

# Norfolk County Council

Date: **Monday 22 July 2019**

Time: **10.00 a.m**

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

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

## WEBCASTING

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## Prayers

## AGENDA

### 1. Minutes

To confirm the minutes of the meeting of the Council held on (Page 5)  
7 May 2019

### 2. To receive any announcements from the Chairman

### 3. 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.

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

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

Procedure note attached (Page 28)

**6. Cabinet Recommendations**

Meeting held on 10 June 2019 (Page 30)

**7. Cabinet Reports (Questions to Cabinet Members)**

Procedure note attached (Page 31)

Meetings held on 20 May & 10 June (Page (33)

Meeting held on 15 July 2019 (To Follow )

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

- Highways, Infrastructure & Transportation
  - Innovation, Transformation & Performance
- 8 Constitution Amendments**  
Report by Leader of the Council (Page 40)
- 9. Committee Reports**
- Scrutiny Committee**  
Meeting held on 4 June 2019 (Page 46)
- Corporate Select Committee**  
Meeting held on 28 May 2019 (Page 49 )  
Meeting held on 16 July 2019 (Constitution item only) (To Follow )
- Infrastructure & Development Select Committee**  
Meeting held on 29 May 2019 (Page 52)
- People and Communities Select Committee**  
Meeting held on 31 May 2019 (Page 54)
- Health Overview and Scrutiny Committee**  
Meeting held on 30 May 2019 (Page 55)
- Health and Wellbeing Board**  
Meeting held on 10 July 2019 (Page 57)
- Planning Regulatory Committee**  
Meeting held on 7 June 2019 (Page 60)
- Joint Museums Committee**  
Meeting held on 5 July 2019 (Page 61)
- Norfolk Records Committee**  
Meeting held on 5 July 2019 (Page 63)
- 10. Electoral Review of Norfolk County Council – Draft Council Size Submission**  
Report by Leader of the Council and Chairman of the Electoral Review Working Group (Page 64)
- 11. Appointments to Committees, Sub-Committees and Joint Committees (Standard Item)**
- (i) To note any changes made under delegated powers since the last meeting;

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

**12. Notice of Motions**

(Page 99)

**13. To answer Questions under Rule 8.3 of the Council Procedure Rules (if any received)**

Chris Walton  
Head of Democratic Services  
County Hall  
Martineau Lane  
Norwich  
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Date Agenda Published: 12 July 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](mailto:greg.insull@norfolk.gov.uk)

**Norfolk County Council**
**Minutes of the Meeting Held at 10am on Tuesday 7 May 2019**

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

**Present: 76**

Apologies for absence were received from Mr S Aquarone; Ms C Bowes; Mr D Collis; Mr E Colman and Mr R Oliver.

## **1 Election of Chairman**

1.1 Mr B Iles moved, seconded by Mrs K Vincent, that Mr H Humphrey be elected Chairman of the County Council for the ensuing year.

1.2 There being no other nominations, it was **RESOLVED** that

Mr H Humphrey be elected Chairman of the County Council for the ensuing year.

1.3 Mr Humphrey, having made the statutory declaration of acceptance of office, thanked the Council for the honour and privilege conferred upon him and formally took the Chair.

1.4 (Mr H Humphrey, Chairman, in the Chair)

## **2 Minutes of the Previous Meeting**

2.1 The minutes of the County Council meeting held on 15 April 2019 were confirmed as a correct record and signed by the Chairman. The responses to the outstanding questions requiring written answers from the last meeting would be circulated as soon as possible.

## **3 Election of Vice-Chairman**

3.1 Mr B Iles moved, seconded by Mrs P Carpenter, that Mr K Kiddie be elected Vice-Chairman of the Council for the ensuing year.

3.2 There being no other nominations, it was **RESOLVED** that

Mr K Kiddie be elected Vice-Chairman of the Council for the ensuing year.

## **4 Vote of Thanks to the Outgoing Chairman**

4.1 Mr A Proctor, as Leader of the Council, proposed a vote of thanks to the outgoing Chairman thanking her for her representation of Norfolk County Council throughout her term of office and for being a true ambassador for Norfolk and for leading the adoption of the Women's Charter.

4.2 Mr S Morphew, Leader of the Labour Group, seconded the motion. Mr D Roper, Leader of the Liberal Democrat Group, and Ms S Squire, Leader of the Independent Group, also paid tribute to the hard work of Mrs Stone, particularly championing women.

4.3 Following the motion being carried, it was

**RESOLVED**

That the Council place on record its grateful thanks to Mrs M Stone and that

she had been an excellent ambassador for the County, particularly in championing the Women's Charter.

- 4.4 Mrs Stone addressed the Council saying that it had been an honour and a privilege to serve as Chairman of Norfolk County Council, thanking Councillors for appointing her. Mrs Stone highlighted in particular, her instigation of the launch of the Women's Charter. She thanked Sue Morson, Chairman's Executive Assistant, Chris Walton (Head of Democratic Services); Greg Insull (Assistant Head of Democratic Services) and Julie Mortimer (Committee Officer) for the support they had provided over the year.

## **5 Chairman's Announcements**

- 5.1 The Chairman thanked Council for the honour and privilege conferred upon him and assured Council that he would do his best to represent Council and the people of Norfolk during his year of office. The Chairman outlined the main theme for the year which was the promotion of the Norfolk Carers' Charter which aimed to raise awareness of schools, employers and communities of the needs and difficulties of unpaid carers. He encouraged all Councillors to support the campaign to launch the promotion of the Charter to employers, other councils, schools and colleges, NHS partners and voluntary sector partners who would be asked to formally adopt the Charter and to pledge a set of actions which would make a difference to carers across the county.
- 5.2 Following a proposal by the Chairman, Council agreed that a letter should be sent to the Duke and Duchess of Sussex, on behalf of Norfolk County Council, congratulating them on the birth of their son.
- 5.3 Council also agreed that the Chairman send a letter of congratulations to the Right Reverend Graham Usher on his nomination as the 72<sup>nd</sup> Bishop of Norwich.
- 5.4 Following a further proposal by the Chairman, Council agreed that he should write to congratulate Norwich City Football Club, on behalf of Norfolk County Council, on their promotion to the Premier League and becoming Champions of the Championship.

## **6 Items of Urgent Business**

- 6.1 There were no items of urgent business.

## **7 Declarations of Interest**

- 7.1 Mr H Humphrey declared an interest when item 16 (Review of Norfolk County Council Members' Allowances Scheme) was debated as it referred to the Chairman's Special Responsibility Allowances. He had been advised that he could remain as Chairman during the discussion of the item.

## **8 Reports from Committees**

- 8.1 **Audit Committee meeting held on 18 April 2019.**  
Mr I Mackie, Chairman, moved the report, highlighting the recommendation

that all office-based staff undertake e-learning on fraud, bribery and corruption. Council **RESOLVED** to note the report and agree the recommendation.

8.2 **Personnel Committee meeting held on 15 April 2019.**

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

8.3 **Health and Wellbeing Board meeting held on 24 April 2019**

Mr B Borrett, Chairman, moved the report. Council **RESOLVED** to note the report.

8.4 **Norfolk Health Overview & Scrutiny Committee meeting held on 11 April 2019.**

M Chenery of Horsburgh, Chairman, moved the report. Council **RESOLVED** to note the report.

8.5 **Joint Museums Committee meeting held on 5 April 2019.**

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

8.6 **Norfolk Records Committee meeting held on 5 April 2019.**

Mr P Duigan, Vice-Chairman moved the report. Council **RESOLVED** to note the report.

**9 Appointment of Head of Paid Service.**

9.1 Council received the report from the Leader setting out the arrangements approved by the Personnel Committee to appoint to the role of Head of Paid Service and sought approval by Council to appoint based on the recommendation of the appointment panel.

9.2 Mr A Proctor, Leader of the Council moved the recommendations in the report which was seconded by Mr D Roper.

9.3 Council **RESOLVED** to approve the appointment of Mr T McCabe as Head of Paid Service on a substantive basis with immediate effect.

All outstanding business relating to the Committee system of governance had been concluded and the new Cabinet system of governance formally took effect, as approved by Council at its meeting on 15 April 2019.

Council adjourned at 10.35am and reconvened at 10.50am.

**10 Election of Leader of the Council until May 2021**

10.1 Mr I Mackie proposed, seconded by Mr A Jamieson, that Mr A Proctor be elected Leader of the Council until May 2021.

10.2 There being no other nominations and upon being put to a vote, with 46 votes in favour, 21 votes against and 4 abstentions, it was **RESOLVED** that

Mr A Proctor be elected Leader of the Council until May 2021.



10.3 The Leader formally announced the Deputy Leader and other Cabinet Members as follows:

Deputy Leader & Cabinet Member for Growing the Economy.	Mr G Plant
Cabinet Member for Adult Social Care, Public Health & Prevention	Mr B Borrett
Cabinet Member for Communities & Partnerships	Mrs M Dewsbury
Cabinet Member for Children’s Services	Mr J Fisher
Cabinet Member for Innovation, Transformation & Performance	Mr T FitzPatrick
Cabinet Member for Environment & Waste	Mr A Grant
Cabinet Member for Finance	Mr A Jamieson
Cabinet Member for Commercial Services & Asset Management	Mr G Peck
Cabinet Member for Highways, Infrastructure & Transport	Mr M Wilby

## 11 Questions to the Leader

### 11.1 Question from Mr S Morphew

Mr Morphew congratulated Mr Proctor on his continued election as Leader of the Council and referred to the resolution made at Council on 11 December 2018 to write to the Chancellor; the Secretary of State for Housing; Communities and Local Government and all Norfolk’s MP’s, to ask if they would consider phasing the reduction to zero Revenue Support Grant (RSG) over three more years to 2024, to allow sustainable forward planning and financial deliverability. Mr Morphew asked if the Leader could tell Council who had replied, whether the Government had agreed to the request and if he would publish the replies he had received.

Response by the Leader:

The Leader replied that there were several aspects to the question. The first was that a variety of replies had been received, some of which had been more forceful than others in what they had said. The responses received had generally been supportive in that they were hearing what we were saying and that they would like to help more and would push for Norfolk’s request whenever possible. Mr Proctor continued that pressure would continue to be applied, adding that a meeting had been arranged during week commencing 13 May with Norfolk MPs to advocate Norfolk and let them know what we want to see and how we want to see it carried out. He added that he had every hope Norfolk would be listened to and reassured Council that pressure would be maintained whenever appropriate.

The Leader added he would be happy to share the replies he had received, adding that they were cross-party responses and all had the same “yes, we want to help you” message. He also added that until the economic situation was known with regard to Brexit and the dividend that should accrue from Brexit, we would need to wait and see what would happen.

### **11.2 Question from Mrs S Butikofer**

Mrs Butikofer asked if the Leader could tell Council if he planned to meet with Extinction Rebellion to hear their concerns and, if so, when this meeting would be held. She added that North Norfolk had recently had a very constructive meeting with them and that it would be interesting to hear the Leader's views.

Response by the Leader:

The Leader said he hadn't personally met with Extinction Rebellion and had no immediate plans to do so. He added that he knew Mr J Fisher had met with them which had been a productive meeting.

### **11.3 Question from Ms S Squire**

Ms Squire said that approximately one week ago, she had been asked by a resident if being Independent meant she was against the Conservative, Labour and Liberal Democrat Groups. She added that he had seemed surprised that this wasn't the case; that she didn't necessarily support all or any of a particularly group's ideas, but she could pick and choose and think for herself what she wanted to support, but that she was happy to work with all colleagues, from every political party. Ms Squire asked the Leader whether in his plan "Together for Norfolk" the section titled "A genuine desire to work together" extended to all the political groups and if so, how he could justify the Independent Group being totally disenfranchised from involvement in Policy or Scrutiny by the collective self-interest and empire building of the main political groups on the Council. She also asked whether the Leader would accept this would lead to the Independent Group being forced to use Public and Local Member questions as the only means available to it to challenge Cabinet and Scrutiny decision-making.

Response by the Leader

The Leader replied that Independent meant exactly that – being able to think and do things for oneself. He added that, with regard to the last of the insinuations about the way the Administration had been conducted, he had left it to the three Groups – the Independent Group, the Liberal Democrat Group and the Labour Group – to sort out the seat allocations for themselves, although this may not have been done in the way Ms Squire wanted. The Leader said that with regard to working together, his phrase had been and would continue to be "working better together" across the whole county and further afield and that he genuinely wanted to see that happen. He added that if questions were raised, then so be it, they would be dealt with accordingly.

### **11.4 Question from Ms J Barnard**

Ms Barnard asked if the Leader could tell Council, now the Government had agreed there was a climate emergency, including the Conservative MP Michael Gove, whether he agreed there was indeed a climate emergency.

Response by the Leader

The Leader responded that Council had demonstrated at its last meeting the work that needed to be done to address any form of climate change and also the work needed through the Select Committee to bring forward environmental policies to address the issue in the right way. He added that he was keen to avoid a knee-jerk reaction when what was needed was evidence to show how the Council should move forward and the reasons for policy decisions.

**11.5 Question from Mr D Roper**

Mr Roper expressed the regret of himself and a number of Councillors who had learned about the award of the contract for the Early Childhood and Families Service via the media before Members had learned of it. He reminded the Leader that Norfolk County Council was a Member-led authority and Members should hear those announcements first and not through the EDP website. Mr Roper asked the Leader for assurance that, in the future, Members would be properly informed of decisions as and when they had been taken.

Response by the Leader

The Leader replied that with regard to that particular situation, the press had heard about the contract before it should have been published. He added with regard to the Early Childhood and Family Service procurement, which was a complex procurement, there were a number of people already delivering the service and it had been incumbent on Norfolk County Council to ensure those service providers were informed before anyone else and every effort was made to ensure this happened. He added that this was the approach he would want to take, to ensure people got the right information at the right time.

**11.6 Question from Mr B Watkins**

Mr Watkins asked if the Leader intended to protect any services from this year's round of budget cuts and, if so, which ones were these likely to be.

Response by the Leader

The Leader replied that, in the budget setting process, work was required to ascertain what our funding settlement would be, where it would be coming from and the certainty of it for the future. He added that it would be inappropriate to specify details at this stage, adding that the first Cabinet meeting on 20 May would be considering a strategy report on how the Council could move forward to address the budget deficits.

**11.7 Question from Ms A Kemp**

Ms Kemp referred to the issue of the £70m budget gap and asked if the meeting with Rishi Sunak MP had taken place and if so, what the outcome of the meeting had been. She added that she had received a letter from Rishi Sunak MP in response to a letter she had sent him about the extreme challenges faced in Norfolk, saying the Government was working closely with local government representatives to conduct a review of the relative needs and resources of local authorities.

Response by the Leader

The Leader replied that he had met with Rishi Sunak once so far and that he planned to hold a further meeting, on a one to one basis, soon. He added, as he had referred to earlier, that the case for Norfolk was being advocated as much as possible, whenever possible.

**11.8 Question from Ms E Corlett**

Ms Corlett said now that the contract had been awarded for the Children's Centre service, could the Leader confirm how many job losses and pay cuts there would be as a result. She added that if the Leader did not have the

information to hand, she would accept a written response.

Ms Corlett also wished for her frustration that Members had learned of the award of the contract via the local media rather than being informed directly, to be recorded.

Response by the Leader

The Leader replied he didn't have that information to hand and he would speak with the Director to ascertain what information could be released at this stage. He added that a considerable amount of work was needed before 1 October when the contract would be mobilised.

### **11.9 Question from Mr D Harrison**

Mr Harrison referred to the report "Together for Norfolk" and said he wished to comment specifically on page 72, where it stated, "We will know we are successful when overall educational performance increases by age 11 and 16". He felt this was a low aspiration and asked what educational parameters the Leader was referring to. He asked if the Leader thought it would be better to have a specific aspiration, such as getting the GCSE results in Norfolk up into the National upper quartile?

Response by the Leader

The Leader referred Council to the report at item 15 (Together for Norfolk – An ambitious plan for our County 2019-2025) saying that the Business Plan was meant to be a first pass into getting something looking forward, not just for one year but for six years in this particular case. He added that the aim was to achieve a framework for a whole Council plan, with targets and the intention to deliver on the aspirations within that document.

### **11.10 Question from Dr E Maxfield**

Dr Maxfield said that the Leader would be aware that the government had recently announced it was launching an inquiry into funding for special educational needs (SEND), with a predicted £3.1bn funding gap for Children's Services nationwide by 2025. He asked the Leader if he would commit to joining him on the SEND crisis march at the end of May which was being organised by Norfolk SEND parents to help them give their voice to be heard by national government.

Response by the Leader

The Leader responded that correspondence had been shared with the government about many aspects of children's services funding, particularly around the high needs block raised at the budget meeting on 11 February. He added that he was aware of what more needed to be done and pressure would be maintained whenever possible.

## **12 Proportional Allocation of Seats on Committees**

- 12.1 Council received the report by the Head of Democratic Services setting out how, following the change to a Cabinet system of governance, it was necessary to review the overall allocations of committee places to political groups. Council was asked to determine the political composition of the Committees.

12.2 Mr A Proctor proposed the following amendment, seconded by Mr G Plant:

- Conservative Group to have an additional place on each of the Infrastructure & Corporate Select Committees.
- Independent Group to have one place on the Corporate Select Committee and one place on the Planning (Regulatory) Committee.
- Labour Group to lose one place on each of the Infrastructure & Corporate Select Committees.
- Liberal Democrat Group to lose one place on the Corporate Select Committee and one place on the Planning (Regulatory) Committee.

12.3 Upon being put to the vote, with 2 votes against and 0 abstentions, Council **RESOLVED** to agree the report with the changes noted in paragraph 12.2 above.

### **13 Appointments of Committees, Joint Committees, etc 2019/20.**

13.1 The report by the Head of Democratic Services was received (Appendix A) setting out the membership of the Council's Committees and Joint Committees. Council was asked to approve membership proposed by Group Leaders; appoint one of the two representatives on the ESPO Management Committee to also be on ESPO's Finance and Audit Committee; and to appoint one of the two representatives on the Norwich Highways Agency Joint Committee to be the Committee's Chairman.

