

# Norfolk County Council

Date: **Tuesday 11 October 2022**

Time: **10.00 am**

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

## Supplementary Agenda

- |   |                 |
|---|-----------------|
| <b>11.1 Recommendations from the Cabinet Meeting held on 3 October 2022</b> | <b>Page A3</b>  |
| <b>11.2 Report from the Cabinet meeting held on 3 October 2022</b>          | <b>Page A4</b>  |
| <b>12.4 Appointment to Independent Remuneration Panel</b>                   | <b>Page A11</b> |
- Report by Director of Governance

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



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## Recommendations from the Cabinet Meeting held on 3 October 2022

### A: Meeting held on Monday 3 October 2022

#### 1 Finance Monitoring Report 2022-23 P5: August 2022

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

#### 1.2 Cabinet **RESOLVED**

1. To recommend to full Council the addition of **£177.144m** to the capital programme to address capital funding requirements funded from various external sources as set out in detail in capital Appendix 3, paragraph 4.1 of the report as follows:

- £1.044m uplift to Childrens Services capital projects, including £0.963m update to Section 106 Developer contributions
- £4.5m uplift to Section 106 Developer contributions to Highways capital projects for future years
- £171.599m grant funding updates from the Department of Transport for various capital projects

[Please click here to view the reports considered by Cabinet at its meeting on 3 October 2022](#)

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

**Report from the Cabinet  
meetings held on 3 October 2022**

**A: Meeting held on Monday 3 October 2022**

**1. Items of Urgent Business**

- 1.1 The Chairman made an announcement about the Household Support Fund
- Across the country government is investing £500m for local authorities to use as the latest round of the Household Support Fund. Norfolk's share is worth £6.7m and is being bolstered by the county council with a further £1.2m, adding to the already significant investments planned for Norfolk communities.
  - The funding will enable the continuation of the excellent partnership work that has happened across the county to date, including the creation of 15 food hubs across the County through a pioneering collaboration with the community foundation. This has supported 12,000 people already, with other parts of the country seeking to learn from this best practice.
  - This tranche of the Household Support Fund runs from October to April 2023 and will be spent in several areas:
    - £3.6m for cost-of-living vouchers to families of free school meals eligible children
    - £2.7m to continue the county council's existing Norfolk Assistance Scheme (NAS)
    - £0.9m for district councils to provide community support which targets those most in need
    - £0.4m of support targeted to voluntary and community groups, via the Norfolk Community Foundation
    - £0.22m to voluntary and community organisations to cover core costs for providing warm spaces for vulnerable people
    - £0.084m to support libraries to continue their "Warm and Well" schemes, and "Grab and Go" bags, including free sanitary products
  - We are using this extended package of investment to help those most in need to access additional support over the winter months, including help with energy and water costs.
  - The success of delivery is through the strong partnerships established across Norfolk - with district councils, the voluntary sector, Anglian Water and schools to make sure we can reach those who need this support the most. It will also provide some much-needed help over the Christmas period."
  - Alongside the many economic development and infrastructure projects, NCC's investment in Norfolk communities includes:
    - £7m of capital funding for Multi-Use Hubs which will re-develop town centres in King's Lynn and Great Yarmouth, co-locating Adult Education and Libraries alongside wider community support

- £4.7m in multiply funding aimed at improving adult numeracy skills through free personal tutoring, digital training, and flexible courses
- £2.7m for the Holiday Activity and Food programme in conjunction with Active Norfolk, providing free holiday activities for eligible children and young people aged 5-16 in Norfolk
- £1.2m for Nourishing Norfolk, Warm Spaces, and to expand the capacity of the Advice Network

## 1.2 The Chairman made an announcement about Avian Flu in Norfolk:

- Avian Flu in Norfolk is currently rife and there are 6 infected sites in Norfolk 4 of which are the Attleborough / Watton area. Suffolk has 6 with 5 near the Norfolk border
- To have these many cases at this time of the year is unprecedented.
- What I have mentioned is Avian Flu in commercial flocks and does not take into the account any losses our wild birds have suffered.
- Reports are coming in from the Broads, Thetford and along the coast of cases in wild birds.
- This shows the virus is impacting the wild bird populations and we all need to do our bit to prevent this virus spreading in Norfolk.
- We are now entering the season when the virus can survive for a long period in the environment.
- If you live in or frequent our countryside to do nothing is not an option and we must all show collective responsibility in doing what we can to combat this virus.
- One thing to do is to disinfect your footway if you have been where wild birds frequent or are going to.
- We have yet to see most of the migratory wildfowl that frequent Norfolk during the winter, and this is why we have to do our bit to protect them as well as our domestic poultry. Heavy losses across all sectors will impact on our economy and our biodiversity.
- The Eastern region has 20% of the UK poultry flock and 41% of the UK turkey flock. 90% of Christmas geese are also farmed in Norfolk and of the 4 largest flocks in Norfolk there is only 1 now so you can see the heavy toll this virus has taken already.
- Members of the public should report to Defra on the Helpline 03459 335577, if they find 1 dead bird of prey, 3 or more Gulls, ducks, geese and swans and 5 or more other birds.
- Please do not touch or move the birds and keep your pets away from any sick or dead birds.

