

Working better together, for Norfolk, we can all achieve more for our county. Judge us all on what we achieve together.

A handwritten signature in black ink, appearing to read 'Andrew Proctor', with a long horizontal line underneath.

Andrew Proctor
Leader, Norfolk County Council

Together, for Norfolk

We're a county with ambition

Here at Norfolk County Council, we have a clear ambition: for our county to be a place where we put people first, where everyone works together to create a better place to live. A place of opportunity: where we can fulfil our potential and lead productive, healthy and independent lives. A place where we all have the chance to contribute to and benefit from economic growth and regeneration, as well as protecting our special environment. It will be a place where any of us can access the education we want, develop the skills we need, and gain the employment we seek. To achieve this requires clear goals and united leadership across the county.

We're a county of beauty and contrasts

Norfolk is famous for its **attractive** and diverse landscape - big skies, wide horizons, sweeping beaches, windswept marshes, and meandering inland waterways. Our countryside includes **vibrant villages, beautiful market towns, seaside towns** and the Broads National Park. At its heart lies the cosmopolitan, historic city of Norwich.

We're a county that's growing

We're the fifth largest shire county in England, with a **population of nearly 900,000** – forecast to grow to **more than a million by 2036**. And alongside a growing population, we also have a **buoyant job market** and **high levels of employment**. We're one of the **largest county economies** with more than **37,000 businesses**^[1] and **348,000 jobs**^[2] - worth **£18 billion** - and a net contributor to the UK economy^[3]. Norfolk is seeing exciting, emerging sectors, too, including biotechnology, clean energy and creative digital.

Growing populations and economies mean our County's city, towns and villages are increasing in size to create new communities for the future. There are plans to **build** more than **80,000 homes** over the next **20 years**, and Norfolk is fortunate to have enough space to accommodate both new housing and commercial growth. But to support that growth we know we must have better roads, a wide range of new infrastructure, improved digital connectivity and more amenities for our growing communities. In managing growth for the future we must also protect our environment as much as we can.

We wanted your views. Here's what you said...

In 2018, we worked with leading market researchers, Ipsos Mori, to better understand the hopes and fears of Norfolk residents, how they see their future, and what they think of the County Council.

Here's what you told us.

- You value the County's attributes: its natural beauty, its heritage, and its relaxed lifestyle.
- You want this local distinctiveness to be preserved for future generations.

- You highlighted differences in the local economy and infrastructure across the County, which have shaped the communities of each area.
- You're concerned about limited opportunities for young people in the County, with a lack of jobs and affordable housing.

You're worried about the impact of funding changes on public services and the council's ability to continue to meet people's needs.

Working better, together.

With ever-increasing pressures on public sector resources, it has never been more important for local service providers to work better, together. By uniting and with the support of our partners to help us make the required change, we can solve the real issues affecting the people that live, work and grow in our county.

Inclusive growth and better social mobility mean sharing resources and investment. It means working across organisations and partnering to put people's needs first.

And how we collaborate will define how successful we will be.

Creating a generational change

We're working with all of the councils in Norfolk, and with other partners to create the Inclusive Growth Coalition, which seeks to understand and act upon the systemic issues affecting our people, and help us work together to solve them. Committing to joint working that creates generational change has to be at the heart of what we do.

Collaborating with families and communities

From collaborative 'early help hubs', which deliver services to people and families in their communities, to strategic groups that aim for improved working between agencies, we already participate in a number of different partnerships across all sectors, which work to meet the needs of local people in more effective, consistent and financially viable ways.

Joining forces with our partners

Wherever possible, we'll continue to collaborate with our partners and aim to coordinate and integrate all our plans and outcomes, to make the best use of resources available, achieve the maximum impact on the most pressing problems that we face, and celebrate and build on what is good about our County.

Our economic growth needs to be sustainable and inclusive, with as many people as possible having the skills and opportunity to both contribute to and benefit from it. Norfolk can be a place that stands out with impressive growth, sustainable housing, good connectivity supported by strong infrastructure. We will use our own procurement as a force for good, increasing the amount we spend with local businesses, and using our contracting power for the benefit of local communities wherever we can.

A genuine desire to work together

Despite ongoing funding challenges, our public sector partners share this desire to work in a more joined-up way, and our plans to integrate further with the local NHS will enable us to improve the experiences of those of us who find themselves in crisis. Growing the economy, building the homes that are needed, encouraging inward investment, as well as delivering vital services (such as providing early help, improving public health or safeguarding vulnerable children and adults) depend on us working closely with our local partners, local people and local communities. How we collaborate to deliver those services will define our success in the future.

The way we work better together will be even more ambitious in future and will focus on:

- Bringing together resources across organisations where it makes sense
- Cross-organisations teams to support key initiatives and programmes
- Collaborative investment in our workforce to ensure it is fit for the future

Together, we can help Norfolk's economies, people, and communities to grow, thrive and become stronger.

This shows we are working together, for good.

Our priorities

We know that, across the UK, poverty is caused by unemployment, low wages, a lack of job security, low skill levels and high housing costs. In order to address these issues we need to drive economic growth which is inclusive and benefits all people in Norfolk.

We will invest in Norfolk's future growth and prosperity by:

Focusing on **inclusive** growth and **improved social mobility**.

Encouraging **housing, infrastructure, jobs and business** growth across the County.

Developing our **workforce** to meet the needs of the sectors powering our local economy.

This way we can help Norfolk have a **growing economy**, full of **thriving people** living in **strong communities** we are proud of.

Our outcomes

Growing economy	Thriving people	Strong Communities
<ul style="list-style-type: none">• More businesses start, grow and invest in Norfolk• The local economy is inclusive, and supports and benefits local businesses and communities• Infrastructure is in place to support housing development, inward investment and sustainable growth• Enough homes are being built to meet people's need, including affordable homes• Easy access to the County, good transport, fast internet and strong mobile network help people and businesses connect with each other• People with high level qualifications are attracted to and remain in Norfolk• High quality employment opportunities are available	<ul style="list-style-type: none">• All children in Norfolk have a good education which meets their needs, encourages ambition and gives them knowledge and skills for adult life and employment• Young people and adults, including people with learning or physical disabilities and mental health problems, are able to develop skills for the future, and local businesses are able to invest in them• Workers in Norfolk can access well paid, high value skilled jobs through the achievement of higher accredited learning and those in need of improved foundation skills can access learning• All families, older people and people with learning or physical disabilities are supported to live well and independently in their community	<ul style="list-style-type: none">• People are socially active and connected to their communities• People of all ages enjoy good health and increased wellbeing• Services in communities are joined up and more able to meet people's needs• Community groups and voluntary organisations are able to deliver services which people need in their community• Communities are safe and resilient• People have access to high quality cultural and heritage facilities• People can enjoy high quality of life in an environment which is protected

Together, for the good of our County

An ambitious plan for Norfolk

Why things need to change

There are many great things about life in Norfolk but we cannot afford to stand still. A growing, ageing population, continued changes to technology and the job market, and rising demand for services means we have to adapt and change our approach, to ensure communities continue to flourish.