13.2 Upon being put to a vote, Council **RESOLVED** to:

13.3.1 **Approve** the changes to membership as set out in Appendix A of these minutes.

13.3.2 **Appoint** Mr S Clancy to ESPO's Finance and Audit Committee and as Shareholder representative on the Shareholder Board.

13.3.3 **Appoint** Mr A Adams to be Chairman of the Norwich Highways Agency Joint Committee.

13.3.4 **Agree** the Membership of Committees and Joint Committees as set out in Appendix A of these minutes.

### **14 Appointment of the Chairmen and Vice-Chairmen of Scrutiny, Select and other Committees**

14.1 The Leader, Mr A Proctor, seconded by Mr S Morphew, proposed the following names for Chairs/Vice Chairs of Scrutiny & Select Committees

#### **Scrutiny Committee**

Chair: Mr S Morphew

Vice-Chair: Mrs A Thomas

**Corporate Select Committee**

Chair: Mrs K Vincent

Vice-Chair: Mr E Colman

**Infrastructure & Development Select Committee**

Chair: Mr B Stone

Vice-Chair: Mr G Middleton

**People & Communities Select Committee**

Chair: Mrs S Gurney

Vice-Chair: Mr F Eagle

**Planning (Regulatory) Committee**

Chair: Mr C Foulger

Vice-Chair: Mr B Long

**Audit Committee**

Chair: Mr I Mackie

Vice-Chair: Mrs J Oliver

**Standards Committee**

Chair: Mr M Kiddle-Morris

Vice-Chair: Mr A White

**Employment Committee**

Chair: Mr A Proctor

Vice-Chair: Mr G Plant

**Pensions Committee**

Chair: Mrs J Oliver

Vice-Chair: Mr A Waters (subject to appointment)

14.2 There being no other nominations Council **RESOLVED** accordingly.

**15 Together, for Norfolk – An ambitious plan for our County 2019-2025**

15.1 Council received the report by the Leader of the Council providing it with a final version of the Norfolk County Council plan “Together for Norfolk – an ambitious plan for our County 2019-2025”. The plan set 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 did internally and externally, building on the existing vision for Norfolk “Caring for our County” and the Council’s core principles and values.

15.2 Ms J Barnard, seconded by Mr D Douglas, proposed the following amendment to the Plan:

Under Our priorities – Add:

- Protect our environment and work to address the emergency of climate change

Under our outcomes: Growing economy – Add:

- Ensuring that all economic growth is climate conscious and carbon neutral activity is prioritised

Under the section - Protected environment – Add:

- That the reporting of carbon impact should be included in the tendering frameworks for local authority services
- To become a carbon neutral county by 2030
- To reduce greenhouse gas emissions in the county to net zero by 2030

15.3 As the amendment was not accepted by Mr A Proctor, the proposer of the original recommendations, Council debated the amendment.

15.4 Upon the amendment being put to a vote, with 23 votes in favour the amendment was **LOST**.

15.5 Council then debated the substantive recommendations in the report and upon being put to a vote, with 48 votes in favour, 17 votes against and 6 abstentions, Council **RESOLVED** to:

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

## **16 Review of Special Responsibility Allowances**

16.1 Council received the report by the Independent Remuneration Panel. In introducing the report, the Leader thanked the Independent Remuneration Panel for producing the report and proposed the following changes, which were seconded by Mr G Plant:

16.2 Council accepts the IRP recommendations, with the exception of paragraphs 16.3 and 16.4 below.

16.3 With regard to the proposal for the allowance scheme not to be uplifted in 2021 in line with staff salaries, by whatever percentage was agreed, any decision should be made when setting the budget in February 2020 (for 2021).

16.4 With regard to the SRA for the Chairman and Vice-Chairman of the County Council referred to on page 85 of the agenda, in view of the significant roles carried out at the Council and in the community, the SRA's for both roles should remain as per the current scheme. This would increase the allowances by £3073 per annum, which would still show a small saving under the new governance arrangements.

16.5 Mr H Humphrey declared an interest when the item was debated as it referred to the Chairman's Special Responsibility Allowances. He had been advised that he could remain as Chairman during the discussion.

16.6 Council debated the proposal and with 47 votes in favour, 25 votes against and 0 abstentions the amendment was **CARRIED**.

16.7 Upon the recommendations being put to the vote, Council **RESOLVED** to:

- Accept the report on the review of allowances and the recommendations contained within it, with the exception of the following:
- With regard to the proposal for the allowance scheme not to be uplifted in 2021 in line with staff salaries, by whatever percentage was agreed, any decision should be made when setting the budget in February 2020 (for 2021).
- With regard to the SRA for the Chairman and Vice-Chairman of the County Council referred to on page 85 of the agenda, in view of the significant roles carried out at the Council and in the community, the SRA's for both roles should remain as per the current scheme. This would increase the allowances by £3073 per annum, which would still show a small saving in the new governance arrangements.

**17 To answer questions under Rule 8.4 of the Council Procedure Rules**

17.1 There were none.

The meeting concluded at 12.05pm.

**Chairman**



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## **Appendix A**

Norfolk County Council  
7 May 2019  
Item No. 13

### **APPOINTMENT OF COMMITTEES AND JOINT COMMITTEES 2019/20**

Council is required to confirm the membership of committee, joint committees, etc membership for 2019/20. This can only be completed once the main committee political group allocations have been agreed by council

Group Leaders have been asked to identify their group representatives on the committees.

#### **Recommendation**

1. To approve the memberships proposed by the Group Leaders
2. To appoint 1 of the 2 representatives on the ESPO Management Committee to also be on ESPO's Finance and Audit Committee and 1 of the 2 representatives to be the Shareholder representative on the Shareholder Board.
3. To appoint 1 of the 2 representatives on the Norwich Highways Agency Joint Committee to be the Committee's Chairman.

### **Committee Membership 2019/20**

#### **Scrutiny Committee - 13 Members 13 plus 2 Church representatives and 2 Parent Governor Representatives**

##### **Conservative (8)**

Tony Adams  
Roy Brame  
Philip Duigan  
Ron Hanton  
Keith Kiddie  
Joe Mooney  
Richard Price  
Alison Thomas (VCh)

##### **Labour (3)**

Emma Corlett  
Chris Jones  
Steve Morphew (Ch)

**Liberal Democrat (2)**

Dan Roper (Spks)  
Marie Strong

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**Corporate Select Committee - 13**

**Conservative (9)**

Stephen Askew  
Ed Colman (VCh)  
Nigel Dixon  
Colin Foulger  
Ian Mackie  
Brian Long  
Rhodri Oliver  
Karen Vincent (Ch)  
John Ward

**Labour (2)**

Chris Jones  
Colleen Walker

**Liberal Democrat (1)**

John Timewell (Spks)

**Independent (1)**

Sandra Squire

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**Infrastructure and Development Select Committee - 13**

**Conservative (9)**

Claire Bowes  
Stuart Clancy  
Brian Iles  
Mark Kiddle-Morris  
Graham Middleton (VCh)  
Bev Spratt  
Barry Stone (Ch)  
Vic Thomson  
Tony White

**Labour (2)**

Jess Barnard  
Terry Jermy

**Liberal Democrat (2)**

Tim East  
Brian Watkins (Spks)

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**People and Communities Select Committee – 13****Conservative (8)**

David Bills  
Penny Carpenter  
Ed Connolly  
Fabian Eagle (VCh)  
Shelagh Gurney (Ch)  
Thomas Smith  
Fran Whymark  
Sheila Young

**Labour (3)**

Brenda Jones  
Mike Smith-Clare  
Chrissie Rumsby

**Liberal Democrat (2)**

Tim Adams (Spks)  
David Harrison

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**Planning (Regulatory) Committee - 13****Conservative (8)**

Steven Askew  
Roy Brame  
Colin Foulger (Ch)  
Brian Iles  
Brian Long (VCh)  
Will Richmond  
Martin Storey  
Tony White

**Labour (3)**

David Collis  
Danny Douglas  
Mike Sands

**Liberal Democrat (1)**

Eric Seward (Spks)

**Independent (1)**

Mick Castle

**Panel of Substitutes for Regulatory Committees - 13**

**Conservative (8)**

David Bills  
Bev Spratt  
Vic Thomson

**Labour (3)**

Chris Jones

**Liberal Democrat (1)**

David Harrison

**Independent (1)**

Sandra Squire

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**OTHER COMMITTEES**

**Norfolk Health Overview and Scrutiny Committee 8**

**Conservative (5)**

Michael Chenery  
Fabian Eagle  
Richard Price  
Margaret Stone  
Sheila Young

Named Substitutes (5)

David Bills  
Penny Carpenter  
Graham Middleton  
Thomas Smith  
Fran Whymark

**Labour (2)**

Brenda Jones  
Chris Jones

Named Substitutes (2)

Julie Brociek-Coulton  
Emma Corlett

**Liberal Democrat (1)**

David Harrison (Spks)

Named Substitute (1)

Tim Adams

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**Audit Committee 7**

**Conservative (5)**

Colin Foulger  
Ian Mackie (Ch)  
Judy Oliver (VCh)  
Haydn Thirtle  
Karen Vincent

**Labour (1)**

Chris Jones

**Liberal Democrat (1)**

Steffan Aquarone (Spks)

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## **Standards Committee - 7**

### **Conservative (5)**

Claire Bowes  
Mark Kiddle-Morris (Ch)  
Graham Middleton  
John Ward  
Tony White (VCh)

### **Named Substitutes (5)**

Ed Colman  
Alison Thomas  
Karen Vincent  
Bev Spratt  
Margaret Stone

### **Labour (1)**

George Nobbs

### **Named Substitute (1)**

Emma Corlett

### **Liberal Democrat (1)**

Sarah Butikofer (Spks)

### **Named Substitute (1)**

Dan Roper

N.B The Standards Committee has agreed to have a panel of named substitutes and Council is asked to appoint to these positions on the same proportionality, i.e 5 Conservative, 1 Labour and 1 Liberal Democrat

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## **Pensions Committee 5**

### **Conservative (3)**

Tom FitzPatrick  
Judy Oliver (Ch)  
Martin Storey

**Labour (1)**

Danny Douglas

**Liberal Democrat (1)**

Brian Watkins (Spks)

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**Employment Committee – 7 (to include Leader and Deputy Leader of the Council and the Leader of the majority opposition group)**

**Conservative (5)**

Penny Carpenter  
Stuart Clancy  
Ed Colman  
Graham Plant (VCh)  
Andrew Proctor (Ch)

**Labour (1)**

Steve Morpew

**Liberal Democrat (1)**

Dan Roper (Spks)

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**SECTION 2**

**Employment Appeals Panel – 11**

When the Panel meets, it has a membership of 3 appointed by the Head of Human Resources and drawn from the wider Panel of 11

**Conservative (7)**

Tony Adams  
Bill Borrett  
Penny Carpenter  
Colin Foulger  
Graham Middleton  
Alison Thomas  
Tony White

## **Labour (2)**

Emma Corlett  
George Nobbs

## **Liberal Democrat (2)**

Ed Maxfield  
Marie Strong (Spks)

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## **Health and Wellbeing Board (3)**

- \* Cabinet Member for Adults, Public Health and Prevention
- \* Cabinet Member for Children and Education
- Leader of the Council or their nominee - David Bills

\*Statutory member of the Board

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## **SECTION 3**

### **JOINT COMMITTEES**

#### **Norfolk Joint Museums Committee – 9**

##### **Conservative (6)**

Philip Duigan  
Harry Humphrey  
Thomas Smith  
Margaret Stone  
Martin Storey  
John Ward

##### **Labour (2)**

Julie Brociek-Coulton  
George Nobbs

##### **Liberal Democrat (1)**

David Harrison (Spks)

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#### **Norfolk Records Committee – 3**

##### **Conservative (2)**

Michael Chenery  
Philip Duigan

##### **Labour (1)**

David Rowntree

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#### **Eastern Inshore Fisheries Conservation Authority – 3**

##### **Conservative (2)**

Michael Chenery  
Tom FitzPatrick

##### **Labour (1)**

David Collis

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### **Norfolk Police & Crime Panel – 3**

**Conservative ( )**

**Labour ( )**

**Liberal Democrat (Sarah Butikofer)**

Plus each group has one named substitute

N.B The political group allocations to the Police and Crime Panel are calculated with reference to the requirement for the Panel to be politically balanced based upon the overall political balance of Council seats in Norfolk. The 7 district councils each appoint 1 representative and the County Council makes its 3 appointments to ensure that the overall political balance is achieved. The County Council group allocations to the Panel will be confirmed once the results of the District Council elections have been analysed and District Council appointments to the Panel made.

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### **Norwich Highways Agency Joint Committee – 2**

**Conservative (2)**

Tony Adams (Chair)

Ian Mackie

***N.B. Council is also required to appoint one of its two representatives to be the Joint Committee's Chairman***

**Non-Voting Advisors (3)**

**Conservative (2)**

Shelagh Gurney

John Ward

**Labour (1)**

Kim Clipsham

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### **Eastern Shires Purchasing Organisation Joint Committee - 2**

**Conservative (1)**

Stuart Clancy (ESPO Finance and Audit Committee and Shareholder representative on the Shareholder Board)

**Labour (1)**

Mike Smith-Clare

***Council is required to appoint 1 of the 2 representatives on the ESPO Management Committee to also be on ESPO's Finance and Audit Committee and 1 of the 2 representatives to be the Shareholder representative on the Shareholder Board.***

**Norfolk Parking Partnership Joint Committee (1 Member of the Council plus one named substitute)**

Martin Wilby  
Barry Stone (Substitute)

**Planning and Traffic Regulation Outside London Joint Committee (1 Member of the Council plus one named substitute)**

Tony White  
Bev Spratt (Substitute)

**National Bus Lane Adjudication Committee (1 Member of the Council plus one named substitute)**

Tony White  
Bev Spratt (Substitute)

### **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 5 – Questions to the Leader of the Council**

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

1. Questions to the Leader must be relevant to matters for which the Council has powers or duties. Members do not need to give prior notice of what they plan to ask and the 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 the Leader 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.

## Recommendations from the Cabinet Meeting held on 10 June 2019

### A: Recommendations from the Cabinet meeting held on 10 June 2019.

- 1 **Annual Treasury Management Outturn Report 2018-19.**
  - 1.1 Cabinet considered and endorsed the report by the Executive Director of Finance & Commercial Services providing information on the Treasury Management activities of the County Council for the period 1 April 2018 to 31 March 2019.
  - 1.2 Cabinet **RESOLVED to recommend to County Council** the Annual Treasury Management Outturn Report 2018-19.

### Note from Head of Democratic Services.

The report considered by Cabinet can be found on pages 45 to 62 of the Cabinet agenda at the following link.

<https://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1583/Committee/169/Default.aspx>

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

### **Procedure for Questions to Cabinet Members**

Questions to the Cabinet Members for

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

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

1. The Chairman will begin Questions by inviting members to indicate, by raising their hands, if they wish to ask a question of the Cabinet Member for Strategy & Governance.
2. 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.
3. The Chairman will follow the principle of selecting the first questioner from the Labour Group, followed by the Liberal Democrat Group, the Independent Group and the Conservative Group. The Chairman will then revert to the Labour Group etc.
4. The session will be timed by the existing lights system for timing speeches. The amber light will be lit after 4 minutes and the red light 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.
5. Questions should be asked succinctly and in a business-like manner. They should not be preceded by lengthy preambles. Similarly, answers should be given succinctly, so that there is sufficient time for a reasonable number of questions to be dealt with. The Chairman of the

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

6. After questions to the Cabinet Member for Strategy & Governance have ended, the Chairman will then invite questions to the other Cabinet Members, following the procedure in 1-5 above and in the order set out at the top of this note.



## Report of the Cabinet Meetings held on 20 May and 10 June 2019

### A: Meeting held on Monday 20 May 2019

#### 1 Items of Urgent Business

- 1.1 The Chairman invited the Cabinet Member for Highways, Infrastructure & Transport to update the meeting on his visit to Norwich Railway Station on 20 May to witness the 9am departure of the first “Norwich in 90” train. The Cabinet Member stated the “Norwich in 90” services had been the result of a long campaign involving MPs, Local Authorities and businesses to establish a faster service between Norwich and London Liverpool Street. Initially there would be two 90 minute train services per day, except Sundays, leaving Norwich at 9am and 5pm with return trains. These services would stop once at Ipswich before arriving in London Liverpool Street in 90 minutes. It was hoped that with the new trains being rolled out in June/July, an improvement in the consistency of services by Greater Anglia would be achieved.

#### 2 Winning Bid for Transforming Cities

- 2.1 Cabinet considered the report by the Executive Director of Community & Environmental Services setting out how Norfolk County Council had been successful in achieving an initial £6.1m allocation from the Government’s Transforming Cities Fund (TCF) to deliver transport schemes in the Greater Norwich area. The allocation would deliver the following schemes:

- Prince of Wales Road / London Street / Bank Plain (£2.3m)
- Wymondham to Hethersett cycle route (£1m)
- Green Pedalway – St Williams Way (£0.8m)
- Cycle share scheme (£0.7m)
- Norwich Bus Station Improvements (£0.8m)
- Pedestrian crossings of A roads (£0.5m)

- 2.2 Cabinet **RESOLVED** to:

1. **Establish** with our three partner authorities and the New Anglia Local Enterprise Partnership (LEP) a Joint Committee for the programme of schemes funded through the Transforming Cities Fund, as set out in Appendix A of the report and to make associated additions to item 17 Appendix A of the County Council’s Constitution.
2. **Agree** four County Council members to be Members of the Joint Committee.

3. **Agree** to review these new Joint Committee arrangements after 6 months to ensure they are fit for purpose.

### **3 Finance Monitoring Outturn report 2018-19**

3.1 Cabinet considered the report by the Executive Director of Finance & Commercial Services giving details of the balanced outturn position for the 2018-19 Revenue and Capital Budgets, General Balances and the Council's Reserves at 31 March 2019, together with related financial information to assist members to maintain an overview of the overall financial position of the Council.

