

Norfolk County Council

Date: **Monday 10 December 2018**

Time: **10.00 a.m**

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

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

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Prayers

To Call the Roll

AGENDA

1. Minutes

To confirm the minutes of the meeting of the Council held on (Page 4)
15 October 2018

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 **31**)

6. Recommendations from Service Committees

- Policy & Resources – 29 October & 26 November 2018 (Page **33**)
- Environment, Development & Transport – 12 October 2018 (Page **137**)

7. Reports from Committees

Service Committees (Questions to Chairs) - Procedure note attached (Page **163**)

- Policy & Resources – 29 October & 26 November 2018 (Page **164**)
- Adult Social Care – 8 October & 5 November 2018 (Page **173**)
- Business & Property – 9 October & 6 November 2018 (Page **177**)
- Children's Services – 16 October & 13 November 2018 (Page **182**)
- Communities – 10 October & 7 November 2018 (Page **187**)
- Digital Innovation & Efficiency – 14 November 2018 (Page **194**)
- Environment, Development & Transport – 12 October & (Page **199**)

9 November 2018

Other Committees

- Personnel Committee (To follow)
- Health Overview and Scrutiny Committee – 18 October 2018 (Page **205**)
- Health & Wellbeing Board –31 October 2018 (Page **208**)
- Museums Committee – 2 November 2018 (Page **211**)
- Records Committee – 2 November 2018 (Page **215**)
- Planning (Regulatory) Committee –26 October 2018 (Page **217**)

8. Senior Management Review

Report by Leader of the Council, Andrew Proctor (To Follow)

9. Notice of Motions (Page 219)

10. 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.

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

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

Date Agenda Published: 30 November 2018

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

Norfolk County Council

Minutes of the Meeting Held at 10am on Monday 15 October 2018

Present:

Mr A Adams	Ms A Kemp
Mr T Adams	Mr K Kiddie
Mr S Aquarone	Mr M Kiddle-Morris
Mr S Askew	Mr B Long
Ms J Barnard	Mr I Mackie
Mr B Borrett	Dr E Maxfield
Ms C Bowes	Mr G Middleton
Mr R Brame	Mr J Mooney
Mrs J Brociek-Coulton	Mr S Morphew
Ms S Butikofer	Mr G Nobbs
Mr M Castle	Mrs J Oliver
Mr S Clancy	Mr G Plant
Mr E Colman	Mr R Price
Mr E Connolly	Mr A Proctor
Ms E Corlett	Mr W Richmond
Mr S Dark	Mr D Roper
Mrs M Dewsbury	Mr D Rowntree
Mr N Dixon	Mr M Sands
Mr D Douglas	Mr E Seward
Mr P Duigan	Mr C Smith
Mr F Eagle	Mr M Smith-Clare
Mr T East	Mr B Spratt
Mr S Eyre	Ms S Squire
Mr J Fisher	Mr B Stone
Mr T FitzPatrick	Mr H Thirtle
Mr C Foulger	Mrs A Thomas
Mr A Grant	Mr J Timewell
Mr R Hanton	Mrs K Vincent
Mr D Harrison	Mrs C Walker
M Chenery of Horsbrugh	Mr J Ward
Mr H Humphrey	Mr B Watkins
Mr B Iles	Mr A White
Mr A Jamieson	Mr M Wilby
Mrs B Jones	
Dr C Jones	

Present: 68

Apologies for Absence:

Apologies for absence were received from Mr D Bills; Mr T Garrod; Mr T Jermy; Mrs M Stone; Dr M Strong and Mr V Thomson.

Mr H Humphrey, Vice-Chairman in the Chair.

1 Minutes

- 1.1 The minutes of the meeting held on Monday 23 July 2018 were confirmed as a correct record by Council and signed by the Chairman, subject to Paragraph 5.4.1 (Question from Ms A Kemp) being amended to read:

Ms Kemp asked when a village was not a village and referred to the fact that Defra had redrawn the boundaries of the European Leader Funding so that West Lynn, which was a village in her Division could not benefit from it which was particularly serious as the ferry service ~~could~~ **might** not continue without funding **after the current owners retired**. Ms Kemp asked

2 Chairman's Announcements

- 2.1 The Vice-Chairman formally reported the sad passing of three former colleagues:

- Adrian Gunson, who was Conservative County Councillor for Loddon Division from 1970 to 2015 and had been a former Cabinet Member for Planning and Transportation for many years.
- Robin Dyball, Labour County Councillor, who stood for one term after being elected to represent Crome Ward in 1985
- Former Chairman of the Council, John Donaldson, who had represented King's Lynn North and Central between May 1970 and May 2005 and who had been Chairman of Norfolk County Council in 1993-94.

Council stood in a moment's silence as a mark of respect for all three men.

The Leader of the Conservative, Labour and Liberal Democrat Groups paid tribute to all three men and the contributions they had made to local government.