We need to think of our County as a whole, and our journey from childhood to old age. For our County to continue to prosper - for us to achieve our ambition - we have to do more. With increased digital technology comes significant opportunities to transform and innovate our services. It will allow our customers to make direct contact, communicate in an instant, and receive rapid feedback. Better quality and more detailed data mean we can improve policy to tailor or target our services.

But government funding is being reduced - there's no way we can avoid it - so we need to achieve more with less and live within our means. And we know that's not easy. It's going to take a joined-up approach - working better together.

Our services are under pressure. So, we need to look at ways to:

- Manage demand
- Reshape what we offer
- Secure investment

We'll do this by facing future challenges head-on and:

- Developing resilient services
- Developing an engaged workforce with the right skills for the future
- Driving out inefficiency
- Focusing on the needs of residents rather than organisational boundaries
- Being innovative and deploying new technologies
- Transforming services and improving access
- > Protecting and caring for the vulnerable

Our principles

The whole Council needs to adapt to keep up with changing demands, develop ever better ways of working, and support people to help themselves while still helping those who need it the most. Everything that we do will be guided by four core principles that will frame all our policy and decision making. And it's what frames our plans for the future.



Together, for our future

Challenges and opportunities – a brief overview

Planning for the future cannot mean maintaining the status quo. Doing so would mean us falling behind the rest of the country. Although we can't fully predict the impact of the challenges we face, we must be forward-looking, responsive, and innovative, creating growth and opportunity, and improving social mobility with everything that we do.

Key sectors, such as **energy, advanced agriculture, biotechnology, tourism, manufacturing, construction** and the **care market** are critical for the economic growth of our County. Changing relationships in trade, nationally and internationally, make it more important for us to identify and pursue opportunities for growth. To develop and sustain our new communities, including first-time buyers, families and older people, new housing must meet demand. And housing strategies being developed must include **sustainable housing**, and consider **infrastructure, facilities**, and **access to local jobs**.

Norfolk's employment rate **is higher** than the England average, but we have more people in lower paid and seasonal work, with over half of people on low wages living in rural areas. As jobs become increasingly automated, we'll need different skill sets. We have already made good progress in raising skill levels, and we want to push further. We'll work with schools, the Local Enterprise Partnership and employers to raise standards, making sure that Norfolk is not left behind. Our goal is that everyone has opportunities to gain the skills needed to thrive in the future and make a positive contribution to our County's future.

By 2040, about 40% of our residents are predicted to be of typically dependent age rather than of working age. And while we're fortunate to have so much space and room to live our lives here in Norfolk, as we get older, receiving efficient care and enjoying reasonable standards of living are exacerbated by the County's rurality, with many of us feeling lonely and isolated. We want our communities to be strong and resilient and will help connect people to connect with groups and with each other.

Climate change is expected to impact on our infrastructure, and especially our coastal communities, over the next 20 years, and we are committed to doing all we can to manage and reduce the effects. The recently developed Norfolk Strategic Infrastructure Delivery Plan focuses on transport, utilities, and sustainability that align with our priorities, the District Council Local Plans and the Norfolk Strategic Planning Framework. Plans must balance the need for new roads, housing and utility infrastructure, with the need to protect Norfolk's unique environment, identity, heritage, and assets. Our own developing environmental policies will underpin this work.

Tackling these challenges is fundamental to our collective future

If we want to achieve our ambition of improving the quality of local people's lives and meet all of our needs, we must take steps now. We want our children to have the best possible start in life, and for us all to enjoy the right opportunities to achieve our potential and become successful members of our community, regardless of social background or economic status.

Together, for our growing economy

Our partners are important to us: you're integral to developing a prospectus for Norfolk. One that showcases our unique opportunities for developing new homes, and establishing and growing businesses. We want to work with you.

As a team, we'll work tirelessly to help deliver the New Anglia Local Enterprise Partnership (NALEP) economic strategy for Norfolk and Suffolk. The strategy aims to help develop **a high performing, productive economy with a highly skilled workforce**, to make Norfolk a place where businesses with aspirations choose to start, grow and innovate. We're committed to contributing our resources and energies, focusing on business sector development and support, and on developing well-functioning digital infrastructures – both broadband and mobile – which we know are vital for our County's businesses and residents. Improved connectivity will facilitate innovation and productivity, bringing significant economic reward.

We want our growing economy to be **inclusive**, where everyone benefits from economic growth and people are able to access good employment opportunities. The recent Social Mobility Commission report[4] highlights problems in Norfolk's social mobility in rural and coastal areas, as well as in Norwich, with around 120,000 people living in areas classed as deprived. The New Anglia LEP strategy has an ambitious target to create **88,000 new jobs across Norfolk and Suffolk**, and we will help our young people, and people already in work, set their ambitions high and understand the exciting local careers available to them.

We already know that Norfolk needs **80,000 new homes** to meet growing demand - 41,000 homes are planned to be built in the Greater Norwich area alone which is predicted to see the greatest demand. Norfolk is currently building homes at 80% of the required number. We will work with partners to facilitate housing development, helping to bring critical infrastructure to where it is most needed, in particular key growth places.