3.2 Cabinet **RESOLVED** to:

- **Agree** the expenditure and funding of the 2018-19 and future capital programmes as set out in Appendix 2 of the report;
- **Approve** additional borrowing of £0.667m to fund in-year Children's Services capital expenditure as set out in Appendix 2, paragraph 5 of the report.
- **Approve** the write-off of two care charges debts totalling £36,925.35 due to the exhaustion of the estates, as set out in Appendix 1, paragraph 7.9 of the report.

### **4 Delivering Financial Savings 2018-19 – Outturn**

4.1 Cabinet considered the report by the Executive Director of Finance & Commercial Services providing details of the year-end outturn position in respect of the delivery of the 2018-19 savings agreed by the County Council at its budget meeting on 12 February 2018.

4.2 Cabinet considered the report and **RESOLVED** to:

- a) **Note** the budgeted value of savings of £25.502m, representing 85% of the planned savings for the year, which have been delivered;
- b) **Note** the total shortfall of £4.497m in 2018-19, which amounts to 15% of total savings, and includes £5.298m of budgeted 2018-19 savings projects rated as AMBER and RED, which have not been delivered; and
- c) **Note** the changes to assumptions and rescheduling of savings totalling £5.900m in 2019-20, £1.550m in 2020-21 and £2.500m in 2021-22 as approved in 2019-22 budget setting by County Council on 11 February 2019.

### **5 Strategic & Financial Planning – Business Planning and Budget 2020-21.**

5.1 Cabinet considered the report by the Executive Director of Finance & Commercial Services and Executive Director of Strategy & Governance providing an overview of the Council's overall gap position as set out in the Medium Term Financial Strategy agreed by Full Council in February 2019 and the latest information about the wider financial forecasts for the Council. It also described the approach to business planning in 2020-21 alongside a summary of key areas of risk and uncertainty. The information would collectively inform

the development of the Council's 2020-21 Budget and Cabinet was asked to agree the Council's proposed budget planning process for 2020-21.

**5.2** Cabinet **RESOLVED** to:

1. **Note** the overall budget gap of £70.857m as reported to County Council and the indicative £40m gap for 2020-21 (as set out in table 1 and paragraph 2.6 of the report).
2. **Agree** the key budget risks and uncertainties as set out in the report.
3. **Agree** the proposed approach to service planning (as set out in section 3 of the report) and budget setting (section 4 of the report) including:
  - a. The allocation of savings targets into three blocks;
  - b. The indicative allocation of savings to Departments;
  - c. The outline timetable and process for 2020-21 Budget setting, and
  - d. The proposal to defer allocating the 2021-22 gap until further details of funding are known.

**6** **Human Resources & Finance System Transformation Project**

6.1 Cabinet considered the report by the Executive Director of Finance & Commercial Services and Executive Director of Strategy & Governance setting out the details of the business case to replace the Human Resources (HR) and Finance Systems.

6.2 Cabinet **RESOLVED** to:

1. **Agree** that the procurement process for the ERP system be carried out.
2. **Agree** the £13.2m costs through a capital funding provision of £12,706,895 and the approach to revenue funding, as set out in item 10 in the Executive Summary of the report.
3. **Devolve** the management of the contingency element in the proposal to Executive Directors, as set out in section 6.1 of the report, in consultation with the Cabinet Member.
4. **Approve** the governance structure described in section 7.1 of the report.

**7** **Police & Crime Commissioner request for membership of the Fire & Rescue Authority.**

7.1 Cabinet considered the report by the Executive Director of Community & Environmental Services setting out the details of the formal request from the Police & Crime Commissioner to become a member of the Norfolk Fire & Rescue Authority.

7.2 Cabinet **RESOLVED** to:

**Approve** the Police & Crime Commissioner's request for membership of Cabinet (in respect of its role in exercising functions of the Fire & Rescue Authority only) for the reasons set out in paragraph 9.2 of the report.

## 8 Appointments to Internal & External Bodies and Working Groups

- 8.1 Cabinet considered the report by the Executive Director of Strategy & Governance setting out the existing Member Working Groups established under the previous committee governance. Cabinet was asked to consider whether these should continue and if so, to review membership.
- 8.2 Cabinet reviewed the existing Member Working groups established by Service Committees, as set out in Appendix A of the report, and **RESOLVED** to **agree** the following:

**Single use products – Retain** with the current Membership until meetings completed.

**Norwich Western Link – Retain** to oversee the project with Cllr Terry Jermy replacing Cllr Mike Sands on the Membership.

**Great Yarmouth 3rd River Crossing – Retain** to oversee the project with Cllr C Walker and 1 x Liberal Democrat Group Member (to be confirmed by the Group Leader) being appointed to the Membership.

**Fire & Rescue – Integrated Risk Management Plan – Cease.** To become portfolio holder's responsibility.

**Norwich Household Recycling Centre – Cease.** To become portfolio holder's responsibility.

**NCLS Steering Group – Retain** to oversee ongoing work.

**Flood & Coastal Management – Cease.** To become portfolio holder's responsibility.

**Walking & Cycling Implementation Plan – Cease.** To become portfolio holder's responsibility.

**Electoral Review Working Group – Continue**, with Conservative Membership as set out, plus 1 x Liberal Democrat and 1 x Labour Group Member to be confirmed by the Group Leaders.

**Carer's Charter Working Group – Continue** and report to the People & Communities Select Committee.

## B: Meeting held on Monday 10 June 2019

- 1 **Norwich Castle: Gateway to Medieval England project – procurement of construction contract.**
- 1.1 Cabinet considered the report by the Executive Director of Community and Environmental Services setting out the details of the procurement of the construction contract for Norwich Castle: Gateway to Medieval England project.
- 1.2 Cabinet **RESOLVED** to:
1. **Approve** the tender evaluation criteria to assess bids to be the construction contractor for the Norwich Castle: Gateway to Medieval England project, as set out in Appendix A of the report.
  2. **Delegate** responsibility for the award of the contract for the Norwich Castle: Gateway to Medieval England Project to the Executive Director of Community & Environmental Services and the Executive Director of Finance & Commercial Services, in consultation with the Cabinet

Member for Communities & Partnerships and the Chair of the Joint Museums Committee.

## **2 Transforming Cities – Developing Bids for Tranche 2 Funding.**

2.1 Cabinet considered the report by the Executive Director, Community & Environmental Services setting out the details for the development of the Strategic Outline Business Case (SOBC) to be submitted to the Department for Transport (DfT) for Tranche 2 funding from the Transforming Cities Fund by 20 June 2019. The development of the SOBC would be submitted to Cabinet in November prior to its formal submission to the DfT.

2.2 Cabinet **RESOLVED** to

- **Approve** the strategic objectives set out in Appendix A of the report to form the basis of the Strategic Outline Business Case for Tranche 2 funding from the Transforming Cities Fund.

## **3 Local Carbon Innovation Fund 2 (LCIF2)**

3.1 Cabinet considered the report by the Executive Director, Community & Environmental Services seeking its approval to implement the Low Carbon Innovation Fund (LCIF), as envisaged under the terms of the Grant Funding Agreement (GFA), including the setting up of the Management Company.

3.2 Cabinet **RESOLVED** to:

1. **Approve** the implementation of the Fund, as envisaged under the terms of the Grant Funding Agreement (GFA), including the setting up of the Management Company.
2. **Agree** the Cabinet Member for Growing the Economy and the Assistant Director, Growth & Development to be Directors of the Low Carbon Innovation Fund 2 Management Company (LCIFMC)
3. **Agree** the Cabinet Member for Growing the Economy would Chair the Board.

## **4 Adult Alcohol and Drug Service Performance**

4.1 Cabinet considered the report by the Director of Public Health setting out proposals to continue a contract management approach which was focused on continuous improvement, identifying opportunities to help Change, Grow Live (CGL) meet the specified outcomes, implement the service across Norfolk and innovation opportunities.

4.2 Cabinet **RESOLVED** to

- **Agree** that Public Health should continue to monitor and manage the service contract focused on continuous improvement, including better treatment experiences for clients, supporting more clients to recover and successfully complete alcohol and drug treatment.

## 5 Anti-Money Laundering Policy

5.1 Cabinet received the report by the Chief Legal Officer and Executive Director of Finance & Commercial Services introducing the Council's refreshed Anti-Money Laundering Policy, to meet the current 2017 Regulations. The previous 2007 Money Laundering Regulation and associated policy had been superseded by this new Regulation.

5.2 Cabinet considered the Anti-Money Laundering Policy and **RESOLVED** to:

- **Agree** that it met the relevant 2017 Regulation and best practice.
- **Agree** that the Policy sets out the requirements, responsibilities, training, consideration, and if appropriate reporting of any suspicions by the nominated officer.
- **Agree** to adopt and promote the Policy.

## 6 Consultation on draft Environment Agency National Flood and Coastal Erosion Risk Management strategy.

6.1 Cabinet received the report by the Executive Director of Community & Environmental Services setting out the draft strategy consultation by the Environment Agency.

6.2 Cabinet considered Norfolk County Council's response to the consultation of the national flood and coastal erosion risk management strategy and **RESOLVED** to

- **Amend** the draft response to reflect the comments made by Cabinet Members.
- **Delegate** the final submission of the final response to the Cabinet Member for Highways, Infrastructure and Transport.

## 7 Disposal, Acquisition and Exploitation of Property.

7.1 Cabinet considered the report by the Executive Director of Finance & Commercial Services setting out proposals which were aimed at supporting Norfolk County Council priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the county.

7.2 Cabinet **RESOLVED** to **AGREE** to the:

- i. Leasing of parts of the Holt Fire Station site and building for 125 years at a rent of £2,500 per annum on the terms agreed.
- ii. Leasing of parts of the Reepham Fire Station site and building for 125 years at a rent of £1,500 per annum on the terms agreed.

**8 Delegated Decisions Reports.**

- 8.1 Cabinet **noted** the decision made by the Cabinet Member for Commercial Services and Asset Management regarding the Fakenham Library lease to Fakenham Town Council. The Cabinet Member confirmed the land which had been leased had no commercial value.

**Cllr Andrew Proctor  
Chairman, Cabinet**

<b>Report title:</b>	<b>Constitution Amendments</b>
<b>Date of meeting:</b>	<b>22 July 2019</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Andrew Proctor Executive Leader</b>
<b>Responsible Director:</b>	<b>Fiona McDiarmid Executive Director of Strategy &amp; Governance</b>
<p><b>Executive Summary/Introduction from Cabinet Member</b></p> <p>The Council agreed its new Constitution at the AGM in May 2019. Since then a number of amendments have been identified as being required to improve the Constitution to enable the Council to effectively fulfil its objectives.</p> <p><b>Recommendations</b></p> <p>That Council agrees the amendments to the Constitution set out in Appendix A.</p> <p><b>Actions required</b></p> <p>Agree the amendments set out in Appendix A.</p>	

**1. Background and Purpose**

- 1.1. The Council's Constitution is the document that guides the Council on its decision-making processes. The current Constitution was agreed in May 2019, when Council changed its governance arrangements to adopt the Executive Leader and Cabinet model. The version of the Constitution that was approved by Council was drafted following a series of meetings of the Constitution Working Group, and was based on a previous version of the Constitution (when the Council had previously had a Cabinet system). Since then, officers and members have identified a number of amendments that need to be made.
- 1.2. The table at Appendix A shows the amendments that need to be agreed by Full Council.

**2. Proposals**

- 2.1. That Council considers and agrees the proposed amendments. These amendments are to be considered by the Corporate Select Committee at its meeting on 16<sup>th</sup> July 2019, which is after the publication date of reports for this Council meeting. Any comments from the Select Committee will be reported to the Council meeting as necessary.

**3. Impact of the Proposal**

- 3.1. The Constitution will be changed to reflect the amendments.

**4. Evidence and Reasons for Decision**

- 4.1. Various amendments are needed to the Constitution. Some are to return the Constitutional position to current practice (that is not reflected in the current Constitution as it was based on the Constitution used when the Executive model



of governance was previously in place.

## **5. Alternative Options**

- 5.1. The alternative is not to accept the recommendations, which will mean the current Constitution does not facilitate the most effective decision making by the Council.

## **6. Financial Implications**

- 6.1. None

## **7. Resource Implications**

- 7.1. **Staff:**  
None

- 7.2. **Property:**  
None

- 7.3. **IT:**  
None

## **8. Other Implications**

### **8.1. Legal Implications:**

None of the proposed changes has specific legal implications, however Council is required to have a Constitution which is kept up to date and reflects actual practices.

### **8.2. Human Rights implications**

None

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

An EqIA is not required; none of the proposed changes have any impact.

### **8.4. Health and Safety implications (where appropriate)**

None

### **8.5. Sustainability implications (where appropriate)**

None

### **8.6. Any other implications**

None

## **9. Risk Implications/Assessment**

- 9.1. None

## **10. Select Committee comments**

- 10.1. Select Committee comments will be reported to the Council meeting.

## **11. Recommendation**

- 11.1. That Council agrees the amendments to the Constitution.

## **12. Background Papers**

12.1. None

### **Officer Contact**

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

**Officer name :** Helen Edwards, Chief Legal Officer    **Tel No. :** 01603 223415

**Email address :** [Helen.edwards2@norfolk.gov.uk](mailto:Helen.edwards2@norfolk.gov.uk)



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<p>Article 12 –</p>	<p>i) removal of the following bullet as to matters which the Council as agreed are key decisions:</p> <ul style="list-style-type: none"> <li>• <i>involves the adoption of any other policy or works programme.</i></li> </ul> <p>The adoption of policies and works programmes are the regular business of the Council. There is appropriate provision in the definition which defines any proposal to amend the Council’s Policy Framework to be a key decision. This change is required to avoid potential confusion of policies which are not part of the Policy Framework being incorrectly treated as key decisions.</p>
<p>Appendix 5</p>	<p>Amend officer scheme of delegations as follows, in line with the Council’s obligation to appoint an officer to carry out these functions/ roles:</p> <p><b>Head of Democratic Services</b></p> <ul style="list-style-type: none"> <li>- appoint as Statutory Scrutiny Officer</li> </ul> <p><b>Chief Legal Officer</b></p> <p>Appoint as:</p> <ul style="list-style-type: none"> <li>-Senior Information Risk officer (SIRO)</li> <li>- Senior Responsible Officer (SRO)</li> <li>- Data Protection Officer (DPO)</li> <li>- Money Laundering Reporting Officer (MLRO)</li> </ul>

<p>Appendix 7</p>	<p>Amend the current record of attendance to reflect the agreement of Group Leaders that the roll need no longer be called:</p> <p>15. RECORD OF ATTENDANCE            (1) Every member attending a meeting of the Council will, with a view to securing the recording of their attendance at a meeting of the Council, answer the roll call at the opening of the proceedings.            (2) If any member arrives after the roll has been called, they must intimate their presence to the Head of Democratic Services.            (3) If any member intends to leave a meeting and not to return, they shall inform the Chair accordingly and it will be recorded in the minutes.</p> <p>Replace the whole of this section with new wording below:</p> <p>15. RECORD OF ATTENDANCE            (1) Every member who is unable to attend a meeting of Council will send apologies to the Head of Democratic Services in advance of the meeting, or ask a colleague to pass on their apologies at the meeting            (2) At the start of the meeting, apologies already received will be read out, and members invited to pass on any other apologies received            (3) If any member intends to leave a meeting and not to return, they shall inform the Chair accordingly and it will be recorded in the minutes.</p>
<p>Appendix 9</p>	<p>Paragraph 9 amended and paragraph 10 deleted as follows:</p> <p>9. <i>Subject to the Access to Information Procedure Rules and paragraph 10 and the Access to Information Rules, any Member of the Council may attend any meeting of the Cabinet, including—excluding those parts of the meeting when the public are excluded. They may speak on any item on the agenda of the meeting but only with the consent of the Chair.</i></p> <p><del>10. If the Cabinet is considering an item of business in private that relates to the personal or financial affairs of an individual employee or a member of the public, the Chair may exclude from the meeting any Member who is not a member of the Cabinet.</del></p>

	<p>These provisions were inadvertently left in the latest version of the Constitution from the previous Cabinet constitution. At common law, members who are not members of the committee have no right to be present when members of the press and public are excluded from that committee. This is consistent with the Constitution that was in place when the Council had the Committee system of governance. For the avoidance of doubt, this provision applies to all meetings, not just Cabinet, but only this paragraph needs to be corrected in the Constitution.</p>
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## Report of the Scrutiny Committee meeting held on 4 June 2019

### 1 Cabinet Items called in for consideration at this meeting

- 1.1 There were no items called-in from the Cabinet meeting held on Monday 20 May 2019.

### 2 Terms of Reference and Working Arrangements

- 2.1 The Committee considered a report by the Executive Director of Strategy and Governance that reviewed the terms of reference for Scrutiny Committee which were included within the constitution. Members considered the Constitution insofar as it related to the Committee that were relevant to their way of working.

#### 2.2 **RESOLVED**

That the Scrutiny Committee **note** the terms of reference included within the Constitution that were relevant to its way of working.

### 3 Briefing on Strategic and Financial Planning

- 3.1 The Committee considered a report by the Executive Director of Finance and Commercial Services that provided a briefing on the Council's current and future financial position. The purpose of the report was to ensure that the Committee understood the Council's strategic and financial planning process and could undertake an effective role in its scrutiny.
- 3.2 The Committee was asked to consider its role in scrutinising the County Council's current and future strategic and financial planning and to identify the next steps for future scrutiny.
- 3.3 The Chair thanked Cllr Andrew Jamieson, Cabinet Member for Finance and Simon George, Executive Director of Finance and Commercial Services for attending the meeting to present the report and answer questions from Committee Members.
- 3.4 Scrutiny Committee considered its role in scrutinising the County Council's current and future strategic and financial planning and **RESOLVED** to
- invite Cabinet Members and departmental Executive Directors to a future Scrutiny Committee meeting to discuss the underlying risks and activities of any firm budget savings proposals before they were presented to Cabinet.