## 2. **Norfolk Fire and Rescue Service Statement of Assurance 2021/22**

2.1 Cabinet received the report setting out the Norfolk Fire and Rescue Statement of Assurance for 2021-22, an annual statement which provides assurances on financial, governance and operational matters for the previous year and showing how the service has had due regard to the expectations set out in their Community Risk Management Plan (previously Integrated Risk Management Plan (IRMP)) and the requirements included in the Fire and Rescue National Framework 2018.

2.2 Cabinet **RESOLVED** to

1. Note the assurances that financial, governance and operational management of

- Norfolk Fire and Rescue Service meet statutory requirements.
2. Consider and approve the Norfolk Fire and Rescue Service Statement of Assurance 2021/22. (Appendix A of the report).

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

- 3.1 Cabinet received the report setting out the Norfolk Fire and Rescue Community Risk Management Plan for 2023/26 in accordance with the requirements of the Fire and Rescue National Framework for England 2018, setting out the authority's strategy in collaboration with other agencies for reducing the commercial, economic and social impact of fires and other emergency incidents. The CRMP is the renamed Integrated Risk Management Plan.
- 3.2 Cabinet **RESOLVED** to:
  1. Agree to proceed to public consultation on the draft Community Risk Management Plan 2023-26 (CRMP23-26), as detailed in this report and at Appendix A of the report, including the following two amendments to the proposals:
    - A proposal to be included covering collaboration, the wording of which to be finalised by the Director of Norfolk Fire and Rescue
    - A proposal to be included covering prevention, the wording of which to be finalised by the Director of Norfolk Fire and Rescue
  2. Review and agree the CRMP23-26 Summary Version as set out in Appendix B of the report

### **4 Strategic Review Update**

- 4.1 Cabinet received the report setting out work carried out today on the Strategic Review.
- 4.2 Cabinet **RESOLVED** to  
Approve the approach to developing the emerging proposals of:
  - Reconfiguration of prioritised service areas for Phase 1 as set out at Paragraphs 2.4 - 2.8 of the report;
  - Driving consistency in our organisation's spans and layers through application of common principles to all service areas as set out at Paragraphs 2.9 - 2.11 of the report;
  - A rolling review of all service areas to build the new strategic operating model for the Council.

### **5. Norfolk's Bus Service Improvement Plan**

- 5.1 Cabinet received the report setting out the proposals for the Bus Service Improvement Plan funding that we were submitted to the DfT, what we have delivered so far without funding, and what the public and stakeholders said about our Bus Service Improvement Plan when we carried out a county-wide consultation earlier this year.
- 5.2 Cabinet **RESOLVED**
  1. To agree the proposals for the Bus Service Improvement Plan funding.

2. To agree that we vary the Enhanced Partnership Plan & Scheme to reflect this funding and re-confirm our and bus operators' commitments to public transport provision and improvements.

## **6. Norfolk Strategic Flooding Alliance Strategy and Regional Flood and Coastal Committee Local Levy Vote**

- 6.1 Cabinet received the report detailing the strategy and action plans of the Norfolk Strategic Flooding Alliance, and explaining the process of local levy setting for the Regional Flood and Coastal Committees and proposing that the County Council makes an allowance for an increase in levies of up to 3.00%.
- 6.2 Cabinet **RESOLVED** to
  1. Approve the Norfolk Strategic Flooding Alliance's action plans and updated strategy and thank the Chair of the Alliance and all partners for their ongoing commitment to reducing and managing flood risk in Norfolk.
  2. Agree supporting an increase in the local levy to the Regional Flood and Coastal Committees of up to 3.00%

## **7. Great Yarmouth Learning Centre and King's Lynn Multi-User Community Hub update paper**

- 7.1 Cabinet received the report discussing plans to deliver Great Yarmouth Learning Centre and King's Lynn Multi-User Community Hub and providing an update on the progress made towards these projects so far.
- 7.2 Cabinet **RESOLVED** to
  1. Note the continued progress to bring both of these projects to delivery, as set out in this report
  2. Approve the business case for the "Multi-User Community Hub" in King's Lynn, as included at Annexe 2 of the report.