We want Norfolk to be a place that stands out for impressive growth, sustainable housing, good connectivity, strong infrastructure and skills for the future. Here's how we'll achieve it, together:

Impressive growth

- Support the growth of key business sectors and develop business support programmes with the New Anglia Local Enterprise Partnership
- Roll-out Invest East programme, helping small and medium-sized companies access investment, loans and grant funding
- Promote our six enterprise zones, attract investment into the county, and continue to provide incubation and grow-on space at council-owned sites at Scottow and Hethel
- Collaborate with the care sector to promote the value of a career in caring, creating a sustainable, skilled workforce for the future

Sustainable housing

- Facilitate housing growth by releasing public land and working with our partners to develop new sites
- Build over 400 homes over the next three years through our property company Repton
- Bring energy to our 24 key housing development sites across Norfolk, working with utility providers
- Work with our partners to protect and enhance the quality of places, by promoting and facilitating the high-quality design of housing developments and communities

Good Connectivity

- Invest £2m of Defra funding to increase digital connectivity for rural businesses, and actively pursue further government funding to improve coverage and performance of all fixed and mobile connectivity in Norfolk
- Actively pursue further government funding to improve coverage and performance of all fixed and mobile connectivity in Norfolk
- Invest £8m of government funding on circuit fibre upgrades for sites across Norfolk, including schools, health providers and fire stations, to stimulate and enable business growth and community benefits
- Deliver 95% broadband coverage across the County by 2020 through the Better Broadband programme
- Achieve 99% 4G coverage across Norfolk by 2025
- Leverage the council's influence and assets to improve on existing mobile phone technology and prepare for 5G connectivity
- Support the provision of fibre to the property for all new homes built in Norfolk

Strong infrastructure

- Invest £90m in further developing and maintaining our highway network, to support our economy and improve road safety
- Commit to the priorities set out in the Norfolk Infrastructure Delivery Plan 2017-2027
- Deliver critical planned infrastructure investment across our county including the £120m Great Yarmouth Third River Crossing; the Western Link to the Broadland Northway (previously NDR); £6.1m sustainable transport schemes in Greater Norwich, as part of the Transforming Cities programme; the Long Stratton bypass; and dualling the A47
- Exploit the largest inward investment opportunity in our county by unlocking and further developing the port area in Great Yarmouth and creating new, high-value jobs as part of helping to grow Norfolk's energy sector
- Find innovative ways to overcome infrastructure constraints at West Winch, near to King's Lynn to move forward with plans for new homes.
- Invest in infrastructure to develop new homes and commercial space in Thetford
- Continue to develop opportunities along the Cambridge-Norwich Tech Corridor

Skills for now and for the future

- Promote careers in Norfolk particularly in the emerging sector growth areas as well as opportunities at all levels and for all people who want to work
- Create more new apprenticeships, by working with local businesses and the education sector
- Grow the skills we need for the future and give young people more choice over careers
- Support providers, colleges, and businesses to access funding to pilot new training qualifications and initiatives in key sectors, including care

We'll know we're successful when...

- More businesses start-up, grow and invest in Norfolk
- The local economy is inclusive, and supports and benefits local businesses and communities, providing employment opportunities at all levels
- Infrastructure is in place to support housing development, inward investment, and sustainable growth
- Enough homes are being built to meet people's needs, including affordable homes and homes for our ageing population
- People and businesses are connecting with each other with easy access to the County, good transport, fast internet and a strong mobile network
- Young people and adults can develop skills for the future, and local businesses can invest in them
- People with high-level qualifications are attracted to and remain in Norfolk

Together, for thriving people

Giving all children and young people in Norfolk the best start in life is at the heart of making our County a better and fairer place for all.

If you're a young person growing up in Norfolk, we want you to have **a future** here. To achieve your potential regardless of your background. We want you to attend the best schools and have the best services to support you and your families. Our school system goes from strength to strength with the vast majority judged by Ofsted to be good or outstanding. Though still below the average for England, the number of local young people achieving A-Cs at GCSE is increasing.

An estimated 13,150 young people have some form of Special Education Needs and Disability (SEND) and the provision for those pupils requires significant investment. We already have a programme to continue to build new schools and create more specialist provision across the county. If you're a child in our care, we have equally high aspirations for you. We'll be your strong advocates, equipping you with the skills and tools to live successful and rewarding lives.

Our focus on early help means providing the right help at the right time, to prevent families and people of all ages falling into crisis. Over the next 20 years, the number of people in Norfolk aged 85 or over is expected to double to nearly 60,000. Telecare and assistive technology mean we can

remain living independently, within our homes, for longer. By reshaping services, supporting carers, and investing in new technology, we can enable and empower people to support themselves.

And we'll make sure our older and most vulnerable can live independent, fulfilling lives – cared for when they need it most. In Norfolk, there are approximately 100,000 unpaid adult carers who look after a family member or friend. We will ensure that carers continue to be supported to provide this critical support.

We want families and people of all ages to be independent, resilient, and well throughout their lives. Here's how we'll achieve it, together.

Education for every ambition

- Invest £120m in new special schools, and in specialist resource bases in maintained schools for children with special educational needs and disabilities
- Promote high educational outcomes for all children and reduce educational inequality, with enough school places to meet demand
- Reduce the number of excluded children by undertaking more targeted work with schools that need support
- Promote provision at post-16 which enables a positive and sustained destination for all young people
- Make sure children in our care access good schools and have high-quality, timely personal education plans to support their educational achievement and ambition

Early help

- Embed the new Early Childhood & Family Service, including an expanded and enhanced children's health offer, so that families are supported and equipped to deal with challenges as they arise, prevent neglect or harm, and enable more children to achieve their developmental milestones
- Support more children to return to or remain at home with their families through initiatives such as the Vulnerable Child Project and Boarding School Partnership
- Work from community-based early help hubs to deliver effective support where it's needed, at the earliest appropriate opportunity
- Continue to commission the 0-19 Healthy Child Programme - including health visitor and school nursing services - targeting services for those most vulnerable (including children in our care, those leaving care, and young mothers)
- Continue to recruit high quality, Norfolk-based foster carers to ensure the best outcomes for children

Opportunities for employment

- Collaborate with partners, local communities, and employers to develop and continuously improve an innovative and responsive lifelong learning curriculum, and deliver high quality skills training in English, Mathematics and ICT
- Support people to upskill, ensuring everyone can compete for good jobs, enabling training for those not currently in work, and developing the skills of the existing workforce

- Work with partners to embed and broaden the legacy of the Norwich Opportunity Area Social Mobility Programme
- Continue to grow the Apprenticeships Training Agency to improve employment opportunities for young people in our care, those not in employment, education or training, and those leaving education
- Launch the "Preparing for Adult Life" and "Skills and Employment" services to help young people with learning or physical disabilities, and those with mental health problems to make a smooth transition into adulthood and employment

Independent lives

- Invest £29 million in the "Living Well: Homes for Norfolk" programme to support and accelerate extra care housing development across Norfolk
- Redesign day services so they respond to the needs of the people who use them
- Offer early support and innovative technological solutions to help people to live independent and healthier lives for longer
- Promote accessibility for disabled people in Norfolk and work with partners to remove barriers to their independence
- Invest in services which help people return home quickly, get back on their feet, and feel confident again after a health crisis
- Promote the rights of Norfolk's informal carers through our Carers Charter and make sure our services support the work they do

We'll know we're successful when...