### 4 Scrutiny Committee Forward Work Plan

- 4.1 Scrutiny Committee considered the report by the Executive Director of Strategy &

Governance, asking it to consider a forward work plan for future meetings.

4.2 The following items were proposed to be included on the forward work plan. The topics in all the forward work plans would be discussed by the Chair with the Select Committee Chairs to review and allocate topics where appropriate:

- 4.3
- **Educational issues, including:**
    - **Cumulative impact of cutting services for families with disabilities.**
    - **Invite the Regional Schools Commissioner** to attend to scrutinise the process on how schools moved from local authority maintained to an academy. Also asking the Commissioner to provide an update on exclusions and provisions for SEND.
    - **New Schools** – particularly funding, section 106 funding and how the funding to build new schools was managed.
  - **Peer Review.** The Executive Director of Strategy & Governance advised that the Peer Review would still be taking place, most likely in the autumn 2019. The Chair would discuss the remit of the review with the Leader.
  - **Major Infrastructure Projects**, including:
    - **Review of the NDR** process and the lessons learned and whether these were being applied to future projects in terms of process, planning and funding.
    - **Third River Crossing.**
  - **Changes to the Child and Family Support service.**
  - **Revenue Generation**, particularly the wider implications of revenue generation, eg property portfolio and maximising the bottom line, as well as the social impact on users and buildings as well as on the property portfolio.
  - **Norwich Opportunity Area.**
  - **Norfolk's cycling strategy.** To develop more traffic free cycling routes in Norfolk, eg Thetford to Norwich, such as the current Wymondham to Norwich route. (The Chair advised that the Transforming Cities Fund report would be presented to Cabinet at its meeting on 10 June).

4.4 The Chair would meet with Officers to draw up a work programme which was feasible and coherent within the resources available.

#### 4.5 **RESOLVED**

That the Scrutiny Committee note the Select Committee's work plans and consider adding the following topics to its forward plan:

- **Educational issues, including:**
  - **Cumulative impact of cutting services for families with disabilities.**
  - **Invite the Regional Schools Commissioner** to attend to scrutinise the process on how schools moved from local authority maintained to an academy. Also asking the Commissioner to provide an update on exclusions and provisions for SEND.
  - **New Schools** – particularly funding, section 106 funding and how the funding to build new schools was managed.
- **Peer Review.** The Executive Director of Strategy & Governance advised that the Peer Review would still be taking place, most likely in the autumn 2019. The Chair would discuss the remit of the review with the Leader.

- **Major Infrastructure Projects**, including:
  - **Review of the NDR** process and the lessons learned and whether these were being applied to future projects in terms of process, planning and funding.
  - **Third River Crossing.**
- **Changes to the Child and Family Support service.**
- **Revenue Generation**, particularly the wider implications of revenue generation, eg property portfolio and maximising the bottom line, as well as the social impact on users and buildings as well as on the property portfolio.
- **Norwich Opportunity Area.**
- **Norfolk’s cycling strategy.** To develop more traffic free cycling routes in Norfolk, eg Thetford to Norwich, such as the current Wymondham to Norwich route. (The Chair advised that the Transforming Cities Fund report would be presented to Cabinet at its meeting on 10 June).

5 **Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel**

5.1 The Committee considered the report by the Executive Director of Strategy & Governance setting out the role of the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel.

5.2 Scrutiny Committee considered the report and **RESOLVED:**

- To note the report
- Group Leads to forward their nominations for membership of the Panel to the Head of Democratic Services.

**Steve Morphew**  
**Chair**



## **Report of the Corporate Select Committee meeting held on 28 May 2019**

### **1 Terms of Reference and Working Arrangements- Corporate Select Committee Workplan to September 2019**

1.1 The Committee received and considered the report by the Executive Director of Strategy and Governance.

1.2 The Chief Legal Officer drew Members attention to the sections of the Constitution that were particularly relevant to the working of the Corporate Select Committee. She said that it was not the role of Select Committees to scrutinise Council decisions, but it was the role of Select Committees to assist and advise the Council Leader and the Cabinet in the development of the policy framework and to review the performance of the Executive in relation to its policy objectives and performance targets. It was important to the effective overall operation of the overview and scrutiny function of the Council, that each Select Committee understood its own role and the role of the other Select Committees. The Chief Legal Officer added that a further report which contained proposed minor revisions to the Constitution would be brought to the next meeting of this Committee.

1.3 **The Committee considered the report and RESOLVED to**

- **AGREE its terms of reference included within the Constitution.**

### **2 Corporate Select Committee Workplan to September 2019**

2.1 The Committee considered the report by the Executive Director of Strategy and Governance and the Executive Director of Finance & Commercial Services setting out the Workplan to September 2019.

2.2 **The Committee considered the Workplan and RESOLVED to:**

- **Approve the work plan at Item 7 on the agenda, subject to appropriate action being taken on the issues mentioned in paragraph 7.2 of the minutes.**

### **3 Norfolk Working Better Together**

3.1 The Committee considered the report by the Executive Director of Strategy and Governance that provided an update about work that was being done with other local authorities in Norfolk and was currently under development.

3.2 **RESOLVED**

**That the Corporate Select Committee:**

1. **Acknowledge the work done to date to work more closely with partners to promote efficiency and reduce duplication.**
2. **That future whole system working should focus on the areas of work mentioned in the minutes.**

#### 4 **Human Resources and Finance System Transformation Project**

4.1 The Committee considered the report by the Executive Director of Strategy and Governance and Executive Director of Finance and Commercial Services.

4.2 The Committee discussed its role in overseeing the implementation programme of the project and whether this was more appropriately done through Cabinet. The Vice-Chair emphasised that the programme was still in development and the Committee would have a further opportunity to shape the direction of the programme and make strategic recommendations to Cabinet.

4.3 In response to a query the Chair confirmed that the Cabinet would be accountable for the delivery of the project but that the Select Committee would have a role in supporting the project and overseeing its implementation.

#### 4.4 **RESOLVED**

**That, following Cabinet approval of the report and of the investment, the Corporate Select Committee agreed to take the following steps:**

- 1) **To oversee the implementation programme of the project and report any issues to Cabinet.**
- 2) **To monitor, in the short and medium term, the areas of the project that the Project Team had suggested in the report would be helpful.**

#### 5 **Risk Management Framework**

5.1 The Committee considered the Risk Management Framework report by the Executive Director of Strategy and Governance and Executive Director of Finance and Commercial Services.

5.2 It was noted that, complementary to this committee's remit, the Audit Committee's role was to consider the adequacy and effectiveness of the risk management framework. After a discussion, officers were asked to:

- develop a new corporate risk on the transition to using a new HR and Finance Replacement System, that this committee would be monitoring
- to circulate the current corporate risk impact and likelihood criteria to Corporate Select Committee Members for their information; and
- that risks on a page have further narrative supporting the choice of scores

#### 5.3 **RESOLVED**

**That the Corporate Select Committee considered:**

- 1. The key messages in paragraph 2.1 of the report and the risks presented at Appendix A to the report.**
- 2. The approach to Risk Management for the Council that is set out in the report.**

**Karen Vincent  
Chairman**

## Report of the Infrastructure and Development Select Committee Meeting held on 29 May 2019

### 1. Terms of Reference and Working Arrangements

- 1.1 The Committee received the report which set out the terms of reference and parts of the Constitution relevant to the Infrastructure and Development Select Committee and were attached at appendix A of the report.
- 1.2 The Committee **CONSIDERED** and **AGREED** the terms of reference set out in this report, and the Constitution as attached at Appendix A of the report.

### 2. Key Service Issues and Risks - presentation

- 2.1 The Committee received the presentation from the Executive Director of Community and Environmental Services. The presentation outlined the areas of the Community and Environmental Service and identified any key risks and issues within those areas.
- 2.2 The Select Committee **NOTED** the presentation and associated risks and issues of each service area.

### 3. Policy and Strategy Framework and draft Forward Plan

- 3.1 The Committee received the report which provided details of the relevant policy and strategy framework to enable the Select Committee to develop its Forward Plan and have oversight of policy and strategy development work across relevant services.
- 3.2 The Committee **REVIEWED** the policy and strategy framework, included the anticipated development work and **IDENTIFIED** appropriate items for inclusion on the Select Committees Forward Plan as follows:
  - Minerals and Waste Local Plan review to be reviewed at the July meeting as per Forward Plan.
  - The Local Transport Plan would remain on the Forward Plan to be considered at the July meeting.

### 4. Norfolk Strategic Infrastructure and Delivery Plan (NSIDP)

- 4.1 The Committee received the report which outlined the main points of the NSIDP and provided detail about the Plan. The Strategic Planning Manager stressed that the plan was produced in partnership. It brings together key strategic infrastructure schemes from other plans and programmes to move them forwards to delivery.
- 4.2 The Select Committee commented on the plan and **AGREED** that it would review the updated plan in November prior to it being considered by Cabinet in December.

**5. Response to agreed Climate Change Motion at Full Council on 15 April 2019**

- 5.1 The Committee received the report which was triggered by the climate change motion agreed at Full Council on 15 April 2019. The report provided a position statement on the current activity within the council that could be aligned with the climate change / carbon agenda, with the expectation that it would enable members to make an informed position with regards to further action.
- 5.2 The Committee **NOTED** the report and **AGREED** the way forward as set out in section two of the report.

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

## Report of the People and Communities Select Committee Meeting held on 31 May 2019

### 1. Terms of Reference and Working Arrangements

- 1.1 The Committee considered the report outlining sections of the Constitution relevant to the working of the People and Communities Select Committee and other Select Committees and Scrutiny Committee.
- 1.2 The Committee **CONSIDERED** and **AGREED** the terms of reference set out in this report, and the Constitution as attached at Appendix A of the report.

### 2. Prevention Strategy for Adults, Children and Public Health

- 2.1 The Committee received and discussed the report setting out the Joint Prevention Strategy which aimed to support the Council's ambitions and building on the council's core vision, priorities and principles.
- 2.2 The Committee **AGREED** to
  1. Support the ambitions for a Joint Prevention Strategy and principles as set out in sections six and seven of the report
  2. Continue to support the maintenance and development of the Norfolk County Council Preventative approach as a priority, despite the financial constraints and uncertainty
  3. Receive a further report on the Joint Prevention Strategy at the People and Communities Select Committee meeting on 15 November 2019.

### 3. Forward Work Plan

- 3.1 The Committee discussed items they would like to add to the Forward Plan and made requests for information.

Cllr Shelagh Gurney, Chairman  
People and Communities Select Committee

## Report of the Norfolk Health Overview and Scrutiny Committee Meeting held on 30 May 2019

### 1. Election of Chairman

- 1.1 Margaret Stone was **duly elected** as Chairman for the municipal year.
- 1.2 As not all District Councils had appointed their Committee representatives by the time of the meeting, the Chairman deferred election of Vice Chairman until July 2019.

### 2. Local action to address health and care workforce shortages

- 2.1 The Committee discussed the report from the Norfolk and Waveney Sustainability Transformation Partnership (STP) workforce workstream with detail on local and national workforce issues and local action to mitigate the effects of national workforce shortages affecting health and care services.
- 2.2 The Committee:
  - **NOTED** the report
  - **AGREED** that representatives from Norfolk and Waveney Sustainability Transformation Partnership (STP) Workforce Workstream would bring a report to a future meeting to discuss action to address shortages in the wider healthcare workforce.

### 3. Joint Health Scrutiny Committees' terms of reference

- 3.1 The Committee considered the report proposing minor amendments to the Great Yarmouth and Waveney Joint Health Scrutiny Committee (GY&W JHSC) 'Structure and Terms of Reference' and the draft terms of reference for the potential Norfolk and Waveney Joint Health Scrutiny Committee following establishment of East Suffolk Council on 1 April 2019
- 3.2 The committee **AGREED** to:
  - Approve the amendments to GY&W JHSC Structure and Terms of Reference set out at Appendix A of the report
  - Approve the amendment to the potential Norfolk and Waveney Joint Health Scrutiny Committee draft terms of reference set out at Appendix B of the report

### 4. Norfolk Health Overview and Scrutiny Committee appointments

- 4.1 The Committee received the report discussing appointment of Members to Great Yarmouth and Waveney Joint Health Scrutiny Committee (GY&W JHSC) and link members with local Clinical Commissioning bodies and NHS provider trusts
- 4.2 The Committee:

- (a) **CONFIRMED** Existing appointments to Great Yarmouth and Waveney Joint Health Scrutiny Committee.
- (b) **CONFIRMED** existing appointments to clinical commissioning link roles *and*

**MADE** the following new appointments to clinical commissioning link roles:

- North Norfolk CCG – Cllr Emma Spagnola
- Norwich CCG – Cllr Margaret Stone
- Norfolk and Waveney Joint Strategic Commissioning Committee – Cllr Margaret Stone

(c) **CONFIRMED** existing appointments to provider trust link roles *and* **MADE** the following new appointments were made to provider trust link roles:

- Norfolk Community Health and Care NHS Trust – Cllr David Harrison
- Norfolk and Suffolk NHS Foundation Trust – Cllr Margaret Stone

4.3 The Committee **AGREED** to make appointments to remaining vacant roles at a future meeting.

## **5. Forward Work Plan**

5.1 The Committee discussed additional items to be added to the forward plan

**Cllr Margaret Stone, Chairman,  
Norfolk Health Overview and Scrutiny Committee**



## Report of the Health and Wellbeing Board Meeting held on 10 July 2019

### 1. Election of Chair

- 1.1 Cllr Bill Borrett was duly re-elected as Chairman for the ensuing year.

### 2. Election of Vice Chairs

- 2.1 Cllr Yvonne Bendle and Tracy Williams were duly re-elected as Vice-Chairs for the ensuing year

### 3. Chairman's Opening Remarks

- 3.1 The Chairman confirmed that the Health and Wellbeing Board had now officially signed up to the Prevention Concordat for Better Mental Health from Public Health England.

### 4. Health and Wellbeing Board Governance Update

- 4.1 The Health and Wellbeing Board **AGREED** to:

- Ratify the decision of the HWB Chair and Vice-Chair Group to change the representation of the CCGs' executive membership to reflect the recently appointed single Accountable Officer.

### 5. Area Special Educational Needs and Disabilities (SEND) Strategy

- 5.1 The Health and Wellbeing Board considered the report which presented the strategy for Special Educational Needs & Disability which had been coproduced over the previous 12 months

- 5.2 The Health and Wellbeing Board **AGREED** to:

- a) Provide comment and feedback regarding the Area SEND Strategy as part of a current 6-week consultation with all partners and stakeholders
- b) Agree to receive a report, at least annually as part of the annual refresh of the strategy, to contribute to monitoring of improvement and impact
- c) Endorse the Area SEND Strategy and promote within member organisations

### 6. Norfolk & Waveney Adult Mental Health Strategy

- 6.1 The Health and Wellbeing Board discussed the report presenting the Norfolk and Waveney Adult Mental Health Strategy setting out a long-term vision for mental health services available locally and the steps needed to achieve the vision.

6.2 The Health and Wellbeing Board **AGREED** to:

- Consider what additional actions Partners could take, collectively and individually, to support the implementation of the Norfolk and Waveney Adult Mental Health Strategy.

## 7. **Norfolk & Waveney Sustainability & Transformation Partnership Update**

7.1 The Health and Wellbeing Board considered the report providing an update on the progress of the Norfolk and Waveney Sustainability and Transformation Partnership

7.2 The Health and Wellbeing Board **AGREED** to:

- a) Consider what additional actions Partners could take, collectively and individually, to support the health and care system to address the financial challenge it faces.
- b) Assist with building awareness of our 17 Primary Care Networks across Norfolk and Waveney, and support with their continued development

## 8. **Autism Strategic Update**

8.1 The Health and Wellbeing Board received the report providing an update on the All-Age Autism Partnership Board and the workstreams in place to support the implementation of a coproduced local All-Age Autism Strategy 'My Autism, Our Lives, Our Norfolk'

8.2 The Health and Wellbeing Board **AGREED** to

- support and commend the work undertaken by autistic people to coproduce the local All-Age Autism Strategy 'My Autism, Our Lives, Our Norfolk' and establish effective working groups. To enable the implementation of the strategy, the Health and Wellbeing Board **RESOLVED**:
  - a) To **Approve** the autism strategy 'My Autism, Our Lives, Our Norfolk'.
  - b) All Health and Wellbeing Board members embed the strategy within their own organisations, for example by promoting participation in autism training.
  - c) All Health and Wellbeing Board members complete the Autism e-learning training themselves and campaign to increase its use across the partnership.

## 9. **Physical Health Checks for Adults with a Learning Disability**

9.1 The Health and Wellbeing Board received the report providing information on what steps could be taken to support an increase in the uptake in annual health checks for people with a learning disability in Norfolk.

9.2 The Health and Wellbeing Board **AGREED** to

- initiate an outcome-oriented discussion on the opportunities to

encourage/support provision and raise awareness of Physical Health Checks for Adults with a Learning Disability across the county.

**10. Joint Health and Wellbeing Strategy 2018-22 Implementation Update**

- 10.1 The Health and Wellbeing Board considered the report outlining the proposed Strategy Action and Delivery Plan, based on the agreed Strategic Framework and the approach to acknowledging contributions of excellence through the establishment of a Health and Wellbeing Board Chairman's Award.
- 10.2 The Health and Wellbeing Board **AGREED** :
- a) the draft Implementation Action & Delivery Plan and to commit to working jointly to develop action to deliver the Strategy, as agreed by the Board.
  - b) the approach of establishing the Health and Wellbeing Board Chairman's Award

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

## Report of the Planning (Regulatory) Committee Meeting held on 7 June 2019

### 1 C/1/2017/1010: Cornish Way Business Park, Lyngate Ind Est, North Walsham

- 1.1 The Committee considered the application for inert waste storage and processing, lagoons, plant storage area and installation of a porta-cabin and to increase throughput from 20,000 tonnes per annum to 75,000 tonnes per annum.
- 1.2 The Committee **RECOMMENDED** that the Executive Director of Community and Environmental Services be **AUTHORISED** to:
- I. Grant planning permission subject to the conditions outlined in section 13.
  - II. Discharge conditions where those detailed above require the submission and implementation of a scheme, or further details, either before development commences, or within a specified date of planning permission being granted.
  - III. Delegate powers to officers to deal with any non-material amendments to the application that may be submitted.