3 Declarations of Interest

- 3.1 Mr H Humphrey declared an interest as he was a Governor at Emneth school which included a Children's Centre.

4 Carers' Charter

- 4.1 Council received a report by the Executive Director of Adult Social Care asking it to endorse the Carers Charter and agree to promote the Charter to other organisations across the county.
- 4.2 Council welcomed Mr William Armstrong and some of the carers who were Members of the Working Group to the meeting. Mr Armstrong, as Chairman of the Working Group, outlined the work of the Group and introduced the Charter.

4.3 Mr B Borrett, Chairman of Adult Social Care Committee moved the recommendations in the report and thanked Mr Armstrong and the Members of the Working Group for their work in producing the charter. Mr Borrett, seconded by Mr A Proctor, moved the following additional recommendation to the report:

1. To endorse the Carers Charter and agree to promote the Charter to other organisations across the county.
2. **To refer the Carers Charter to Policy & Resources Committee for implementation and further review.**

4.4 Council **RESOLVED** to

1. **Endorse** the Carers charter and agreed to promote the Charter to other organisations across the county.
2. **Agree** to refer the Carers Charter to Policy & Resources Committee for implementation and further review.

Council **agreed** to consider agenda item 10 (Appointments to Committees) as its next item of business.

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

5.1 The Leader moved the changes made to Committee Membership under delegated powers since the last meeting and asked that Council place on record its thanks to the former Chairman of Children's Services, Penny Carpenter, for her hard work and commitment to the Committee.

Council **RESOLVED** to note the following changes to committees:

Children's Services Committee:

Harry Humphrey and Judy Oliver to replace Penny Carpenter and Graham Middleton.

Panel of Substitutes for Regulatory Committees:

Add Bev Spratt

5.2 The Leader moved the following appointments:

Stuart Dark – Chairman of Children's Services Committee
Judy Oliver – Vice-Chairman of Children's Services Committee
Stuart Dark to be appointed to Policy & Resources Committee

5.3 Upon being put to a vote, with 42 votes in favour, 13 votes against and 9 abstentions, Council **RESOLVED** to agree the appointments as set out in paragraph 5.2 above.

6 Questions to Leader of the Council

6.1 Question from Ms J Barnard

6.1.1 Ms Barnard said that the Chief Secretary to the Treasury, Liz Truss, the Conservative MP, had stated that there had been no cuts to councils' finances.

She added that we knew there had been massive cuts and asked if the Leader of the Council could tell Members who was lying to Norfolk.

- 6.1.2 The Leader replied that he didn't think anyone was lying and people needed to bear in mind what had been said and the context in which it had been said. The Leader referred Members to the speech made by the Prime Minister at the Conservative Party Conference and quoted the words she had used. "So when we have secured a good Brexit deal for Britain, at the spending review next year we will set out our approach to the future. Debt as a share of the economy will continue to go down. Support for public services will go up after the financial crash – people need to know that austerity is over and their hard work has paid off". The Leader added that perhaps the question also needed to be asked about who was in charge at the time of that particular crash and also the other aspect of this was what was not ending - fiscal responsibility. He said that Norfolk County Council had a plan to reflect that and that everyone had accepted for some time that in 2021 there would be the loss of the £38m Revenue Support Grant (RSG) which needed to be managed in the way we had always managed our finances – in a correct and sustainable way.

6.2 **Question from Mr B Watkins**

- 6.2.1 Mr Watkins asked if the Leader could tell Council the number and proportion of home care visits undertaken within the county in 2017/18 that were 15 minutes or less and 5 minutes or less and how this compared to previous years. He asked for a written response to be sent to all Councillors if the Leader was not able to provide an immediate answer.

- 6.2.2 The Leader agreed to provide a detailed written response, adding that everyone endeavoured to ensure that home care visits were carried out at the correct times and for the correct reasons.

6.3 **Question from Mr M Castle**

- 6.3.1 Mr Castle referred to the recent Conservative Party Conference when Treasury Minister Robert Jenrick had said that he would welcome new devolution proposals from the East, albeit with an elected mayor as a key component. He asked the Leader of the Council to tell him whether the new Administration at County Hall was still "closing the door" on any new initiative to secure a devolution deal from Government for Norfolk and Suffolk.

- 6.3.2 The Leader replied that he wouldn't close the door on any form of deal that would benefit both this county and its neighbouring counties. The Leader added that he had been, and remained, a supporter of devolution at the time it was propagated and if the right deal could be obtained for Norfolk then it had to be a good thing. He added that Cambridgeshire had flourished from the amount of money that had been invested through the combined authority and that the Mayor of Cambridgeshire, James Palmer, had contacted him to see if Norfolk could help him spend some money.

6.4 **Question from Mr E Connolly**

- 6.4.1 Mr Connolly asked if the Leader would agree that elected members should be directly accountable to those who elected them, including policy and budget decisions and also be free to democratically elect their own Leader. If so, was the Leader as concerned as he was about the local government proposals being discussed by the Labour Party, bringing in unelected committees consisting of

Party members to dictate policy and install Leaders in Councils.