- We reduce the gap between children in the most and least deprived areas achieving a good level of early years development
- We have a higher take-up of 2, 3 and 4-year old children's 'universal entitlement' in high-quality, pre-school provision
- Overall educational performance increases by age 11 and 16
- The gaps between disadvantaged pupils and all pupils at ages 7, 11 and 16 are reduced
- More looked-after-children meet and exceed their educational achievement outcomes, and go on to further or higher education
- There are fewer young people not in education, employment, or training
- Apprenticeships start increasing
- More people of all ages are supported to live in their own homes, with fewer people in residential care
- Fewer people go from the hospital straight into residential care
- More people with learning or physical disabilities and mental health problems are in employment

Together, for strong communities

We're committed to working closely with our city, district, borough and parish councils, who have important roles to play in shaping our communities as places to live. Our aim is to develop housing

and create great, connected and safe places for people to live, grow up, and work in. At the same time, we want to improve our open green spaces and protect the unique identity of our County.

We're not alone in our ambition. Norfolk has **over 10,000** voluntary, community, and social enterprise organisations. More often, we're seeing a growing desire from groups and individuals to play an active part where they live, and through a wide range of services. Working with our partners, we will strengthen communities and contribute to their success.

Those of us living in rural areas are more likely to be socially isolated. This situation is often exacerbated by poor digital connectivity and access to information. Social media and online services are improving the way we interact with groups and communities so we will continue to work towards getting **superfast broadband** to every property across the county.

Health inequalities are associated with deprivation, and our County has a 6.2 years life expectancy gap between men living in the most and least deprived areas, and a 3.2 years gap for women. At the same time, improved healthcare means a higher number of us are living longer, across all age groups, including those of us living with disabilities and other long-term conditions. So we'll **work with the NHS** to place a strong emphasis on prevention of ill health, reduce health inequalities, deliver joined-up health and care services and encourage people to stay healthy for longer. Together, we'll help you live **quality lives**, and access the services you need close to your community.

We want to make Norfolk a better place to live. Here's how we'll achieve it, together:

Socially active, connected people

- Reduce loneliness and social isolation by growing our volunteer network and developing initiatives (such as Life Connectors) and targeted campaigns with partners (such as our award-winning No Lonely Day) which helps you stay involved with and connected to your community
- Provide a stable, reliable transport network allowing communities to access essential services
- Continue to deliver superfast broadband across the County through the Better Broadband for Norfolk programme, and invest a further £11m to progress towards our goal of connecting all properties in Norfolk

Joined-up services to meet needs

- In partnership with the NHS, join together health and social care services so that you experience one seamless service, with your needs placed at the centre
- Work with Norfolk's parish, district, borough, and city councils, the NHS, local universities and other organisations to deliver joint programmes that impact positively on your health, especially for those most at risk of developing a long term condition
- Collaborate with partners to tackle crime, and the causes of crime like alcohol and substance misuse, county lines and domestic abuse
- Develop an enhanced online and digital information, advice and guidance offer in collaboration with partners, making it easier for you to access high-quality and reliable information about community services
- Work with our partners to reduce homelessness

Safe and resilient communities

- Provide community safety advice and support (including fire and trading standards), with particular focus on our more vulnerable residents
- Prevent harm and reduce the risk of abuse to all children and to adults with care and support needs
- Strengthen the resilience of the Norfolk community, as well as our own services, to prepare for, respond to, and recover from emergencies and business disruption
- Work with partners to improve mental health and build resilience in neighbourhoods and within communities
- Implement Norfolk's Multi-Agency Protocol on Hate Incident Reporting to make it easier for residents, particularly those with care and support needs, to report hate incidents

Quality cultural and heritage facilities

- Continue to develop Norfolk as a high-quality cultural visitor destination, investing in the arts and cultural sector and delivering significant projects
- Realise existing projects including the National Lottery Heritage Fund-supported £13.5m Norwich Castle: Gateway to Medieval England project, and transforming Wensum Lodge into a thriving cultural asset for residents and creative businesses
- Work with our key partners including Arts Council England ensuring Norfolk's heritage and arts organisations play a central role in the County's ambitious work around Health & Wellbeing

Protected environment

- Support the delivery of the Government's 'A Green Future: Our 25 Year Plan to improve the Environment' with local priorities for safeguarding Norfolk for future generations
- Continue to lobby government to provide additional powers and resources to help deliver on National Targets limiting global warming to 1.5'
- Provide quality, accessible, natural spaces close to home and work
- Work with key partners including DEFRA and Natural England to protect Norfolk's world-class environment
- Grow the [Norfolk Trails](#) network to encourage everyone to explore and benefit from their local countryside and biodiversity
- Promote the design of where we live, work, shop, and enjoy our hobbies having healthy, active residents in mind

We'll know we're successful when...

- We reduce the life expectancy gap between people living in the most deprived and least deprived areas
- We have fewer deaths by preventable causes
- More people volunteer in their communities
- We see increased use of public transport, ensuring the continued provision of sustainable services
- A higher proportion of residents in deprived or rural areas have access to online services via home broadband or mobile network

- We see an increase in the Council's reputation and standing as measured by a reputational survey

So what next?

Planning for the future and stating our priorities is not enough. We also need to show you that we are delivering against our plans and commitments. So, in support of our Plan, we will produce a report every year outlining what has been achieved and what we will focus on in the next performance year. This way, we can demonstrate we are delivering on our commitments, assess what we have done and be held to account. Our Plan will inform departmental and service plans to ensure all our priorities are fully aligned.

We will listen to the people of Norfolk so we can continue to improve what we do and how we do it. We want to engage with our residents and our partners, and will offer regular opportunities for you to tell us what is important to you and to help us shape the things that we do, together. Together, for Norfolk.