The Committee **AGREED** that

- the existing tree line be retained, and for extra planting to be in addition to existing trees

### 2 C/3/2018/3010: Walnut Tree Farm, Silver Street, Besthorpe

- 2.1 The Committee considered the planning application for the extension of the existing waste transfer stations at Silver Street, Besthorpe, which would also double its annual throughput of waste. One update to the report as published was that an additional condition was proposed by officers requiring the reprofiling of the landscaping bunds to be undertaken within 6 months of the date of the permission, with all surplus waste and redundant plant and machinery removed.
- 2.2 The Committee **RECOMMENDED** that the Executive Director of Community and Environmental Services be **AUTHORISED** to:
- I. Grant planning permission subject to the conditions outlined in section 13.
  - II. Discharge conditions where those detailed above require the submission and implementation of a scheme, or further details, either before development commences, or within a specified date of planning permission being granted.
  - III. Delegate powers to officers to deal with any non-material amendments to the application that may be submitted.

**Colin Foulger**  
Chairman, Planning (Regulatory) Committee

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

### 1 Election of Chairman

1.1 Cllr John Ward was duly elected as Chairman for the ensuing Council year

### 2 Election of Vice-Chairman

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

### 3 Political Representation on Joint Museums Committee

3.1 The Committee received the report outlining political representation on the Joint Committee

3.2 The Committee:

(i) **AGREED** that the political composition of the Urgent Business Sub-Committee be:

- Conservative 4
- Labour 2
- Liberal Democrat 1

(ii) **NOMINATED** the following Members to the Urgent Business Sub-Committee:

- Conservative: Cllr Robert Kybird, Cllr Elizabeth Nockolds Cllr Phillip Duigan and Cllr John Ward
- Labour: Cllr Jacob Huntley and Cllr George Nobbs
- Liberal Democrats: Cllr David Harrison

(iii) **AGREED** that nominations be given by the Group Leaders for a single substitute Member representing each Group, drawn from the membership of the Joint Committee

### 4 Breckland Area Museums Committee Minutes

4.1 The Committee discussed and **NOTED** the minutes from the meeting of the Breckland Area Museums Committee meeting held on 18 March 2019

### 5 Great Yarmouth Area Museums Committee Minutes

5.1 The Committee discussed and **NOTED** the minutes from the meeting of the Great Yarmouth Area Museums Committee meeting held on 8 April 2019

### 6 Norwich Area Museums Committee Minutes

6.1 The Committee discussed and **NOTED** the minutes from the meeting of the Norwich Area Museums Committee meeting held on 4 June 2019

## **7 Performance and Strategic Update Report**

7.1 The Committee discussed the report giving information on performance of Norfolk Museums Service over the current financial year 2019/20, including the exhibitions and events programme across the 10 museums, the Service's award-winning learning programmes, work with groups including Looked After Children, carers and foster families and an update on all major projects.

7.2.1 The Committee **NOTED**:

- progress regarding development of the Norwich Castle: Gateway to Medieval England project
- the final position for the financial year 2018/19, including delivery against our Arts Council England and National Lottery Heritage Fund programmes.
- progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2019/20.

7.2.2 The Committee **APPROVED** the new 5 year Strategic Framework subject to additions and changes made following comments made in the meeting

## **8 Norfolk Museums Service – Finance Monitoring Report for 2018/19**

8.1 The Committee received the report covering the Norfolk Museums Service budget out-turn for 2018/19, including the revenue budget, capital programme and reserves and provisions, and giving an early indication of the forecast budget out-turn for 2019-20.

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

- The final revenue budget, capital programme and reserves and provisions position for 2018/19 noting the strong performance of the Service in terms of final revenue outcome, especially in light of the challenging external factors which the Service had faced during the period.

## **9 Risk Management**

9.1 The Committee considered the report giving information from the latest Norfolk Museums Service risk register as at June 2019, aligned with and complementing the performance and financial reporting to the Committee.

9.2 The Committee **CONSIDERED** and **AGREED**:

- The active and dormant risks as per appendices A and B of the report

**John Ward**  
**Chairman, Joint Museums Committee**

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

### 1. Election of Chairman

- 1.1 Michael Chenery of Horsbrugh was duly elected as Chairman for the ensuing Council year

### 2. Election of Vice-Chairman

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

### 3. Norfolk Record Office: A Briefing (Presentation)

- 3.1 The Committee heard a presentation by the County Archivist updating the committee on the functions of the Norfolk Record Office, work carried out over the past years and the plans for the future.
- 3.2 The Committee **NOTED** the presentation.

### 4 Finance and Risk

- 4.1 The Committee received the report outlining the financial out-turn for the Norfolk Record Office for 2018/19, including information on the revenue budget for 2019/20, capital programme and reserves and provisions, as well as an update on the service risk register.
- 4.2 The Committee **CONSIDERED** and **COMMENTED** on:
- Forecast position of the revenue budget, capital programme, reserves and provisions
  - Management of risk for 2019/20

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

# Report to Council

Item No. 10

<b>Report title:</b>	<b>Electoral Review of Norfolk County Council – Draft Council Size Submission</b>
<b>Date of meeting:</b>	<b>22 July 2019</b>
<b>Responsible Cabinet Member:</b>	<b>Andrew Proctor, Executive Leader of the Council and Cabinet Member for Strategy and Governance</b>
<b>Responsible Director:</b>	<b>Fiona McDiarmid, Executive Director of Strategy and Governance</b>
<b>Executive Summary</b> This report sets out the Council’s draft submission to the Local Government Boundary Commission for England on Council size for Members to consider.	
<b>Recommendations</b> That Members agree the proposal to retain 84 single Member Electoral Divisions and to delegate authority to the Chairman of the Electoral Review Working Group to agree any further amendments and submit the final version to the Commission by 16 August 2019.	

## 1. Background and Purpose

1.1. On 12 October 2018 the Council was notified by the Local Government Boundary Commission for England that because of the degree and extent of electoral imbalance in Norfolk Divisions, the Commission had determined that a review of the Council’s electoral arrangements should take place. In February 2019, the Policy and Resources Committee established a Member Task and Finish Group to oversee the work – this Group was reappointed by Cabinet at its May 2019 meeting.

The Working Group has the following Terms of reference:

- a) To oversee the provision of information required by the Local Government Boundary Commission for England (LGBCE) in carrying out its Electoral Review of Norfolk County Council, including any consultation arrangements with electors or other stakeholders;
- b) To update full Council on the progress of the Electoral Review;
- c) To make recommendations to full Council on proposed submissions to the LGBCE relating to:
  - i) The total number of councillors on Norfolk County Council;
  - ii) The number and boundaries of electoral divisions within Norfolk County Council;
  - iii) The number of councillors to be returned by any electoral division;
  - iv) The name of any electoral division;



d) To provide such further advice and support as may be requested by the Council related to or impacted upon by the Electoral Review

- 1.2 The initial tasks for the Council were to develop a proposal on council size (i.e. the number of elected members) and work with the Commission to assemble five-year electorate forecast data which will inform the revised pattern of electoral divisions.
- 1.3 By 16 August we must have submitted our proposal on the number of members with our rationale. The Commission will decide by 17th September 2019 whether it accepts this submission or amends it.
- 1.4 Once the Commission has decided on the size of the Council, detailed Divisional patterns will be developed. This process will be as follows:
  - Council consults on possible divisional patterns between 24 September and 4 December 2019. The Commission will look to the County Council to decide on naming Divisions if there are any changes
  - Commission considers draft proposal on 18 February 2020
  - Public consultation on draft recommendations 3 March to 11 May 2020
  - Commission agrees final recommendations on 21st July 2020
  - Formal orders will then be laid, and new arrangements come in to place for the May 2021 elections.

## **2. Proposal**

- 2.1. Attached to this report is the Draft Council Size Submission for Norfolk County Council. The submission sets out the case for retaining 84 single Member Divisions and establishes a clear rationale for the Council's position. It is also proposed that as the Council's submission is not due to be forwarded to the Boundary Commission until 16th August, Council agrees to delegate authority to finalise the document to the Chairman of the Electoral Review Working Group to allow for any further revisions to be made to support the Council's submission.

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

- 3.1. The Council's submission to retain 84 single member Divisions would give the right number of councillors to give:
  - **Strategic Leadership and** direction to the authority.
  - **Accountability** through policy development, scrutiny, regulatory functions and partnerships.
  - **Community Leadership** – so Members can appropriately represent their local communities and engage with people and conduct casework.

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

- 4.1. The evidence for the decision is set out in the draft submission

## **5. Alternative Options**

5.1. Council could amend the draft submission

## **6. Financial Implications**

6.1. None specifically relating to this report

## **7. Resource Implications**

7.1. **Staff:**

Officers have already considered the required staffing resources and where possible assigned them to the project. It is however likely that phase 2 (detailed divisional arrangements) will require further expertise and this is currently being assessed.

7.2. **Property:**

None

7.3. **IT:**

None

## **8. Other Implications**

8.1. **Legal Implications:**

None specific to this report

8.2. **Human Rights implications**

None

8.3. **Equality Impact Assessment (Equal) (this must be included)**

Not Appropriate

## **9. Recommendation**

9.1. That Members agree the proposal to retain 84 single Member Electoral Divisions and to delegate authority to the Chairman of the Electoral Review Working Group to agree any further amendments and submit the final version to the Commission by 16 August 2019

## **10. Background Papers**

10.1. Background papers have been referenced in the draft submission

### **Officer Contact**

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

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

Norfolk County Council

# Council Size Submission

Norfolk County Council - Draft for Council

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## How to Make a Submission

1. It is recommended that submissions on council size follow the format provided below. Submissions should focus on the future needs of the council and not simply describe the current arrangements. Submissions should also demonstrate that alternative council sizes have been considered in drawing up the proposal.
2. The template allows respondents to enter comments directly under each heading. It is not recommended that responses are should unduly long; as a guide, it is anticipated that a 15 to 20-page document using this template should suffice. Individual section length may vary depending on the issues to be explained. Where internal documents are referred to URLs should be provided, rather than the document itself. It is also recommended that a table is included that highlights the key paragraphs for the Commission's attention.

## About You

3. The respondent should use this space to provide the Commission with a little detail about who is making the submission, whether it is the full Council, Officers on behalf of the Council, a political party or group, or an individual.

This submission is made by the Norfolk County Council. It has been developed by a working group of Members and endorsed by the County Council at its meeting on 22 July 2019

## Reason for Review (Request Reviews Only)

4. Please explain the authority's reasons for requesting this electoral review; it is useful for the Commission to have context. *NB/ If the Commission has identified the authority for review under one of its published criteria, then you are not required to answer this question.*

## Local Authority Profile

5. Please provide a short description of the authority and its setting. This should set the scene for the Commission and give it a greater understanding of any current issues. The description may cover all, or some of the following:
  - Brief outline of area - are there any notable geographic constraint for example that may affect the review?
  - Rural or urban - what are the characteristics of the authority?
  - Demographic pressures - such as distinctive age profiles, migrant or transitional populations, is there any large growth anticipated?
  - Are there any other constraints, challenges, issues or changes ahead?

Norfolk has a diverse geography – heathland, marshes, inland waterways, vibrant villages, market and seaside towns and the Broads National Park. At its heart lies the city of Norwich.

Norfolk County Council is a Shire County. It has 7 City/District/Borough Councils within its boundaries and there are 540 Parish Councils. Only the City of Norwich and the areas covered by the former King's Lynn Municipal Borough Council and the former Great Yarmouth Municipal Borough Council are not parished. The Broads Authority has its own planning jurisdiction meaning there are 9 Planning Authorities.

The number of Parish Councils by District Council area is as follows:

Breckland – 113  
Broadland – 65  
Great Yarmouth – 21  
King's Lynn – 101  
North Norfolk – 122  
Norwich – 0  
South Norfolk – 118

There is a single Police and Crime Commissioner for Norfolk and 5 Clinical Commissioning Groups. A Health and Wellbeing Board covers the County. The local NHS is moving towards an Integrated Care System to join up health and care services. Twenty Primary Care Networks are being created based around groups of GP practices. Local delivery groups have been created in each of the 5 CCG areas to coordinate partnerships between the primary care providers, local authorities and other key partners in the voluntary and community sector. Lastly an STP Oversight Group has been set up to oversee the work of CCGs to ensure variations in quality and care are minimised and to coordinate partnership working across Norfolk

The full profile of Norfolk can be found in Norfolk's Story – a report which highlights key and cross-cutting issues for Norfolk such as changes in Norfolk's population, deprivation, economic, health and rural issues. The full report can be found [here](#), but a summary of the key issues relevant to this submission is set out below

Norfolk is the fifth largest shire county in England with an area of 5,371 sq km (2,074 sq miles), with a population of nearly 900,000 – forecast to grow to almost a million by 2036<sup>1</sup>. Alongside a growing population there is also a buoyant job market and high levels of employment. Norfolk is one of the largest county economies with more than 33,715 active businesses<sup>2</sup> and 348,000 jobs. Nearly 400,000 people (aged 16-64) are in full or part-time employment in Norfolk. The economy is worth £18 billion and is a net contributor to the UK economy. Norfolk is seeing growth in

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<sup>1</sup> Norfolk Insight: <https://www.norfolkinsight.org.uk/population>

<sup>2</sup> Norfolk Insight: <https://www.norfolkinsight.org.uk/economy-and-employment/report/view/6d53372dc47c422aba0d07e4a78d28a1/E1000020/>

emerging sectors, too, including biotechnology, clean energy and creative digital. Traditional industries of agriculture and tourism are also major contributors to the Norfolk economy. There are plans for building some 80,000 homes by 2036 and the number of jobs is forecast to increase by approximately 30,000 over the same time frame<sup>3</sup>. Norfolk's city, towns and villages will grow considerably in that time, needing better roads, new infrastructure and more amenities. The planned investment in roads and improvements in communications will enable businesses to expand into new markets, bringing in additional investment and creating high value jobs for the county.

## **Norfolk Population**

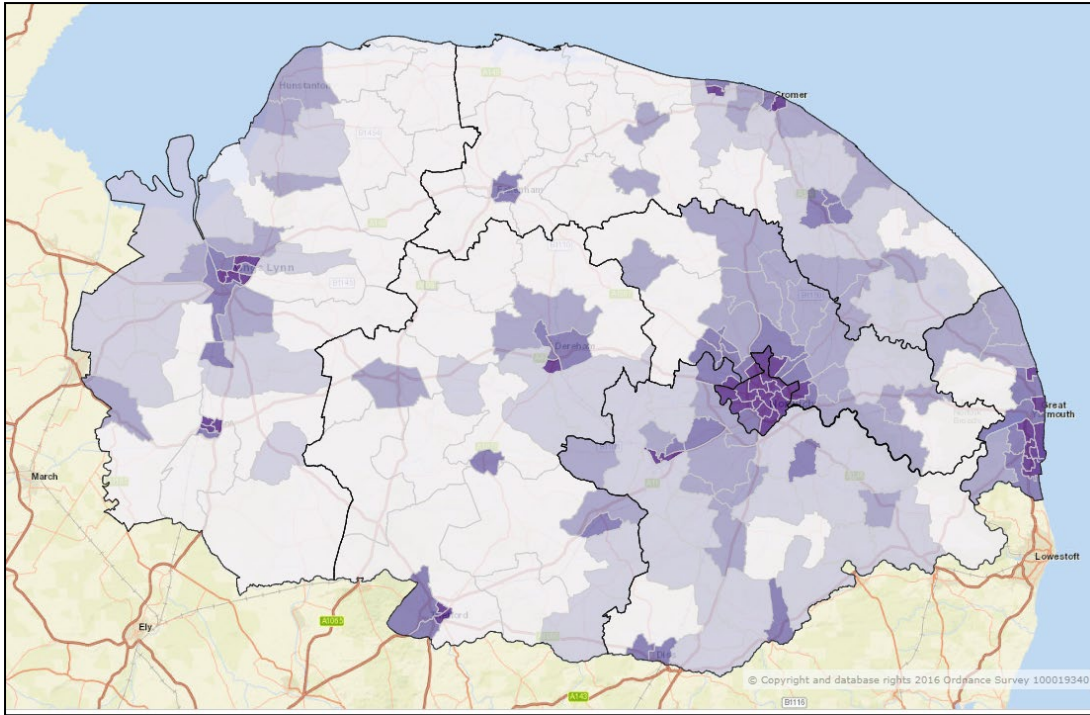
The estimated proportion of Norfolk's population living in an urban setting has increased from 47.5% in 2010 to 50.8% by 2017, with the corresponding reduction of people living in a rural setting from 52.5% in 2010 to 49.2% by 2017<sup>4</sup>. The urban centres stand out as being more densely populated (represented by the darker coloured areas on the map), but in addition to lower density rural areas the map also shows moderately high densities in several contiguous areas – particularly near Norwich and Great Yarmouth.

### **Norfolk population density at ward level, 2016**

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<sup>3</sup> East of England Forecasting Model <https://cambridgeshireinsight.org.uk/eefm/>

<sup>4</sup> ONS mid-2017 population estimates; and ONS population density and land area measures 2014.



Source: ONS, 2016

The estimates for mid-2017 confirm that Norfolk's population has a much older age profile than England as a whole, with 24.1% of Norfolk's population aged 65 and over, compared with 18.0% in England. Children and young people (aged 0 to 15) make up 16.9% of Norfolk's population (compared with 19.1% nationally) and working age adults (aged 16 to 64) make up 59.0% (compared with 62.8% nationally).

Between 2017 and 2026, Norfolk's population is projected to increase by around 52,400 people (6%). Norfolk's oldest age groups are projected to grow the quickest, with numbers of 75 to 84-year-olds projected to increase by around 41% and numbers of those aged 85 and over projected to increase by around 24%. It is worth noting that the 65+ age group are typically greater in number in the rural parts (14.1% of the population) than the urban parts (10.0%).