## **8. Great Yarmouth Operations and Maintenance Campus**

- 8.1 Cabinet received the report providing an update on the project seeking to create an Operations and Maintenance Campus in Great Yarmouth, capitalising on space in Borough Council ownership at the southern tip of the Great Yarmouth South Denes peninsula, which is presently under-utilised.
- 8.2 Cabinet **RESOLVED** to
  1. Acknowledge the progress update for the Great Yarmouth Operations & Maintenance Campus project, approved by Cabinet 08 March 2021.
  2. Agree that a further progress update is brought back to Cabinet in June 2023

## **9. Risk Management**

- 9.1 Cabinet received the report setting out the latest corporate risks for cabinet to consider and agree following officer review of the Council's corporate risks.
- 9.2 Cabinet **RESOLVED** to agree:

1. The key messages detailing key changes to corporate risks following the corporate risk register review and refresh (paragraphs 2.1 and 2.2 and Appendix A of the report)
2. The refreshed corporate risks as at October 2022 (Appendices B and C of the report)
3. The departmental risk summaries as at October 2022 (Appendix D of the report)
4. The red rated departmental level risks as at October 2022 (Appendix E of the report)

## **10. Corporately Significant Vital Signs**

- 10.1 Cabinet received the quarter one report providing Cabinet with an update on the Council's performance against its Corporately Significant Vital Signs.
- 10.2 Cabinet **RESOLVED** to
  1. Review and comment on the end of quarter three performance data.
  2. Review the considerations and next steps.
  3. Agree the planned actions as set out.

## **11. Finance Monitoring Report 2022-23 P5: August 2022**

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

### **Cabinet RESOLVED**

2. Subject to full Council approval of recommendation 1 to delegate:
  - 3.1) To the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any) and the award criteria; to shortlist bidders; to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme); to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary.
  - 3.2) To the Director of Property authority (notwithstanding the limits set out at 5.13.6 and 5.13.7 of Financial Regulations) to negotiate or tender for or otherwise acquire the required land to deliver the schemes (including temporary land required for delivery of the works) and to dispose of land so acquired that is no longer required upon completion of the scheme;
  - 3.3) To each responsible chief officer authority to:
    - (in the case of two-stage design and build contracts) agree the price for the works upon completion of the design stage and direct that the works proceed; or alternatively direct that the works be recompeted
    - approve purchase orders, employer's instructions,
    - compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope



- subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme or programme budget.
  - That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.
3. To recognise the period 5 general fund revenue forecast of a £4.735m overspend (1.02% of net budget), noting also that Executive Directors will take measures to reduce or eliminate potential over-spends where these occur within services;
  4. To recognise the period 5 forecast of 97% savings delivery in 2022-23, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
  5. To note the forecast General Balances at 31 March 2023 of **£23.840m**, assuming the Council will mitigate the overspends reported in P5 of the report.
  6. To note the expenditure and funding of the revised current and future 2021-26 capital programmes.

## **12 Strategic and financial planning 2023-24**

12.1 Cabinet received the report setting out details of the initial proposals for Cabinet consideration prior to public consultation. It also explains the broad approaches planned to enable further options to be brought forward in order to contribute to a balanced Budget being proposed for 2023-24.

### **12.2 Cabinet RESOLVED**

1. To consider and comment on the County Council's strategy as set out in section 2 of the report and note that the Budget process is aligned to the overall policy and financial framework;
2. To note that fiscal and policy decisions made by the Government in autumn 2022, including any Emergency Budget, may have implications for the County Council's budget planning position. The outcome of these national funding announcements, alongside the Local Government Finance Settlement, will have potentially significant impacts on the 2023-24 Budget position, which will not be fully known until later in the budget setting process.
3. To consider and agree for planning purposes the latest assessment of significant areas of risk and uncertainty around emerging budget pressures for the 2023-24 Budget and Medium Term Financial Strategy, which remain to be resolved and which may have a material impact on budget planning (section 9 of the report).
4. To direct Executive Directors to identify proposals for further recurrent Departmental savings to achieve the original target of £60.000m agreed in April 2022, for consideration by Cabinet in January 2023 and to support final 2023-24 Budget recommendations to Full Council.
5. To note that, taking into account the significant emerging budget pressures for 2023-24, the S151 Officer anticipates recommending that the Council will need to apply the maximum council tax increase available in order to set a sustainable balanced budget for 2023-24;
6. To note the responsibilities of the Executive Director of Finance and Commercial Services under section 114 of the Local Government Act 1988 and section 25 of

the Local Government Act 2003 to comment on the robustness of budget estimates as set out in section 10 of the report and the further actions which may be required to set a balanced budget as set out in paragraph 11.3 of the report;