Sources

- [1] Nomis (ONS interdepartmental Business Register 2015)
- [2] Nomis (ONS Bres 2015)
- [3] ONS (2016) Regional Gross Value Added (Balanced) by Local Authority in the UK
- [4] The Social Mobility Commission's "State of the Nation 2017: Social Mobility in Great Britain" report (and accompanying Social mobility index)
- [5] "Caring for our County: A vision for Norfolk in 2021", page 5
- [6] Carers UK, 2015

Independent Remuneration Panel

Review of Norfolk County Council Members' Allowances Scheme

PANEL MEMBERS

Mr Alan Howard (Chair)
Mr Peter Franzen OBE
Professor John Last OBE
Mr David Morgan

April 2019

1.0 BACKGROUND

- 1.1 The last review of Members Allowances was carried out in December 2017. Council considered the report of the Panel and resolved:

Basic Allowance

- That the Basic Allowance be increased to £10,500 from the current financial year (2017/18) – to be backdated to 15th May 2017 – and subject to the same percentage increase, if any, that is awarded to local authority employees in subsequent years.
- That a fundamental review of all members allowances be undertaken by the Panel in 2020, with any resulting changes to be implemented for the start of the new council in May 2021.

Special Responsibility Allowances (SRAs)

- Leader of the Council's SRA to increase to £31,700 from the current financial year (2017/18) – to be backdated to 15th May 2017 - and for the remainder of the scheme of SRAs to be adjusted accordingly.
- Chairmen of Children's Services Committee and Adult Social Care Committee to receive 57.5% of the Leaders SRA.
- Group Spokespersons from the second largest Group not holding the Chair on Service Committees and Policy and Resources Committee to receive 5% of the Leader's Allowance.

Other Allowances were agreed as follows:

- That a co-opted member's allowance of £1000 is paid to independent members of the Norfolk Police and Crime Panel.
- Dependent Carer's allowance be set at National Living wage (£7.50 per hour plus 20%)
- That no changes be made to the present arrangements for travel and subsistence allowance, with the exception that a Councillor may claim 50% of their home broadband connection, subject to a maximum of £13 per month.

- 1.2 In view of the decision by the Council to move to a Cabinet system of governance in May 2019, it is necessary to review the SRA element of the scheme, although this report does address all elements of the scheme

2.0 PANEL OBJECTIVES AND TERMS OF REFERENCE

- 2.1 The Panel's previously agreed objectives and terms of reference are as follows:

The objective is to make recommendations to the Council on:-

- (i) The level of Basic Allowance to be paid to all Norfolk County Councillors;

- (ii) The posts for which Special Responsibility Allowances (SRAs) should be paid and the level of those SRAs;
- (iii) The appropriateness of continuing to pay a Carer's Allowance and the rate at which it should be paid;
- (iv) Whether allowances should be paid to co-opted Members and if so, at what level;
- (v) The terms of travel and subsistence allowances for members.

All these issues are subject to consideration and recommendation by the Panel.

2.2 The Panel's agreed terms of reference are:-

To make recommendations on a scheme of payments to councillors which:-

- (i) conforms with legislation;
- (ii) recognises that the work of a councillor is undertaken for the sake of public service and not for private gain;
- (iii) recognises the demands placed upon councillors by their differing roles and responsibilities within the Council and fairly and equitably compensates them for the time and effort they devote to their work as a member of the Council;
- (iv) is simple to administer and easy to explain and justify to the public.

3.0 PROCESS

3.1 The Panel considered background information provided by the Council, including written submissions from three of the Group Leaders and in addition, undertook the following process

Stage 1 – 18 December 2018 – meeting with the Leader to hear more about his plans for the future governance of the Council.

Stage 2 – 21st January 2019 - met to consider background information requested and received.

Stage 3 – February/March 2019 - met and questioned Group Leaders.

Stage 4 – 12 March 2019 - reached initial conclusions and decisions on all issues.

Stage 5 – 8 April 2019 – reached final conclusions on all issues.

4.0 RECOMMENDATION

- 4.1 That the Council considers the attached report on the review of allowances and the recommendations contained within it.
- 4.2 That given the new governance model is still emerging, the Council considers the Panel's suggestion that the SRA element is reviewed after a minimum of 6 months operation.

BASIC ALLOWANCE

- 1.1 The requirement and basis for a Basic Allowance is set out in Government Guidance. Local Authorities must include in their schemes of allowances a basic, flat rate allowance, payable to all their elected members. It must be the same for each member.
- 1.2 The Panel is mindful of the increase in the Basic Allowance from £9,401 to £10,500 that was agreed by the Council in December 2017. This was subsequently increased by 2% on 1 April 2018 in line with the index to the officer pay award to a figure of £10,710 and it is scheduled to increase by a further 2% on 1 April 2019 for the same reason to £10,924. This gives an increase of approximately 16% between December 2017 and April 2019. We gave careful consideration to representations received from a political group suggesting that we made a recommendation to the Council that the Basic Allowance be reduced to the level recommended by this Panel at its last review (as updated). Another Group stated there should not be an increase and would not have a problem with the above suggestion. We gave careful consideration to these suggestions, but on balance, we do not believe this would be the correct way forward. As part of our deliberations, we reviewed data on Basic Allowances payable to Councillors in comparable Councils and concluded that Norfolk is now broadly in line with these. Our previous report demonstrated that Norfolk's allowance appeared to have declined slightly in comparative terms and signalled an intention to review this. However, the decision by the Council to increase the Basic Allowance in December 2017 has now reversed this decline. Whilst the increase in December 2017 (and backdating) was not in line with our recommendation, we have concluded that this element of the scheme should not be amended. Whilst the Panel did recommend that the Basic Allowance should be linked to Officer pay awards, and the Council has quite properly implemented subsequent increases, we would, however strongly urge the Council to consider forgoing the further scheduled indexing in April 2020. Whilst affordability of a scheme is not the primary concern of the Panel, we are mindful that the Council is still experiencing severe financial pressures.
- 1.3 We are also mindful of the role of the "Backbench" member in a Leader and Cabinet system. There has been some suggestion from Opposition Groups that there will be fewer opportunities for many Members to become involved in decision making, given that most decisions would be taken by the Cabinet and therefore the Basic Allowance should be reduced. We concluded that, as there was no recognition of this in reverse when the Council moved to a Committee system (i.e. it did not increase), to be consistent it would not be appropriate to come to such a conclusion.
- 1.4 **RECOMMENDATIONS**
 1. That the Basic Allowance remains at £10,710 for the financial year 2019/20 subject to the 2% percentage increase that has been awarded to local authority employees for that year and pay awards (if any) in

subsequent years 2020/21, 2021/22, 2022/23 and 2023/24 but, if practically possible the Council is strongly urged to consider forgoing the further scheduled indexing in 2020/21.