The median<sup>5</sup> annual gross pay for all Norfolk employees was around £21,500 in 2018 (provisional data) – an increase of 7.3% on the previous year. This compares with median annual gross pay for the East of England of around £25,300 and for England of around £24,300 in 2018.<sup>6</sup> Over the last year, Norfolk’s pay gap has narrowed, compared with national pay.

Skill levels and wages are lower, with more jobs than the national average in lower paying industries. Productivity and job growth 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 approximately 30% of Norfolk’s working-age residents have a further or higher education degree, compared to nearly 37% in the UK. 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.

Social mobility is an issue affecting many areas and people in Norfolk. More than 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. The table below ranks performance of districts in Norfolk against all other local authority districts in England.

	<u>Breckland</u>	Broadland	Great Yarmouth	King's Lynn and West Norfolk	North Norfolk	Norwich	South Norfolk
Overall score	Worst 10%	Middle 50%	Worst 10%	Worst 10%	Worst 20%	Worst 10%	Middle 50%
Early Years	Middle 50%	Middle 50%	Middle 50%	Middle 50%	Middle 50%	Middle 50%	Middle 50%
Schools	Worst 20%	Middle 50%	Worst 10%	Worst 20%	Best 25%	Worst 25%	Middle 50%
Youth	Middle 50%	Best 25%	Worst 20%	Worst 10%	Worst 20%	Worst 20%	Middle 50%
Adulthood	Worst 10%	Middle 50%	Worst 20%	Worst 20%	Worst 10%	Worst 10%	Middle 50%

<sup>5</sup>The median is the value below which 50% of jobs fall. It is ONS's preferred measure of average earnings as it is less affected by a relatively small number of very high earners and the skewed distribution of earnings. It therefore gives a better indication of typical pay than the mean.

<sup>6</sup> [Annual Survey of Hours and Earnings \(ASHE\) 2018 \(provisional\), ONS – Table 8.7a](#)

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.

[Caring for our County](#) – A vision for Norfolk in 2021 stated that “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 employment”. 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.

The Council adopted a revised 6-year county plan in May 2019 “[Together, for Norfolk](#)” which aims to achieve three strategic outcomes: Growing economy, Thriving people, and 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’s Economic Strategy for Norfolk and Suffolk.

Norfolk’s local authorities have coalesced around the inclusive growth agenda setting up an Inclusive Growth Coalition to identify actions across local government to widen opportunities for all. 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. This plan will enable Norfolk County Council to play a leading role in creating the appropriate conditions for inclusive growth and improved social mobility.

Norfolk Council Leaders have committed to “Working Better Together”. We believe that financial benefits can be achieved through the spirit of cooperation across the County by working better together without Unitary governance structures and whilst retaining local democratic accountability. Further opportunities may also open-up under the devolution agenda. Retaining leadership capacity amongst our 84 elected Members to deliver on these ambitions is fundamental to success. Coupled to this Norfolk Authorities are working together to produce a Norfolk Growth Plan to sit under the Norfolk and Suffolk Economic Strategy. This document will set out Norfolk’s priorities in infrastructure improvements in the County and will demonstrate the benefits of investing in Norfolk.

The Challenges set out above and our approach to them have informed our governance arrangements and the number of Members we consider we require to properly and effectively deliver on our priorities.

#### Council Size

6. The Commission believes that councillors have three broad aspects to their role. These are categorised as: Strategic Leadership, Accountability (Scrutiny, Regulation and Partnerships), and Community Leadership. Submissions should address each of these in turn and provide supporting evidence. Prompts in the boxes below should help shape responses.

Strategic Leadership

7. Respondents should provide the Commission with details as to how elected members will provide strategic leadership for the authority. Responses should also indicate how many members will be required for this role and why this is justified.

Topic		
<p><b>Governance Model</b></p>	<p><i>Key lines of explanation</i></p>	<ul style="list-style-type: none"> <li>➤ <i>What governance model will your authority operate? e.g. Committee System, Executive or other?</i></li> <li>➤ <i>The Cabinet model, for example, usually requires 6 to 10 members. How many members will you require?</i></li> <li>➤ <i>If the authority runs a Committee system, we want to understand why the number and size of the committees you have represents is most appropriate for the authority.</i></li> </ul>
	<p>Analysis</p>	<p>Norfolk County Council has 84 County Councillors. Following the County Council elections in May 2017, the political makeup is as follows:</p> <p>54 Conservative            16 Labour            11 Liberal Democrat            2 Independent Group            1 Non-aligned</p> <p>More than 50% of the 84 Norfolk County Councillors are Twin Hatters (i.e. are serving District, City or Borough Councillors):</p> <p>33 Conservatives            3 Labour            5 Lib Dems            1 Independent            1 Non-Aligned</p> <p>The total number of seats for Members on politically balanced Committees is 99. That means a number of Members sit on more than one Committee. In addition to the Member Working Groups, there are 19 Internal Bodies some of which more than one grouping (for example the Area Museums Committees) with</p>

	<p>88 Member places. These bodies are non-decision making and facilitate member involvement and support the work of the portfolio holders. <i>[Attached to the final submission will be a table setting out the Member commitments. This will show membership of formal Committees. Sub Committees and Joint Committees, but also the level of commitment associated with serving on external and internal bodies. It will show the number of Town and Parish Councils with each Member's Division. This table is not intended to be exhaustive and acknowledges that Cabinet Members in particular have a significant range of additional responsibilities by virtue of their portfolio. For example, the Cabinet Member for Adult Social Care, Public Health &amp; Prevention serves on the Norfolk and Waveney Sustainability and Transformation Partnership (STP) Chairs Oversight Group and the Cabinet Member for Children's Services sits on the Children's and Young People's Strategic Partnership. The Leader of the Council serves on a number of Local Government Association Bodies such as the Commercial Advisory Board.]</i></p> <p>Between May 2014 and May 2019, the Council operated a Committee system of governance. Following the 2017 election, the new Conservative administration was committed to move to the Leader/Cabinet system at the earliest opportunity and full Council resolved in December 2018 to return to the Executive Leader and Cabinet system of governance with effect from the AGM in May 2019 to best meet the requirements of the Council to function effectively and efficiently and support its service delivery framework to the community. In the period February 2018 to April 2019, the Cabinet Governance Working Group (a cross party group of Members) developed detailed constitutional arrangements which were agreed by the Policy and Resources Committee on 25 March 2019 and the County Council on 15 April 2019 to take effect on 7 May 2019. The Leader has appointed 8 additional Cabinet Members in addition to allocating portfolios to himself and his Deputy Leader.</p> <p>The Cabinet Governance Working Group looked at structures in other County Councils and identified the Select Committee/Advisory Board/Policy Development Panel model as being one that would work for Norfolk. With regard to Committee size, the 13 that was agreed for Norfolk County Council is very much in line with other Councils where these models are working well. Our previous Cabinet system had a Cabinet of 9 Members and 6 Overview and Scrutiny Panels each with 17 Members broadly aligned to portfolios. Our new structures are much more streamlined and have a smaller number of cross cutting Select Committees to re-enforce the difference between the new Cabinet system and the previous Committee system.</p>
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	<p>The terms of reference of the Select Committees are deliberately broad – for example People and Communities covers Children and Young People, Adult Social Care and Public Health. Our new structures represent a major cultural and governance change from the previous 17-member Service Committees to a Scrutiny Committee and 3 Select Committees, with a changed and key role for Select Committees in policy development. Having 13 members on Select Committees, Scrutiny Committee and Planning (Regulatory Committee) strikes a good balance to reflect the administration and other parties and allows for working groups when needed. A Committee of 13 allows more voices/ideas to be heard in policy development and for Members to develop expertise in particular areas and be more effective. If we are to take a cross-cutting approach to our services, it is important we make sure it has sufficient Member resource. The Council's structures are in their early days and the structural change also requires a cultural change and member involvement is a key consideration and therefore our position is that reducing Committee numbers below 13 would have been inappropriate.</p> <p>Scrutiny Committee and Select Committees do not include executive members nor do other key elements of our governance bodies primarily Audit and Planning (Regulatory) Committee. There are also specific training requirements for the Planning (Regulatory) Committee and for its substitute Members. Pensions Committee requires a major commitment and expertise from members as do committees such as the Norfolk Health Overview and Scrutiny Committee and the Health and Wellbeing Board. Representation on a wide range of outside bodies reflects the importance of partnership working.</p> <p>The schedule of Committee meetings for the municipal year 2019/20 can be found <a href="#">here</a>.</p> <p>Officer Leadership is provided by a team of Executive Directors under the leadership of the Head of Paid Services as follows:</p> <ul style="list-style-type: none"><li>Executive Director of Adult Social Services</li><li>Executive Director of Children's Services</li><li>Executive Director of Communities and Environmental Services (and Head of Paid Service)</li><li>Executive Director of Finance and Commercial Services</li><li>Executive Director of Strategy and Governance</li></ul>
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<b>Portfolios</b>	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> <li>➤ <i>How many portfolios will there be?</i></li> <li>➤ <i>What will the role of a portfolio holder be?</i></li> <li>➤ <i>Will this be a full-time position?</i></li> <li>➤ <i>Will decisions be delegated to portfolio holders? Or will the executive/mayor take decisions?</i></li> </ul>
	Analysis	<p>County Council on 15 May appointed Councillor Andrew Proctor as Executive Leader of the Council. The Leader appointed a Deputy Leader (Councillor Graham Plant) and 8 further Cabinet Members. The Cabinet will meet 4 weekly and comprises:</p> <p>Mr A Proctor Chairman. Executive Leader and Cabinet Member for Strategy &amp; Governance.  Mr G Plant Vice-Chairman. Deputy Leader and Cabinet Member for Growing the Economy.  Mr B Borrett Cabinet Member for Adult Social Care, Public Health &amp; Prevention  Mrs M Dewsbury Cabinet Member for Communities &amp; Partnerships  Mr J Fisher Cabinet Member for Children’s Services  Mr T FitzPatrick Cabinet Member for Innovation, Transformation &amp; Performance  Mr A Grant Cabinet Member for Environment &amp; Waste  Mr A Jamieson Cabinet Member for Finance  Mr G Peck Cabinet Member for Commercial Services &amp; Asset Management  Mr M Wilby Cabinet Member for Highways, Infrastructure &amp; Transport</p> <p>The roles of the Leader, Deputy Leader and Portfolio Holders are set out in the role description which was agreed by Council and appears in Article 2 of the <a href="#">Council Constitution</a> on page 7.</p> <p>The role of the Leader is full time. The County Council’s Deputy Leader, Cllr Plant has stepped down from his previous role as Leader of Great Yarmouth Borough Council in recognition of the commitment of being Deputy Leader of the County Council. He is currently Deputy Leader of GYBC to mentor its new leader and is acting as Lead Member for the Economy which reflects the ambitions of the business plan. The Leader has not appointed to the positions of Deputy Cabinet members at this stage, so a proper assessment can be made of the commitment of Cabinet Members. One example of the commitments of a Cabinet Member is the Council’s Cabinet Member for Communities and Partnerships includes responsibility for the Fire and Rescue Service. The Cabinet Member works with the Chief Fire Officer to ensure that relevant arrangements are in place to enable the service to operate efficiently and effectively, and to keep Norfolk’s communities safe. This includes holding the Chief Fire Officer to account in terms of delivering the service</p>

strategy, improvement plans and collaboration with other emergency services. The Cabinet Member also liaises with the Police and Crime Commissioner (who is a member of the Fire and Rescue Authority).

Recent external assessments have shown the Council performs well. The September 2018 Adult Social Care Peer Review recognised the importance of maintaining the current and future role that strong political leadership has in achieving the vision for the whole system. The review acknowledged the interest, knowledge and understanding that elected members had around the impact that an increasing number of older people will have on the system.

Following the departure of the Managing Director in December 2018, the Council undertook a substantive review of the senior management arrangements. The Executive Leader and Cabinet system of governance is a very different arrangement to the previous Committee system of governance, with more direct involvement of members in decision making with the existing Chief Officer management team individually carrying statutory and other accountabilities and there was a substantially reduced need for a Managing Director. This post was deleted and an interim Head of Paid Service (Executive Director for Community and Environmental Services) appointed to carry out the statutory role. Subsequently a permanent appointment of the above Executive Director to this role was made by Council on 7 May 2019. Aligned to these changes was the establishment of the Corporate Board. This body meets weekly and brings together the Leader, Deputy Leader, Executive Directors and other Heads of Service to work collaboratively as a leadership team. Where appropriate the whole Cabinet joins these meetings. The Board takes responsibility for overseeing the implementation of the Council's vision and strategy. It supports a Member-led Authority, where Elected Members define and agree the strategy, policy and budgetary framework of the Council.

The Cabinet has appointed a number of Member Champions to assist the Cabinet by providing a member focus and point of contact for a specific area of activity. The focus of these appointments can be internal – giving a high-level Member focus to an area of activity or external – in response to organisations that want to raise awareness or establish points of contact with local authorities. Champions encourage people to play a fuller role in the following subject area:

Apprenticeships
Armed Forces
Carers
Cycling and Walking

	Learning Difficulties & Dementia
	Mental Health
	Older People
	Physical Disabilities and Sensory Impairment
	Social Mobility
	Women
	<p>The Leader has established a clear system of delegation to the Cabinet. Decisions within agreed thresholds are delegated to portfolio holders, with collective decision making in public at Cabinet in other circumstances. It is too soon in the new governance arrangements to analyse the split between collective Cabinet decisions and individual Member decisions, however it is intended that cabinet will concentrate on the significant and strategic decisions. The Council is currently piloting live streaming of Cabinet and Council meetings to make the Council more accessible.</p> <p>Individual portfolio holders have the following delegated powers in relation to their portfolios and the service areas for which they are responsible:</p> <p>(a) To exercise the executive powers and duties of the Council for strategic development, policy direction, partnership working, key decisions, programme and performance management, in accordance with the Council's procedure rules, for their portfolio areas.</p> <p>(b) To be responsible for ensuring successful delivery of business transformation in relation to their portfolio areas</p> <p>(c) To request the relevant Select Committee to review changes to policy within these service areas</p> <p>(d) To make decisions on actions relating to contracts including: (i) Awarding, assigning and terminating contracts over £1.25m (ii) Waiving or granting exemptions to Contract regulations where contracts are over £1.25m</p> <p>Further delegations on specific issues have been agreed by the Leader as follows:</p> <ul style="list-style-type: none"> <li>To the Leader – to make appointments to internal and external bodies and Member Champions</li> </ul>



		<ul style="list-style-type: none"> <li>• To the Cabinet Member(s) responsible for Highways, Transport and Infrastructure – to consider objections to Traffic Regulation Orders, Traffic calming measure, Footway conversion schemes and Speed limits.</li> <li>• To the relevant Cabinet Member(s) responsible for Finance - To agree property transactions involving individual acquisitions and disposals of land, buildings or other property interests where the consideration is between £250,000 and £1.25m and to authorise the making of compulsory purchase orders in consultation with the relevant Cabinet Members</li> </ul> <p>Whilst there will be 10 Cabinet Members involved in taking major executive decisions collectively at Cabinet, some will continue to be reserved to the Council under the Executive Arrangement Regulations. This will include approving those policies and plans that make up the Council’s policy framework.</p>
<b>Delegated Responsibilities</b>	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> <li>➤ <i>What responsibilities will be delegated to officers or committees?</i></li> <li>➤ <i>How many councillors will be involved in taking major decisions?</i></li> </ul>
	Analysis	<p>Whilst not decision making, the Council has established 3 Select Committees whose primary role is to provide support in Policy Development. Select Committees are 13 Member bodies (politically balanced) and give the opportunity for wider member involvement in policy development (see section 8 for more details). The Select Committees are:</p> <p>Infrastructure and Development Select Committee  People and Communities Select Committee  Corporate Select Committee</p> <p>The Council has delegated a number of executive functions to Joint Committees as follows:</p> <p>Norfolk Joint Museums Committee – 9 County Councillors  Norfolk Records Committee – 3 County Councillors  Eastern Shires Purchasing Organisation Joint Committee – 2 County Councillors  Norwich Highways Agency Joint Committee (joint with Norwich City Council) – 2 County Councillors and 3 non-voting County Councillors  Norfolk Parking Partnership – 1 County Councillor  Local Government Access Joint Committee – 1 County Councillor  PATROL (Parking and Traffic Regulation Outside London) Joint Committee – 1 County Councillor</p>

	<p>The Terms of reference of these bodies are set out in Appendix 4 of the <a href="#">Council Constitution</a> (p 63).</p> <p>In addition:</p> <p>Cabinet on 10 June authorised the establishment of the Transforming Cities Joint Committee with our three partner authorities (Norwich City Council, South Norfolk Council and Broadland Council and the New Anglia Local Enterprise Partnership) for the programme of schemes funded through the Transforming Cities Fund – 4 County Councillors.</p> <p>Council appoints to the Eastern Inshore Fisheries Conservation Authority which has a responsibility to introduce and enforce management measures to protect fisheries sustainability and the environment – 3 County Councillors</p> <p>All County Councillors have been allocated a budget of £6,000 per annum to fund minor highways work in their Divisions. This enables Members to be responsive to the needs of their communities and fulfil their community leadership role.</p> <p>There is a clear system of both executive and non-executive delegations to Executive Directors. This can be found in Appendix 5 of the <a href="#">Council Constitution</a> (p70). The principle of the scheme is to provide a general delegation to exercise powers relating to their function with clear parameters and limits and an expectation that there will be appropriate Member involvement, specifically the portfolio holder.</p>
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Accountability

8. Give the Commission details as to how the authority and its decision makers and partners will be held to account. The Commission is interested in both the internal and external dimensions of this role.

<b>Topic</b>	
<b>Internal Scrutiny</b>	The scrutiny function of authorities has changed considerably. Some use theme or task-and-finish groups, for example, and others have a committee system. Scrutiny arrangements may also be affected by the officer support available.