7. To consider and agree the proposals as set out in sections 5 and 6 (Table 5 and Table 7 of the report) to be taken forward in budget planning for 2023-24, subject to final decisions about the overall Budget in February 2023, noting the level of savings already included from the 2022-23 Budget process (Table 4 of the report);
8. To note that proposals are also being developed via the Strategic Review running in parallel with the wider 2023-24 Budget process. Once fully developed, these will be incorporated into the final 2023-24 Budget presented to Cabinet in January 2023.
9. To note that consultation is being undertaken in respect of the proposal relating to the review of the mobile library services and the outcomes of this will be reported to a future meeting of Cabinet;
10. To agree that public consultation (as set out in section 12 of the report) and equality impact assessment (as set out in section 18 of the report) in relation to all other proposals for the 2023-24 Budget be undertaken as set out in section 12 of the report, and asking residents for their views on the level of council tax;
11. To note that the Head of Paid Service has the delegation to undertake any staff consultation relating to specific proposals as required to inform and support 2023-24 Budget setting decisions in January 2023;
12. To confirm the remaining next steps in the Budget planning process for 2023-24, and the Budget planning timetable (Appendix 1 of the report);
13. To note and thank Select Committees for their input into the Budget development process for 2023-24 in May, and to invite Select Committees to comment further on the detailed proposals set out in this report when they meet in November 2022 (section 20 of the report).

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

# County Council

Item No: 12.4

**Report Title: Appointment to Independent Remuneration Panel**

**Date of Meeting: 11 October 2022**

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

**Responsible Director: Helen Edwards, Director of Governance**

## Executive Summary

Local authorities are required by legislation to establish and maintain an Independent Remuneration Panel (IRP). The role of the IRP is to make recommendations to the County Council about the allowances to be paid to elected and co-opted members of the Council. The Council cannot alter its Members' Allowances Scheme without first considering a report from the Independent Panel

Norfolk County Council's IRP consists of four members. The terms of office of the current Panel Members ended in April 2022 and therefore there are four panel places the Council needs to recruit to for the five-year period to 2027.

In May 2022 a delegated decision<sup>1</sup> was taken to agree to a recruitment process for appointing new IRP members. A selection panel was convened comprising the Leader of the Council, leaders of the 2 largest opposition political groups and one of the County Council's appointed Independent Persons. The Head of Governance was also appointed to the selection panel. Following consideration of the applications received, interviews were carried out on 30<sup>th</sup> September 2022 and the Panel unanimously agreed to recommend appointees to the IRP.

## Recommendation

To approve the appointment of the following to the County Council's Independent Remuneration Panel for a five-year period to October 2027:

- Gillian Bannister
- Mark Stanton
- Nicki Bramford
- Clare Whelan OBE DL FRSA

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<sup>1</sup> [Appointment process for recruitment of Independent Remuneration Panel – Individual Cabinet member decision](#)

## **1. Background and Purpose**

- 1.1 Local authorities are required by legislation to establish and maintain an Independent Remuneration Panel. The role of the Panel is to make recommendations to the County Council about the allowances to be paid to elected and co-opted members of the Council. The Council cannot alter its Members' Allowances Scheme without first considering a report from the Independent Panel.
- 1.2 Regulations require that Panels have at least three members. Norfolk County Council's Panel consists of four members. The terms of office of the current Panel Members ended in April 2022 and subsequently there are four panel places the Council needs to recruit to for the five-year period to 2027
- 1.3 In May 2022 a delegated decision<sup>2</sup> was taken to agree to undertake a recruitment process based on a combination of advertising for candidates and encouraging expressions of interest from within the Council's stakeholder groups. It was also agreed that a selection panel be convened to comprise the Leader of the Council, leaders of the 2 largest opposition political groups and one of the Independent Persons appointed by the County Council. The Head of Governance was also appointed to the selection panel.

## **2 Proposal**

- 2.1 The selection panel considered all applications received and on 30<sup>th</sup> September 2022 interviews were undertaken involving a panel of three Members (Cllrs Andrew Proctor, Steve Morphew and Brian Watkins) along with one of the County Council's Independent Persons, Tracy Colman. The Head of Governance was also in attendance.
- 2.2 Following this recruitment process the Panel has agreed to recommend four candidates to Council for approval:
  - Gillian Bannister
  - Mark Stanton
  - Nicki Bramford
  - Clare Whelan OBE DL FRSA

Brief resumes for each candidate are attached at Appendix A.