SPECIAL RESPONSIBILITY ALLOWANCES (SRAs)

1.0 BACKGROUND

1.1 In considering SRAs, the Panel must have regard to Government Guidance, in particular the following key issues:-

- (i) there must be significant additional responsibilities if an SRA is to be paid;
- (ii) there is no limit on the number of SRAs and a member can receive more than one SRA, although in Norfolk the practice is that a member can hold more than one SRA post but is only paid for one (the highest);
- (iii) if the majority of members receive an SRA the local electorate may question whether this is justified;
- (iv) not all responsibilities given to particular members may involve significant additional responsibility.

1.2 In its previous review, the Panel followed the Guidance by first agreeing the SRA for the Leader and then grading as a percentage of the Leader figure, those posts it considered merited the payment of SRAs. The current system of SRAs was developed by “migrating” the previous Cabinet roles into the closest comparable position – so, for example, a Committee Chair was based on the allowance for a Cabinet Member. That methodology was not challenged and therefore our conclusion was to apply a similar approach in reverse. Over the years, the number of SRAs has steadily increased, partly to recognise new responsibilities such as the establishment of the Health and Wellbeing Board, but also as a result of the political makeup of the Council and changes to governance models. We have been mindful of the government guidance that if the majority of members receive an SRA the local electorate may question whether this is justified, and we have attempted to balance this against the need to properly recognise the responsibilities of the administration and opposition. Finally, the Council agreed to increase SRAs in December 2017 by 15% (based on the increase to the Leader’s SRA) and with the subsequent increase arising from the 2% indexing to the Officer pay award in April 2018 and the similar increase scheduled for April 2019, that will result in increase of almost **20%** between December 2017 and April 2019.

2.0 PRESENT POSITION

2.1 The Panel invited the Group Leaders to identify if there were any particular SRA issues that had arisen and which they wanted the Panel to consider. All Group Leaders encouraged the Panel to take a robust and challenging approach to identifying which of these roles should attract an allowance – i.e. they must be significant in terms of the responsibility they carried. The Panel

was concerned that the new governance model was still emerging and making fully informed decisions was difficult at this stage. Whilst we understand the affordability of the scheme is not our primary concern, we also sought the Leader's view as to the financial envelope that the Council would look to be operating in. The Leader's response was that he would support the Panel in working towards making recommendations that were as close to budget neutral as possible. To that end, we have been conscious of this advice and depending on the allocation of roles to Members in the structure (i.e. whether some Members are allocated more than one role) we estimate that our recommendations will reduce the cost of the current scheme by approximately £15,000.

2.2 The Panel received and has considered representations from Group Leaders as follows:

- (i) The Leader's SRA should revert to the pre-December 2017 level.
- (ii) Unless the Deputy Leader has a portfolio, there is no distinct role and responsibility for this post
- (iii) Cabinet posts are not full time and levels of responsibility and levels of responsibility should be assessed accordingly and should not exceed 50% of the Leader's allowance.
- (iv) Deputy Cabinet Members are not "proper roles" and any SRA should be nominal.
- (v) There should be no change to Group Leader allowances apart from a reduction to pre-December 2017 rates.
- (vi) Shadow Cabinet/Group Spokespersons should be retained and remunerated at the Deputy Cabinet Member Level as they will have greater individual responsibility. The second largest opposition Group should be set at 2/3 of this figure
- (vii) Scrutiny Chair – should be on a par with Cabinet Members, with Vice-Chair at Deputy Cabinet Member level and reviewed in 2021
- (viii) Other Committees should be unchanged apart from reducing them to pre-December 2017 levels (as updated in line with Officer pay rises)
- (ix) Referred the Panel to the 2013/14 scheme and stressed the importance of an appropriate relationship between Administration and opposition allowances.
- (x) If the administration chooses to increase the number of their members receiving SRAs, then it should be funded from the current "administration" pot (Leader/DL/6 Committee Chairs and Vice Chairs). If they chose to have 10 Cabinet Members, that is their call and should not increase the costs. Deputy Cabinet members will further inflate the costs – should put a cap on the number and they would be part of the administration envelope as would be Select Committee Chairs/Vice Chairs
- (xi) Chair of Scrutiny should be at least the equivalent of a Cabinet Member
- (xii) Opposition Spokespersons should remain unchanged – there is a need for dedicated spokespersons who can provide focus and challenge. Opposition spokespersons are important particularly from a Group with only 1 member on a committee where they must be on top of every element of their brief.
- (xiii) Consideration should be given to not making payment of SRAs to opposition spokesperson/shadows - does that require an SRA? – what is the special responsibility – what decisions would they take?

- (xiv) Provision should be made for Deputy Cabinet Members even if there is no intention to appoint from day one
- (xv) Intention is that Health and Wellbeing Board will be chaired by a Cabinet member
- (xvi) Consideration should be given to an SRA for the Chair of the Norfolk Parking Partnership Joint Committee

2.2 Following our meetings with Group Leaders, we formed the following conclusions:

Leader

With regard to the Leader's SRA, the Panel had considered information from comparable Councils, both locally and those with comparable governance models and concluded that the current Leader's SRA was not out of line. We heard from some opposition groups that this figure should be reduced to pre-December 2017 levels, but on balance, as with the Basic Allowance, we consider this is not a way forward we would recommend.

Deputy Leader

We reviewed information from other comparable Councils and considered that the current allowance (65% of the Leader's SRA) for the Deputy Leader continued to be appropriate, particularly as we understand they will also have a portfolio.

Cabinet Members

The Panel had not received any evidence to dissuade it that the SRA for Cabinet Members should remain at 50% of the Leader. The Leader proposed remunerating all portfolios at the same level, rather than the current 2 tier system for Committee Chairs and we support this approach.

Deputy Cabinet Members

With regard to Deputy Cabinet Members, we heard from the Leader that he did not intend to make appointments to these posts on "day one" of the new structure. We supported his approach of taking an evidence-based decision as to if/where these posts would be needed. We have therefore not made recommendations as to these posts in the scheme but would be happy to give further consideration to this in, say, 6 months' time once the new governance has bedded in and the evidence becomes clearer.