<p>Key lines of explanation</p>	<ul style="list-style-type: none"> <li>➤ <i>How will decision makers be held to account?</i></li> <li>➤ <i>How many committees will be required? And what will their functions be?</i></li> <li>➤ <i>How many task and finish groups will there be? And what will their functions be? What time commitment will be involved for members? And how often will meetings take place?</i></li> <li>➤ <i>How many members will be required to fulfil these positions?</i></li> <li>➤ <i>Explain why you have increased, decreased, or not changed the number of scrutiny committees in the authority.</i></li> <li>➤ <i>Explain the reasoning behind the number of members per committee in terms of adding value.</i></li> </ul>
<p>Analysis</p>	<p>The Council has established a single Scrutiny Committee to hold the Executive to account. It can scrutinise decisions before they are taken (pre-scrutiny) or through suspensive call-in of decisions of the Cabinet or individual Cabinet Members or Executive Directors. This Committee has 13 non-executive Members (politically balanced) together with 2 Parent Governor Representatives and 2 Diocesan representatives. The Committee is Chaired by Cllr Steve Morphew, Leader of the largest opposition group. The Committee meets 4 weekly (mirroring the Cabinet). Its workplan is owned by the Committee who consider it at each meeting. Experience across the scrutiny function has led us to conclude that a maximum of two significant items is manageable at each meeting. There is an expectation that membership of the Scrutiny Committee will involve taking responsibility for being well informed and briefed about issues on the workplan</p> <p>The Committee can also scrutinise non-executive decisions and makes reports or recommendations to either the Cabinet or to the County Council on these and matters which affect Norfolk or its inhabitants.</p> <p>The Scrutiny Committee has the power to 'call-in' for scrutiny all decisions made by the Cabinet but not implemented and recommend that they are reconsidered or reviewed. This can be done by any Member of the Council, with the support of three other Members. The Scrutiny Committee also has the power to 'call-in' for scrutiny any key decisions which are the responsibility of the Executive, but taken by an individual Cabinet Member or Officer on the Executive's behalf. In order to enable it to exercise its powers, the Scrutiny Committee may: a) require the Leader, Cabinet Members and Officers to attend before it and answer questions; and such members and officers will attend unless reasonably prevented from doing so; b) invite any other person to attend its meetings and answer questions but may not require them to do so; c) question and gather evidence from any person with their consent; d) commission reports from officers.</p> <p>The Scrutiny Committee is the Council's designated Crime and Disorder Committee for the purposes of section 19 of the Police and Justice Act 2006. It has appointed a Sub-Panel of 3 County Councillors (politically</p>

	<p>balanced) and one member from each of the District Councils to scrutinise the work of the Countywide Community Safety Partnership.</p> <p>The Select Committees are part of the Council's Overview and Scrutiny arrangements. Whilst their roles are primarily to support policy development, they have an important role in the review of performance of the Executive in relation to its policy objectives and performance targets.</p> <p><b>People and Communities Select Committee (13 members)</b></p> <p>The People and Communities Select Committee is aligned to people-orientated services which are based on individual need. These services are predominantly for children and adults but also include other services that contribute to our residents' well-being. The Committee supports the Cabinet and Council in its work with adults and older people with disabilities; services for young people who are vulnerable and improving educational attainment together with services to improve the wellbeing of our residents such as Arts and Culture, Public Health and Adult Education.</p> <p><b>Infrastructure and Development Select Committee (13 members)</b></p> <p>The Infrastructure and Development Select Committee is aligned to the physical, geographical and economic services we provide to our residents. These services relate to the entire community both at whole County level and at neighbourhood level and take a strategic approach to prevent the fragmentation of service provision that leads to gaps or duplication of effort. The Committee supports the Cabinet and Council in its work on transport, environmental services and growing the economy to enable our residents to live in resilient, prosperous, safe and sustainable communities with the facilities and infrastructure they need.</p> <p><b>Corporate Select Committee - 13 members</b></p> <p>The Corporate Select Committee is aligned to the overall governance, resources and assets of the Council. The Committee supports the Cabinet and Council in ensuring good governance and that resources and assets are used as efficiently and effectively as possible. In this way it will minimise Council risks, ensure it is resilient, takes full advantage of opportunities arising from new technology, and communicates effectively with its residents and stakeholders. The Corporate Select Committee also reviews the content and operation of the</p>
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Constitution at least annually and at the request of the Council or the Chief Legal Officer, to ensure it remains fit for purpose

### **Powers of the Select Committees**

The Select Committees may within their areas of responsibility consider proposed decisions to be made or other action taken in connection with executive or non-executive decisions. They may make reports or recommendations to either the Leader, the Cabinet, the relevant Cabinet Member or the County Council with respect to the discharge of any functions which affect Norfolk and its inhabitants. Specifically, they will assist and advise the Council Leader and the Cabinet in the development of the policy framework and review the performance of the Executive in relation to its policy objectives and performance targets. They do not have the power to 'call-in' decisions made but not implemented. That power lies with the Scrutiny Committee.

*[A link to the latest Select Committee and Scrutiny Committee workplans will be placed here.]*

With regard to Task and Finish Groups, the Cabinet at its meeting on 20<sup>th</sup> May 2019 reviewed the Task and Finish Groups established by the Service Committees. Cabinet decided which should be retained. Members have re-commissioned 6 Task and Finish Groups to undertake detailed work on specific projects/subjects with 38 Member places as follows:

- Single Use Products (6 Members)
- Norwich Western Link Road (7 members)
- Great Yarmouth Third River Crossing (9 Members)
- Norfolk Community Learning Service (4 Members)
- Electoral Review Working Group (7 Members)
- Carer's Charter (5 Members)

It is too early to be able to quantify the likely pattern of new Task and Finish Groups which might be established by the Scrutiny Committee/Select Committees, as these bodies have only recently been established. Under the previous executive arrangements and the previous Committee system, Members made frequent use of task and finish groups. The Infrastructure and Development Select Committee has established a Task and Finish Group on Climate Change (3 Members) and also on Local Transport Issues with 4 Members.

The decisions as to the number of Overview and Scrutiny Committees and numbers of Members serving on them was subject to detailed Member discussion as part of the deliberations of the Cabinet Governance Working Group.

With regard to the pattern of Overview and Scrutiny Committees, it was considered that a single Scrutiny Committee was the appropriate vehicle to give focus on holding the executive to account. Previous models had led to concerns over duplication of work between overview and scrutiny bodies, particularly between the then Cabinet Scrutiny Committee (which had a remit to hold the Cabinet to account) but also to scrutinise more general issues across the Council and the Overview and Scrutiny Panels which were generally aligned to portfolios.

The previous Committee system originally established Service Committees of 17 Members when the structure was implemented in 2014. This number was initially set to ensure that all political groups would be entitled to some representation in terms of politically balanced seat allocation. This was reduced in May 2017 to 13 Members on each of the 7 Service Committees to create a more streamlined arrangement. The Working Group concluded that 13 was the optimum number for the Overview and Scrutiny Committees, giving an effective balance between maximising member involvement and getting through the business in an efficient manner.

In addition to internal scrutiny, the County Council has statutory responsibility to scrutinise health, community safety and flood risk management. These functions are discharged as follows (with full terms of reference set out in Appendix 2A of the [Council Constitution](#) (p 54)).

**Health Overview and Scrutiny Committee** – 8 County Councillors and 7 co-opted District Councillors with full voting rights.

This Committee co-opts District Councillors with full voting rights. A separate joint Committee has been established with Suffolk County Council to scrutinise those services delivered in the Great Yarmouth and Waveney area. Norfolk has 3 large acute hospitals and 5 Clinical Commissioning Groups. The local NHS is moving towards an Integrated Care System to join up health and care services. Twenty Primary Care Networks are being created based around groups of GP practices. Local delivery groups have been created in each of the 5 CCG areas to coordinate partnerships between the primary care providers, local authorities and

	<p>other key partners in the voluntary and community sector. Lastly an STP Oversight Group has been set up to oversee the work of CCGs to ensure variations in quality and care are minimised and to coordinate partnership working across Norfolk. The workload of the Health Overview and Scrutiny Committee is significant and requires significant Member commitment. For example, Committee Members also serve as link Members to the Trusts to make sure the Committee has the best possible intelligence.</p> <p><b>Norfolk Police and Crime Panel</b> – 3 County Councillors and 7 District Councillors The County Council is the host authority for the Norfolk Police and Crime Panel which is currently chaired by a County Councillor. This body holds the Commissioner to account and supports the effective exercise of his functions. Members of this Committee are particularly active and are at the forefront of best practice, regularly presenting at conferences etc.</p> <p><b>Community Safety Sub Panel</b> - 3 County Councillors and 7 District Councillors. This body scrutinises the Community Safety Partnership and the responsible authorities including the County and District Councils, Norfolk Constabulary, Norfolk Fire and Rescue Service and the 5 Clinical Commissioning Groups.</p> <p><b>Flood Risk Management Scrutiny</b> is discharged by the Infrastructure and Development Select Committee.</p>				
<b>Statutory Function</b>	This includes planning, licencing and any other regulatory responsibilities. Consider under each of the headings the extent to which decisions will be delegated to officers. How many members will be required to fulfil the statutory requirements of the council?				
<b>Planning</b>	<table border="1"> <tr> <td data-bbox="297 1046 544 1233"><i>Key lines of explanation</i></td> <td data-bbox="544 1046 2139 1233"> <ul style="list-style-type: none"> <li>➤ <i>What proportion of planning applications will be determined by members?</i></li> <li>➤ <i>Has this changed in the last few years? And are further changes anticipated?</i></li> <li>➤ <i>Will there be area planning committees? Or a single council-wide committee?</i></li> <li>➤ <i>Will executive members serve on the planning committees?</i></li> <li>➤ <i>What will be the time commitment to the planning committee for members?</i></li> </ul> </td> </tr> <tr> <td data-bbox="297 1233 544 1417">Analysis</td> <td data-bbox="544 1233 2139 1417"> <p>For the last year the percentage of applications determined by Members was 8%, with 92% delegated to officers. This is indicative of the historic split.</p> <p>Under the current scheme of delegation, the Planning (Regulatory) Committee only deals with applications for full planning permission. Other case work like, discharge of conditions, prior approvals and certificates of</p> </td> </tr> </table>	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> <li>➤ <i>What proportion of planning applications will be determined by members?</i></li> <li>➤ <i>Has this changed in the last few years? And are further changes anticipated?</i></li> <li>➤ <i>Will there be area planning committees? Or a single council-wide committee?</i></li> <li>➤ <i>Will executive members serve on the planning committees?</i></li> <li>➤ <i>What will be the time commitment to the planning committee for members?</i></li> </ul>	Analysis	<p>For the last year the percentage of applications determined by Members was 8%, with 92% delegated to officers. This is indicative of the historic split.</p> <p>Under the current scheme of delegation, the Planning (Regulatory) Committee only deals with applications for full planning permission. Other case work like, discharge of conditions, prior approvals and certificates of</p>
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		<p>lawfulness etc, do not go to the committee. The total number of full applications for the last 3 years have been 119, 110 and 102. This is indicative of the academisation of Schools, which means that the Council deals with the major applications for new schools but minor extensions to existing ones may go to the districts. Looking forward, we accept the number of applications to remain static or possibly increase as applications for new special educational needs schools and fire station proposals come forward.</p> <p>We do not have Area Planning Committees. There is a single County wide body – the Planning (Regulatory) Committee which consists of 13 Members. There is a pool of trained substitutes which can be drawn from if required. Members carefully considered the size of the Committee and thirteen is considered to be the optimum number to balance the efficiency of the Committee’s decision making with the requirements to demonstrate probity in planning.</p> <p>The constitution does not permit Executive Members to sit on the Planning (Regulatory) Committee.</p> <p>Members time commitment each year is estimated to be 58hrs per Member plus travel time. This is made up of:</p> <p>Attendance at Committee 2hrs 30mins x 10 = 25hrs  Attendance at Training (1hr x10) + 3hrs 30mins = 13hrs 30 mins  Reading of reports 2hrs x10 = 20hrs</p> <p>In addition to the above Members may receive correspondence from third parties in relation to items that are being determined by committee. The amount of time taken up by dealing with these will depend upon the numbers involved, which will reflect how controversial a proposal is and how Members deal with them.</p>
<b>Licensing</b>	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> <li>➤ <i>How many licencing panels will the council have in the average year?</i></li> <li>➤ <i>And what will be the time commitment for members?</i></li> <li>➤ <i>Will there be standing licencing panels, or will they be ad-hoc?</i></li> <li>➤ <i>Will there be core members and regular attendees, or will different members serve on them?</i></li> </ul>
	Analysis	<p>The Council is not a licensing authority. As a County Council, there is a limited number of licences which are issued by officers under delegated powers.</p>



<b>Other Regulatory Bodies</b>	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> <li>➤ <i>What will they be, and how many members will they require?</i></li> <li>➤ <i>Explain the number and membership of your Regulatory Committees with respect to greater delegation to officers.</i></li> </ul>
	Analysis	<p>The Council has established a number of Regulatory Committees together with external statutory scrutiny bodies. These are as follows with full terms of reference set out in Appendix 2 of the <a href="#">Council Constitution</a> (p 44).</p> <p>Audit Committee – 7 Members  Standards Committee – 7 Members  Pensions Committee – 5 Members  Health and Wellbeing Board – 3 Members  Employment Committee – 7 Members</p>
<b>External Partnerships</b>	Service delivery has changed for councils over time, and many authorities now have a range of delivery partners to work with and hold to account.	
<i>Key lines of explanation</i>	<ul style="list-style-type: none"> <li>➤ <i>Will executive members serve on decision-making partnerships, sub-regional, regional or national bodies?</i></li> <li>➤ <i>How many councillors will be involved in this activity? And what is their expected workload? What proportion of this work is undertaken by portfolio holders?</i></li> <li>➤ <i>What other external bodies will members be involved in? And what is the anticipated workload?</i></li> </ul>	
Analysis	<p>The County Council is formally represented on 66 External Bodies. A number of these have multiple representation which means that in total we have 96 places to appoint to in addition to 10 substitute places. Executive Members represent the Council on a significant number of these. The list of Member appointments which is referred to in part 7 and will be attached to this submission includes external appointments. Some bodies are small and locally based and value having the input of the local Members. Others are highly significant both locally and nationally (for example the Broads Authority) and the responsibility and time commitment are large. It is important that Council has sufficient elected Members to make appointments in view of the value they add in terms of contributing towards the Council's priorities and strategic objectives and reflect the Council's community leadership role.</p>	

#### Community Involvement

9. The Commission understands that there is no single approach to community leadership and that members represent, and provide leadership to, their communities in different ways. The Commission wants to know how members are required to provide effective community leadership

and what support the council offers them in this role. For example, does the authority have a defined role and performance system for its elected members? And what support networks are available within the council to help members in their duties?

Topic		Description
Community Leadership	Key lines of explanation	<ul style="list-style-type: none"> <li>➤ <i>In general terms how do councillors carry out their representational role with electors?</i></li> <li>➤ <i>Does the council have area committees and what are their powers?</i></li> <li>➤ <i>How do councillors seek to engage with their constituents? Do they hold surgeries, send newsletters, hold public meetings or maintain blogs?</i></li> <li>➤ <i>Are there any mechanisms in place that help councillors interact with young people, those not on the electoral register, and/or other minority groups and their representative bodies?</i></li> <li>➤ <i>Are councillors expected to attend community meetings, such as parish or resident's association meetings? If so, what is their level of involvement and what roles do they play?</i></li> <li>➤ <i>Explain your approach to the Area Governance structure. Is your Area Governance a decision-making forum or an advisory board? What is their relationship with locally elected members and Community bodies such as Town and Parish Councils? Looking forward how could they be improved to enhance decision-making?</i></li> </ul>
	Analysis	<p>The role of Members should be considered in the context of Norfolk as a large and generally rural County. Communication links by both public transport and road are a priority for improvement. Improving mobile phone and broadband coverage are a priority for the Council. Recent initiatives such as the dualling of the A11 and the construction of Broadland Northway (the Northern Distributor Road) have helped, however there remains much to do. A significant number of Members have large rural divisions where travelling time can be significant – some Divisions can take almost 30 minutes to drive from one side to another – a significant time commitment if a resident wishes to meet with a Councillor. Travel times to County Hall are also an issue for Members. Members consider that in large rural areas, residents look to the County Council to resolve issues, whereas in other areas, Town and Parish Councils are the focus. Rurality and division size does have a major impact on Members' ability to serve all the people at face to face meetings, parish and town council meetings.</p> <p>The furthest division from County Hall is almost 60 miles away by road. By car, that would take 1 hr 16 mins. The largest division geographically in Norfolk measures 18.8 miles at its widest point, meaning a journey time of 29 mins from one side to the other. The largest urban division is 3.5 miles at its widest with a car travel time of 9 minutes. Members representing rural divisions who do not drive can find accessing County Hall for some meetings particularly difficult. For example, one division which is 45 miles from County Hall would involve a drive time of 1 hr 20 minutes. By bus/train this travel time can almost double at certain times making arriving for meetings difficult.</p>

Members have given consideration to single Member and Multi Member Divisions. Multi Member Divisions would inevitably increase the geographical size of the areas served by Members and would exacerbate rather than mitigate the issues of transport and travel time. For this reason we strongly support the retention of single Member Divisions.

This submission has already stressed the difficulties of getting around in Norfolk. Any recommendation on Council size that impacts on the ability of rural Councillors to properly represent their communities is strongly opposed by the Council.

The population and electorate data set out below supports that conclusion.