- 2.3 The final decision on the appointment of the IRP is reserved to full Council.

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<sup>2</sup> [Appointment process for recruitment of Independent Remuneration Panel – Individual Cabinet member decision](#)

### **3 Impact of the Proposal**

- 3.1 Appointing to an IRP will ensure that the County Council is meeting its legislative obligations.

### **4 Evidence and Reasons for Decision**

- 4.1 The County Council is required by legislation to establish and maintain an IRP.
- 4.2 The current Members' allowances scheme will be reviewed in late Autumn 2022 and appointing to the Panel will ensure that any recommended changes can be taken to full Council for consideration for implementation from April 2023.

### **5 Alternative Options**

- 5.1 Council could agree not to approve the panel's recommended candidates. However, this would mean that the County Council would not be meeting its legal requirements to establish and maintain an IRP and a new recruitment process would need to be established.

### **6 Financial Implications**

- 6.1 There are no financial implications in the report. However, IRP Members are entitled to travel expenses for attendance at meetings paid in accordance with the Council's Allowances Scheme. IRP Members are also entitled to claim an attendance fee of £75 for each half day meeting attended.

### **7 Resource Implications**

- 7.1 **Staff:** N/A  
7.2 **Property:** N/A  
7.3 **IT:** N/A

### **8 Other Implications**

- 8.1 **Legal Implications:**  
The recommendations in the report would comply with the relevant Government regulations and guidance.
- 8.2 **Human Rights Implications:** N/A
- 8.3 **Equality Impact Assessment (EqIA) (this must be included):**  
This report is not directly relevant to equality as it is not making proposals which may have a direct impact on equality of access.

**8.4 Data Protection Impact Assessments (DPIA): N/A**

**8.5 Health and Safety implications (where appropriate): N/A**

**8.6 Sustainability implications (where appropriate): N/A**

**8.7 Any Other Implications: N/A**

## **9 Risk Implications / Assessment**

9.1 N/A

## **10 Select Committee Comments**

10.1 N/A

## **11 Recommendations**

To approve the appointment of the following to the County Council's Independent Remuneration Panel for a five-year period to October 2027:

- Gillian Bannister
- Mark Stanton
- Nicki Bramford
- Clare Whelan OBE DL FRSA

## **12 Background Papers**

12.1 [Appointment process for recruitment of Independent Remuneration Panel – Individual Cabinet member decision May 2022](#)

12.2 [The Local Authorities \(Members' Allowances\) \(England\) Regulations 2003](#)

12.3 [EIM65960 - Employment Income Manual - HMRC internal manual - GOV.UK \(www.gov.uk\)](#)

### **Officer Contact**

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

**Officer name: Karen Haywood**

**Telephone no.: 01603 228913**

**Email: karen.haywood@norfolk.gov.uk**



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### **Gillian Bannister**

Gill Bannister has lived in Norfolk for over forty years, of which fourteen were spent working for Norfolk County Council's Cultural Services. For the last twenty years she has worked as an inspector with the Care Quality Commission, Ofsted and the Audit Commission, focussing on ensuring that care homes, hospitals, schools and councils provide good quality, value for money, services.

### **Mark Stanton**

Following a career as small businessman Mark moved into local government where he spent over seventeen years working in economic development, regeneration, and European funding primarily in Norfolk. He retired as Head of Economic development from Breckland Council in 2015 to set up his own Economic Development Consultancy. As a consultant Mark has worked with The New Anglia LEP on Enterprise Zones and in management and project roles in local authorities including South Norfolk, Great Yarmouth and King's Lynn and West Norfolk

### **Nicki Bramford**

Nicki Bramford has worked in Norfolk and Suffolk in various public sector organisations throughout her working life, and most recently within the NHS. For the past seven years Nicki has worked for a NHS provider and is currently a Director with responsibility for children, families and young persons services.

Nicki has previously held voluntary roles with Norfolk Youth Offending Service as a Community Panel Member, and as a Parent Governor for a local Education Trust.

### **Clare Whelan OBE DL FRSA**

Past roles include working with councils and councillors on councillor recruitment and training, serving on local government bodies at national level and as an advisor on local government.

Clare returned to her native Norfolk after a working life in London and 24 years involvement with local government and communities. Now retired voluntary roles include the Development Board of Norfolk Citizens Advice and the Norfolk Platinum Jubilee Committee