Scrutiny Committee

We support the need for strong and effective checks and balances in an Executive form of Governance. The Chair of the Scrutiny Committee will be the focus of challenge to the Administration and to this end, we recommend that the Chair of the Scrutiny Committee should receive an SRA equivalent to that of a Cabinet Member (50% of the Leader's SRA). Although the Vice Chair of the Scrutiny Committee did

not receive an SRA under the previous form of Cabinet governance, we consider that such is the importance of the Scrutiny Committee in holding the Cabinet to account, it should be remunerated at 15% of the Leader's SRA.

Select Committees

The Leader stressed to us the importance of the Select Committees in supporting the development of policy. We agree that this governance model does give a significant role to these bodies and therefore their Chair. As we have already stated, until we have seen the model at work we will not be able to make well informed decisions as to which roles should be remunerated and to what degree. With this in mind, we therefore recommend that Chairmen of Select Committees are remunerated at 20% of the Leaders' SRA. For comparison purposes, we reminded ourselves that under the previous Cabinet governance, a Chair of an Overview and Scrutiny Panel received 15% of the Leader's SRA. We do not consider at this stage there is at this stage sufficient information for us to make a recommendation for Vice Chairs of Select Committees, also being mindful that in the previous Cabinet system there was no SRA as a Vice Chairmen of an Overview and Scrutiny Panel.

We were struck by the wide remits of the Select Committees and will be interested to see whether the responsibilities and workloads are spread equally between them. The evidence arising from the first six months of operation may lead us to consider the possible remuneration of some or all of the Vice Chairs and whether different levels of remuneration are appropriate for Chairs and Vice Chairs of the different Select Committees given the difference in the range of responsibilities they have. We would also wish to re-examine the roles of Chairmen and Vice Chairmen of Select Committees and specifically their relationship with Cabinet Members and Deputy Cabinet Members.

Health and Wellbeing Board

We heard from the Leader that it is his intention to nominate a Cabinet Member to Chair the Health and Wellbeing Board. To that end, we have recommended deleting the provision for an SRA for that post.

Norwich Highways Agency Joint Committee

The Norwich Highways Agency Joint Committee will cease in line with the Council's decision to end the Agency Agreement in April 2020, therefore that SRA will remain at 20% of the Leader's SRA but be deleted when the Committee is discontinued.

Other Non-Executive/Joint/Regulatory Committees

We have reviewed other SRAs for non-executive/joint/regulatory/other roles.

We would like to be clear as to how their roles will change under an Executive model and we would wish to examine these roles specifically alongside those of Cabinet, Deputy Cabinet and Select Committee Chairs/Vice Chairs at a further review.

We understand that these bodies will not significantly change their roles in a cabinet system, however we have reviewed them against the criteria of being “Special” and having significant responsibility. We recommend leaving the following unchanged:

- Chair of Planning Regulatory Committee – 20% of the Leader’s SRA
- Chair of Audit – 20% of the Leader’s SRA
- Chair of Pensions Committee – 20% of the Leader’s SRA
- Member of Adoption/Foster Panel – 10% of the Leader’s SRA
- Chair of Records Committee – 10% of the Leader’s SRA
- Chair of Joint Museums Committee – 10% of the Leader’s SRA
- Chair of the Norfolk Health Overview and Scrutiny Committee – 15% of the Leader’s SRA

With regard to the Norfolk Parking Partnership Joint Committee, we understand that this has operated for a number of years without an SRA for the Chair. The Committee has met 3 times since October 2017 and we do not at this stage consider there is evidence to suggest this meets the threshold for an SRA. The Personnel Committee will be discontinued under the new governance model and therefore provision for an SRA has been deleted. We did not receive any representations for SRAs for the newly created Employment Committee.

Chair of the Council

We are mindful of the role of the Full Council in a Cabinet system. Only decisions which are reserved to the Council or are local choice functions will be decided at Council. Currently, in a Committee system, there are a number of mechanisms for referring a matter up to Council, however in a Cabinet system, this is not the case. Chairing a Council meeting is a role of special responsibility as is representing the Council at Civic events, however we are not convinced this is a role that is, for example, almost comparable to the role of a Cabinet member and we are mindful of the enhanced role for the Leader. If the Council wishes to make savings in SRA’s we recommend that this is one area where it may wish to consider making a small reduction (from 40% to 33%) and making a similar reduction for the Vice Chair from 7.5% to 5%.

Standards Committee

We also reviewed the role of the Chair of the Standards Committee. This role is currently remunerated at 10% of the Leader’s SRA. This Committee meets infrequently (twice a year) and the current standards regime has also introduced the role of Independent person (the Council has appointed 2). For this reason, we recommend that this is reflected in a reduction from 10% to 7.5% of the Leaders’ SRA.

Group Leaders

We did not receive any representations or evidence that the roles of Group Leaders/Deputy Group Leaders would change as a result of the new governance, so we do not therefore propose to make any recommendations for changes.

Opposition Spokespersons

We received significantly divergent views on the appropriateness of paying an SRA to opposition spokespersons. On the one hand, there was concern that this added to the proliferation of SRAs and questions over what was the responsibility of this role, and in what sense it was “special”, what decisions would they take and whether this required an SRA. On the other hand, there were representations over the importance of recognising individual responsibility, focus and challenge. In the same way that we consider it important to have an effective and strong check and balance to the Cabinet in the form of the Scrutiny Committee, we also believe that an effective opposition is important as a check and balance to the administration generally. We have recognised the importance of the role of the Chair of the Scrutiny Committee (an opposition member) through a recommendation for an SRA at the level of a Cabinet Member. We have reviewed the role descriptions for Opposition Group Spokespersons and on balance we can see there is a role which carries a special responsibility. We would wish to see further evidence of what that would be like in practice, so we are recommending at this review 3 opposition group spokesperson’s SRAs for both of the two largest Opposition Groups with more than 10% of the membership of the Council (9 Members) and that these are aligned to functions reporting to each of the three Select Committees. If there is clear evidence provided as part of the review that a more appropriate alignment would be to Cabinet portfolios or if the level of remuneration needed to be adjusted, then we would be pleased to consider that as part of our work. We recommend these SRAs at 7.5% of the largest opposition group and 5% for the second largest opposition group.

We are mindful that our recommendations would take the number of SRAs close to or at the 50% level referred to in the guidance. We have taken a robust approach to SRAs (in line with the request from Group Leaders) and we consider that our recommendations recognise roles where there is special responsibility and that we have balanced the roles of the administration decision makers with the need to ensure proper recognition for the role of the opposition in holding the administration to account.