	2018	2025 (projection)	2025 % change against current
<b>Population</b>	902,800.00	939,200.00	4.03%
Current Population per Member	10,747		
Population per Member (84)		11,181	4.04%
Population Per Member (80)		11,740	9.24%
Population Per Member (86)		10,920	1.61%

	2018	2025 (projection)	2025 % change against current
<b>Electorate</b>	676,818.00	692,929.00	2.38%

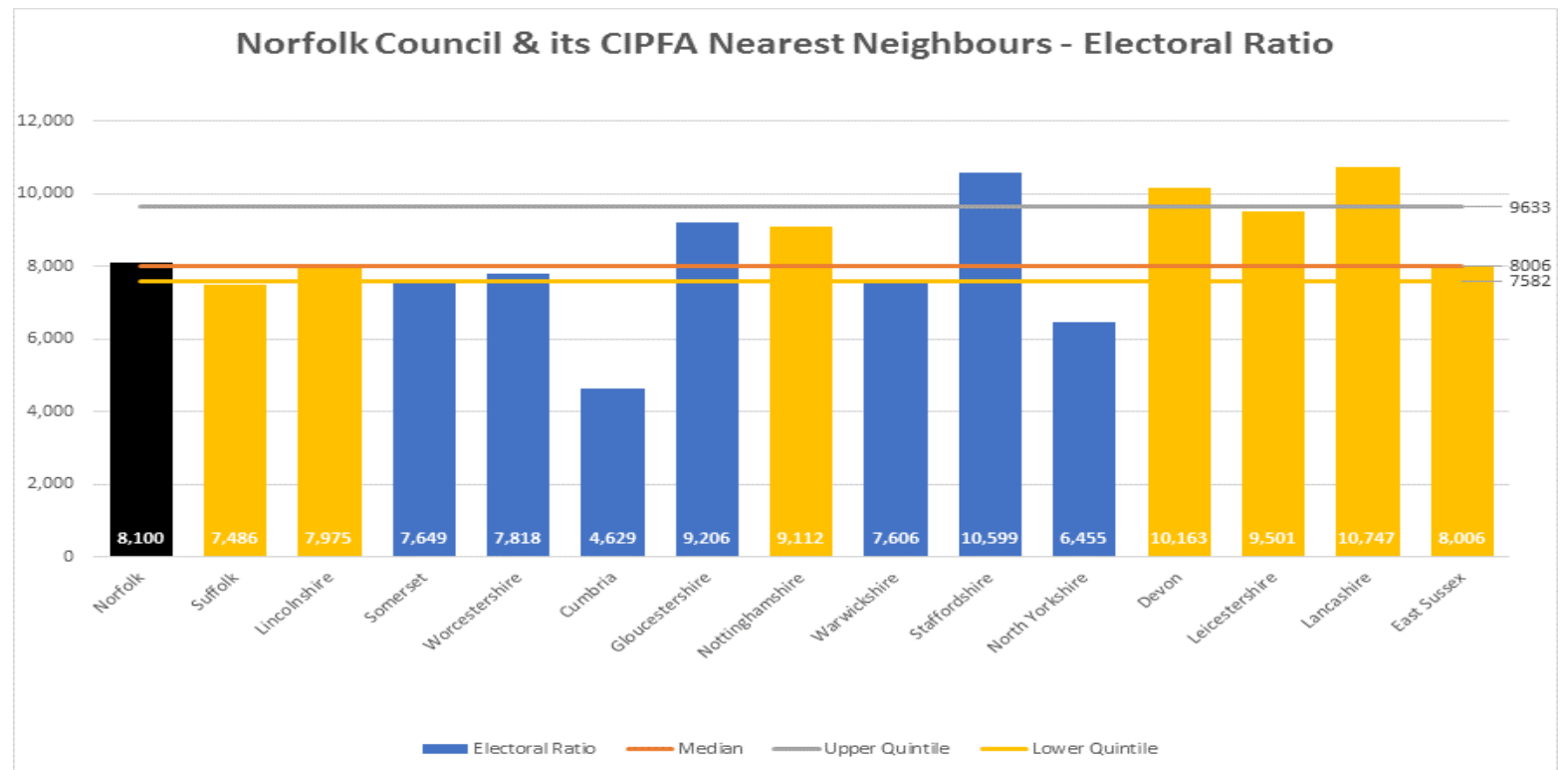
Current Electors per Member (84)	8,057		
Electors per Member (84)		8,249	2.38%
Electors Per Member (80)		8,662	7.51%
Electors Per Member (86)		8,057	0.00%

Whilst the Commission is concerned with electorate, in a large rural County, we contend that the population is an important factor in determining the appropriate number of Councillors as this determines the demands on elected Members, not just electors. Even a small reduction in the number of Councillors to 80 would result in a significant increase in the population per electorate by 2025 (9.24%). Retaining the current number at 84 would mitigate that increase (4.04%) and increasing to 86 would reduce the increase to 1.61%.

With regard to electorate, a similar pattern emerges. Reducing the number of Members to 80 would result in a 7.51% increase in the number of electors per division by 2025. Retaining 84 would reduce that increase to 2.38% whilst increasing to 86 members would leave the current ratio unchanged. In the context of the challenges that have been set out elsewhere in this submission our contention is that a reduction of Councillors would seriously compromise the ability of our Councillors to properly represent their residents and electors and particularly in facilitating effective community representation and leadership. Currently 39 Members are employed and a number have significant dependent carer responsibilities which impact on the level of time commitment they can give to the Council – this is particularly important for making the role of Councillor accessible to younger, working age people.

Whilst we note that the Commission considers it more important that responses focus more on the structure of the council when considering future council size and not on comparisons with other authorities we are mindful of the following:

Our proposal to retain the current 84 Members would result in Norfolk continuing to exceed the median electoral ratio (8,249 against the median of 8,006). Reducing the number of Councillors to 80 (8,662 Electors per Division) would place us significantly above the median. Increasing the number of members to 86 would bring us closer to the median (8,057 Electors per division).



We consider the above comparison data reinforces our case that reducing the number of Members would not be appropriate.

Most Members are very active within their divisions and take a proactive rather than responsive approach to engaging with their residents. The responsibilities of an elected County Councillor are set out clearly in the role profile which is set out in Article 2 on page 7 of the [Council Constitution](#). Whilst practice varies between Members, there is an expectation that Members will engage positively with their communities and act as a

community leader for their areas. This would include attending Parish Councils. The number of Parish Councils in each Division is included in the table of Member appointments. The Division with the largest number of Parish Councils is The Brecks, with 27. A further 5 Divisions have over 20 Parish Councils. 19 Divisions have between 10-19 Parish Councils.

Parish Councils meet with differing frequency – some monthly, others less regularly, but the cumulative workload is significant for Members. In a Division with 20 Parishes – 10 meeting monthly and 10 bi-monthly, Members will have 15 Parish Councils (with evening meetings) to attend in a month. Some will inevitably clash or be many miles apart. Reducing the number of Councillors will inevitably increase the number of Parishes per division, making attendance more difficult and would be a retrograde step. Any move that makes the office of Councillor less attractive and therefore does not positively support the make-up of the Council becoming more representative of our residents is not to be welcome. The Ministry of Housing, Communities and Local Government/LGA publication [“Twenty First Century Councils - Enabling and supporting women, parents and carers to stand and serve in Local Government”](#) stressed the importance of addressing the barriers to councillors who have parental and/or caring responsibilities.

Expectations from Parish Councils are high on attendance and participation which means Members must not only find the time to attend but be well briefed. Our governance arrangements (through the local member protocol) ensures that they will be informed/consulted as appropriate on issues within their division in order that there is a culture of “no surprises”. Local Members have the facility to ask questions at Cabinet, Scrutiny Committee and Select Committees on matters of concern to their divisions and to be consulted on reports to Cabinet. In that way, they are all able to make sure that the interests of their residents are properly taken account of.

Members will routinely be involved with the provision of surgeries. Where appropriate they will actively seek the views of local residents and feed them into local decisions. Many Members serve as appointed school governors or on educational trusts in their local area. Increasing numbers of Members are embracing social media – predominantly Twitter and Facebook to reach out to their communities. All members are issued with iPads which allows them to work effectively from wherever they are located, however many of our residents prefer to make face to face contact with Members and this can involve a significant travel and time commitment – it has been recorded elsewhere in this submission that getting around in Norfolk can be difficult.

		<p>Engaging with young people is a priority for Members. In addition to a number of internal groups such as the Corporate Parenting Board, the Council provides opportunities for Members to meet with the In-Care Council - a group of young people who represent the interests of our looked after children. Examples include the In-Care Council attending Full Council Meetings to address Members on their role as Corporate Parents and give further insights into improvements. The Council has also established a Carer's Charter setting out the support the Council will provide to carers. The Chairman of the County Council regularly hosts Schools Council visits to encourage a greater understanding of democracy in general and the role of the County Council in particular. The Council has Member representatives on each of the 7 Youth Advisory Boards (YABs) covering the County. These bodies consist of young people and professionals that meet on a bi-monthly basis. The aim of the YABs is to identify issues that impact on young people and to play a strategic role in meeting these needs. Our Members of Norfolk Youth Parliament were elected by young people in four separate elections in 2018. Our Youth Parliament takes part in national events, meets with decision makers including senior Members, consults with young people to find out what's important to 11 – 19 year olds, stands up for young people in the county and helps shape Council policy.</p> <p>The Chairman of the Council hosts monthly citizenship ceremonies at County Hall which is a legal requirement of becoming a British citizen and is an important opportunity to welcome them to the local community. These ceremonies are keenly attended by Councillors, particularly those representing Divisions where the new citizens will live and in this way Members can meet with new citizens and offer support where required.</p> <p>With regard to area based governance, the Council has not established Area based decision making but under the Norfolk Museums Agreement, the Council has established the following Area Museums Committees which are consultative and give elected Members the opportunity to contribute to the administration of their local museum service:</p> <p>Breckland, 5 Members  Great Yarmouth, 6 Members  King's Lynn &amp; West Norfolk, 5 Members  North Norfolk, 5 Members  Norwich, 6 Members</p>
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<b>Casework</b>	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> <li>➤ <i>How do councillors deal with their casework? Do they pass it on to council officers? Or do they take a more in-depth approach to resolving issues?</i></li> <li>➤ <i>What support do members receive?</i></li> <li>➤ <i>How has technology influenced the way in which councillors work? And interact with their electorate?</i></li> </ul>
	Analysis	<p>Councillors are required to undertake their own casework. Where there is a difficult or complex issue a Councillor may wish to receive support and guidance from an officer or if a site visit is needed then an officer would attend. The support offer for the Councillors consists of a Political Assistant for each of the three main groups (Conservative, Labour and Liberal Democrats) and a full time Councillor Resources Support Officer. Member support is relatively lean compared with some other local County Councils and therefore reducing the number of members would only increase the pressure on the local member role. There is a Member Liaison Officer for each of the departments within the council and this person is the dedicated first point of contact for Councillors. At the request of some Councillors the Council is currently looking into the possibility of procuring a casework management system. This would help Councillors manage, maintain and track progress of their cases.</p> <p>Travel time has been highlighted in this submission with regard to traveling to County Hall and Parish Councils, but it applies equally to casework. Many issues (for example highways or planning) require the Member to undertake a site visit which, when travel time is built in magnifies the time commitment. The use of new technology to improve efficiency is sometimes hindered by poor connectivity in rural areas – so for example video conferencing, which would reduce the need for travel is sometimes frustrated by the infrastructure required.</p> <p>There is a comprehensive induction programme offered to all Councillors after they are elected. Councillors are also invited to attend training and workshops throughout the year covering important changes within Council departments which affect the work and services for their constituents. Each Councillor is issued with an iPad on which they can access their email, calendar, and documents such as agenda packs for Committee Meetings. This technology has enabled Councillors to work remotely and have all the information they need on one device. Increasingly Councillors are using social media to engage with their constituents and these apps such as Facebook and Twitter are available to download on this device.□</p>

**Other Issues**

10. Respondent may use this space to bring any other issues of relevance to the attention of the Commission.

[Click or tap here to enter text.](#)



## Summary

11. In following this template respondents should have been able to provide the Commission with a robust and well-evidenced case for their proposed council size; one which gives a clear explanation as to the number of councillors required to represent the authority in the future. Use this space to summarise the proposals and indicate any other options considered. Explain why these alternatives were not appropriate in terms of their ability to deliver effective Strategic Leadership, Accountability (Scrutiny, Regulation and Partnerships), and Community Leadership.

- The Council has recently undertaken a comprehensive review of its governance arrangements, including moving to an Executive Leader model of governance. The structure, design and scale of the current governance was aligned to the number of Councillors we currently have – reducing the number of Councillors would compromise the capacity to resource it. We have set out in Part 7 of this submission our reasoning for the size and number of our Committees. This review supports the view that the current council size should remain the same to preserve the effective governance of the Council and the best arrangements to meet the requirements of the Council to effectively serve its Community. Reference Part 7 – Strategic Leadership
- Norfolk is a large County with almost 50% of our residents living in rural areas. It has a complex geography and demography, and a wide range of different levels of social and economic need. We have stressed the considerable time commitment of Members in traveling both to County Hall and also around large rural divisions. In order to ensure that all parts and people in Norfolk are represented, we consider it is necessary to maintain a council membership of 84 to absorb the increased workload to date and extensive housing development, population and electorate growth forecast across the County. Reference Part 5 (Local Authority Profile) and Part 9 (Community Involvement).
- The future challenges to be addressed in times of continued financial pressures necessitate the Council to have the capacity to guarantee it continues to provide value-for-money services as well as engaging, supporting and leading its partners, community and voluntary bodies across the diverse communities within the County. Reference Part 5 (Local Authority Profile), Part 8, (External Partnerships).

The current number of 84 Councillors recognises the Council's history of strong partnership working and the continuing need to work effectively with an increasingly wide range of organisations including: the Police and Crime Commissioner for Norfolk, the five Clinical Commissioning Groups responsible for commissioning NHS services in Norfolk; the New Anglia Local Enterprise Partnership; the seven District Councils and the 540 Parish and Town Councils; neighbouring Councils and the business and voluntary, community and faith sectors. leadership capacity amongst our 84 elected Members to deliver on these ambitions is fundamental to success. Reference Part 5 (Local Authority Profile), Part 8, (External Partnerships).

- Working in Partnership with others – Councillors' roles as community leaders and the need to develop engagement with partnerships is expected to become increasingly important as the County Council develops its public service integration agenda which is imperative in the

current financial climate. Councillors will also play a crucial role in the development of more innovative ways of partnership working. Reference Part 5 (Community Involvement).

- The scale of workload, the practical challenges of a large, predominantly rural County and the predicted population and electorate increases support the view that the Council size should be maintained at 84 single member Divisions, being mindful of the scale of predicted development in certain areas. The existing Council size is appropriate as it enables Councillors to actively represent and lead their communities as individual Councillors and to effectively respond to the electorate's concerns on evolving issues. It is fundamental to our ambitions for Norfolk that we have the right number of Members to enable them to play a full role in representing the Council to their division and the needs of their Division individually and collectively to the council. We have looked at options for both more and fewer Councillors and rejected them for the reasons set out in Part 9 of this submission. Reference Part 5 – (Community Involvement).
- For these reasons, the Council believes that maintenance of the current Council size of 84 single Member Divisions would be necessary to ensure the current governance and representational arrangements can continue to be properly resourced.

### Notice of Motions

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

1. Proposed by Mick Castle, seconded by Sandra Squire

Although Council business by “custom and practice” has for many years been preceded by the Calling of the Roll and Christian Prayers, Council notes the increasingly diverse and multi-cultural make-up of 21st Century Norfolk and resolves from the start of the 2020-21 Municipal Year to dispense with the practice of conducting prayers at the start of Council meetings and to instead, conduct a short spiritual multi-faith service in an alternative room for those who wish to attend.

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2. Proposed by Andrew Proctor, seconded by Graham Plant

The Local Government Boundary Commission for England is currently undertaking a boundary review of Norfolk to be implemented for the 2021 election

This Council strongly supports the retention of single member electoral divisions to continue to maximise accountability and geographic representation. Multi Member divisions will inevitably increase the geographical areas covered and will exacerbate the challenges faced in a large rural county.

**This Council therefore resolves** to write to the Local Government Boundary Commission to state its strong desire to retain single member divisions in the forthcoming boundary review

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3. Proposed by Ed Maxfield, seconded by Tim Adams

This Council notes that:

- The number of children with special educational needs and disabilities (SEND) in Norfolk is over 15,000
- Norfolk has a higher percentage of Children in Need receiving SEN Support than the national average
- Norfolk has seen a 230% increase in education, health and care plan (EHCP) assessments since 2015 compared with 55% in England

- The Council has struggled to meet the requirement of completing new ECHP's within 20 weeks
- The Local Government Association estimates that we are facing a national shortfall in SEND funding of £1.6billion
- A number of local authorities such as Dorset have written to the Secretary of State seeking action

The Council welcomes the UK Parliament's Education Committee's SEND inquiry and looks forward to the publication of its final report.

The Council believes that:

- All Children have a right to an education.
- This is now a national crisis.
- Local authorities are being placed in an impossible position. They have a legal duty to plan high quality education for every child with SEND, but cuts have taken away the resources they need to educate children with complex needs.

Therefore, this Council agrees to:

- Thank those families who took part in the recent Norwich SEND protest march as well as those who showed support but were not able to march.
- Invite the Secretary of State for Education to visit Norfolk to see the impact that the current funding model has on children, young people, parents and schools.
- Write to the Secretary of State for Education to demand urgent action to fix the problem that should include the provision of adequate funding in Norfolk to meet its demand for SEND provision.

#### 4. Proposed by Cllr Mike Smith-Clare, Seconded by Cllr Emma Corlett

This Council recognises the importance of Personal Independence Payments (PIP) in maintaining the lives of many of our County's most vulnerable residents.

The Council:

- acknowledges the many issues associated with the undertaking of assessments and reassessments and the related stress they can have on individuals

- recognises concerns at the fall in figures of those receiving the benefit and the impact this is having on their lives

- accepts the negative impact on those affected by the '20m rule'

In the interests of vulnerable local residents the Council will therefore write to the Minister for Work and Pensions to urgently review the 20m rule.

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5. Proposed by Cllr Brenda Jones, Seconded by Cllr Julie Brociek-Coulton

Accountability is one of the key Nolan Principles of Public Life; the Council regrets that certain Councillors have not been willing to meet with individuals and their carers affected by the reduction to the Minimum Income Guarantee and subsequent increase in care charges. We call upon the Cabinet member for Adult Social Care and the member champions for disabilities to meet with them as soon as possible.