Some of our recommendations in this report are, by necessity, somewhat speculative given the new governance system scheme has not yet commenced. We have made a recommendation that the scheme is reviewed in 6 months’ time and if Council supports this then we will approach this exercise with open minds and a determination that this review will be rigorous and thorough. Any increases or decreases in demands from the Committee system to the Cabinet system will need to be recognised and the rate of SRA to be appropriate to each position in the future will need to be supported by evidence and we would encourage Councillors to be mindful of this during the early operation of the new governance.

4.0 RECOMMENDATIONS ON SRAS

1. To consider the recommendations of the Panel as set out above and in Appendix A on SRAs with effect from 7 May 2019 and subject to the 2% percentage increase that has been awarded to local authority employees for that year and pay awards (if any) for subsequent years 2020/21, 2021/22, 2022/23 and 2023/24 but, if practically possible, that the Council is strongly urged to consider forgoing the further scheduled indexing in 2020/21.

DEPENDENT CARERS' ALLOWANCE

1.0 BACKGROUND

- 1.1 One of the Panel's responsibilities is to consider whether a Carers' Allowance should be paid and if so, at what rate. The Carers' Allowance is payable towards the cost of care of dependent relatives (be they children, elderly people or people with disabilities). It is designed to enable a Councillor to carry out their County Council work. A carer will be any responsible adult who does not normally live with the Councillor as part of that Councillor's family. The rate is currently set at National Living Wage) plus 20%. We did not receive any representations on this matter, therefore we are not recommending any changes
- 1.2 One Group proposed that the Council's Carer's Charter should apply to Councillors who are carers. We do not consider this is a matter for the IRP at this stage. If the Council makes such a decision and there are matters within the remit of the Panel that are referred to us for consideration, we will be pleased to do so. It was also suggested that there should be provision for maternity and paternity pay in the scheme. This would be a significant piece of work for the Panel and we conclude it would be more appropriate to consider this more fully in a future review.

CO-OPTEEES ALLOWANCE

1.0 BACKGROUND

1.1 Legislation enables local authorities to pay an annual co-optees allowance to people who are not members of the authority but who are members of a committee of the authority. In Norfolk County Council, currently the following posts are potentially eligible for payment:-

- Person representing the Roman Catholic Diocese
- Person representing the Church of England Diocesan Board of Education
- Local Government Association nominees on the Pensions Committee (2)
- Co-Optees on the Police and Crime Panel (2)

1.2 As a result of a recommendation in our last report, Council agreed that a co-opted member's allowance of £1000 is paid to independent members of the Norfolk Police and Crime Panel. We also covered the issue of Local Government Association nominees on the Pensions Committee.

2.0 Church Representatives/Parent Governor Representatives

2.1 The Church of England and the Roman Catholic Church Diocesan Boards have a right to membership of the local authority scrutiny committee responsible for education as do 2 parent Governor Representatives. This is in recognition of the important contribution which they make to education at a local level. In Norfolk, they will serve on the Scrutiny Committee. They are entitled to speak on all matters discussed by the committees but only to vote on matters which relate to education functions. The Panel has considered in the past that that as employees of the Diocesan Boards, the Church representatives are already remunerated for the time they spend as Members of the Committee. Parent Governor representatives will not receive remuneration from other sources, and therefore we have considered whether it would be appropriate to recommend provision in the scheme. Given the role they will have as Members of the Scrutiny Committee, we have concluded it would be prudent to review its operation and revisit the question of a co-opted allowance once the responsibilities of this role become clearer.

TRAVEL AND SUBSISTENCE ALLOWANCE

1.0 BACKGROUND

- 1.1 An allowances scheme may provide for the payment to members of an allowance in respect of travelling and subsistence undertaken in connection with or relating to such duties as are specified in the scheme.
- 1.2 The Panel has previously recommended that the travel and subsistence arrangements for members be the same as those in place for officers of the Council. This was subsequently agreed by the Council and is reflected in the current scheme and the rates are adjusted accordingly, as and when the officer rates change.
- 1.3 The Scheme also sets out a list of the duties that are approved for the purpose of travel, subsistence and carers' allowances. For a member to claim any of these allowances, the duty to which the claim relates must fall within the approved list. This will require officers to reflect consequential amendments in the light of the new governance structure

2.0 RECOMMENDATIONS

That no changes be made to the present arrangements for travel and subsistence allowance other than the necessary consequential technical changes to the list of approved duties arising from the switch to a Cabinet system

SPECIAL RESPONSIBILITY ALLOWANCES

NEW STRUCTURE POST AND NUMBERS	SRA	% OF LEADER ALLOWANCE
Leader of the Council	£32,334	100%
Deputy Leader of the Council	£21,107	65%
Cabinet Members	£16,167	50%
Chair of Select Committee	£6,468	20%
Chair of Scrutiny Committee	£16,167	50%
Leader of Political Group with 31 or more Members *	£16,167	50%
Leader of Political Group with 21-30 Members *	£10,670	33%
Vice Chair of Scrutiny Committee	£4,850	15%
Leader of Political Group with 9-20 Members *	£6,467	20%
Deputy Leader of Political Group with 31 or more Members *	£4,042	25% of Group Leader SRA
Deputy Leader of Political Group with 21-30 Members *	£2,667	25% of Group Leader SRA
Deputy Leader of Political Group with 9-20 Members *	£1,617	25% of Group Leader SRA
Chair of the Council	£10,670	33%
Vice-Chair of Council	£1,616	5%
Chair of Planning Regulatory	£6,467	20%
Chair of Norwich Highways Agency Joint Committee	£6,467	20% Delete from April 2020
Chair of Audit Committee	£6,467	20%
Chair of Pensions Committee	£6,467	20%
Chair of Health Overview and Scrutiny Committee	£4,850	15%
Chair of Standards Committee	£2,425	7.5%
Member of Adoption Panel/Foster Panel	£3,233	10%
Chair of Records Committee #	£3,233	10%
Chair of Joint Museums Committee #	£3,233	10%
Opposition Spokes aligned to the functions reporting to the Select Committees		
Major Opposition Group* (x3)	£2,425	7.5%
Second Opposition Group* (x3)	£1,616	5%

*SRAs are only payable to opposition groups that have at least 9 members.

The SRAs for the Chairmen of the Records Committee and the Joint Museums Committee are payable only where the Chair is a county councillor appointed to the Committee by the County Council