- 6.4.2 The Leader replied that Cllr Nick Forbes, had been appointed as Labour Leader of Newcastle upon Tyne Council, and had originally railed against it. He added that Mr Forbes was also Vice-Chairman of the Local Government Association. The Leader said that the situation needed to be accepted as a proposal but if it did go ahead, Labour Councils could be subservient to local party Committees. He added that he was sure everyone would agree that whoever voted for elected councillors, or not, it was our duty to represent them and not be subject to any external forces.
- 6.4.3 Ms Corlett raised a point of order under paragraph 11.5 (f) of the Constitution by way of personal explanation and advised Council that she was the Norwich South delegate at the Labour Party conference and the appointment had not been voted on at the conference and had actually taken place before the conference started.
- 6.5 **Question from Mrs J Brociek-Coulton**
- 6.5.1 Mrs Brociek-Coulton referred to Universal credit which was due to be rolled out in Norwich from Wednesday 17 October and which was also being rolled out across the rest of the county. She asked the Leader what impact he expected families being left without money for five weeks would have on the demand for early help and social care services and what contingency he had in place to support families in urgent need.
- 6.5.2 The Leader replied there had been and could continue to be, a lot of talk about the impact of universal credit, but perhaps the best way was to think back to what it had been designed for – to consolidate a range of benefits under one system and also to encourage people into work. He added that he didn't think anyone denied there had been some significant problems, perhaps more in some places than others, about the way universal credit had been rolled out and he also said each phase had been rolled out in such a way that problems could be ironed out and improvements made to the system.
- 6.6 **Question from Mr D Roper**
- 6.6.1 Mr Roper referred back to an earlier question and asked if the Leader actually agreed with the Chief Secretary to the Treasury that local councils shouldn't keep asking for extra government money, or was he more inclined to agree with the Prime Minister when she had said that austerity would soon be over. He asked if the Council should still be lobbying for extra money from Government.
- 6.6.2 The Leader referred to his previous comment that austerity was being brought to an end. He added that lobbying was continuing but he thought the days of just holding out a hand and expecting more money were gone. He added that better ways to demonstrate to government that we were doing things for the benefit of the local community was to show them what we had done, such as during the Adult Social Services peer review recently. He stated that if we could demonstrate through our invest to save programmes we could obtain better value for money, it would enable a better case to be presented to Government than just holding out a begging bowl.
- 6.7 **Question from Ms A Kemp**
- 6.7.1 Ms Kemp referred to the advanced, mature collaboration between the Norfolk Fire & Rescue Service and the Constabulary. She said that although Council believed

that it would not be efficient or effective for the Police & Crime Commissioner to take over the service, which would also add £1m for the Council to pay at a time when we were considering taking £1m away from children's centres and not supporting them. Ms Kemp asked if the Leader agreed that it would be outrageous for the Police & Crime Commissioner to take over the Fire Service.

- 6.7.2 The Leader responded that Norfolk County Council had clearly set out its views on what it wanted to happen about any potential change in governance of the Norfolk Fire & Rescue Service and had demonstrated two things. First of all there was no local appetite to make this change and secondly there were flaws, which had been publicly stated, in the business case that had been put forward. At the moment it was down to the Police & Crime Commissioner to evaluate the responses to the consultation and to decide whether he was prepared to accept some of the flaws were actually flaws and amend his case accordingly, or whether it was his view, and it would be his decision ultimately, to go forward to the Home Secretary to make a case for change.

6.8 Question from Mr J Ward

- 6.8.1 Mr Ward asked if the Leader would join him in congratulating the staff at the Norfolk Museums Service for their outstanding work in obtaining £9.2m from the Heritage Lottery Fund for the Castle Keep project.

- 6.8.2 The Leader replied that he certainly would, adding that it was not very often that the Heritage Lottery Fund gave out money of that magnitude. The Leader thanked all the staff and partner organisations for the work they had put in to making the successful bid. He added that he had been present on the day the successful bid was announced and the joy in people's faces and the way they went about their business was good to see. He also added that this was a real achievement for Norwich and Norfolk which would enhance the county's cultural offering.

6.9 Question from Mrs C Walker

- 6.9.1 Mrs Walker asked the Leader which, if any, of the children's centres he had last visited?

- 6.9.2 The Leader replied that he would be quite honest and that he hadn't.

6.10 Question from Mr T East

- 6.10.1 Mr East asked the Leader if he agreed with the Chairman of Environment, Development and Transport Committee's statement in the press concerning the increase in charges for DIY household waste and if he, as Leader, was happy to confirm the Conservatives were a party of tax increasers?

- 6.10.2 The Leader responded that he was not one to increase taxes unnecessarily but what the Chairman of Environment, Development and Transport Committee had said was right and we had actually achieved something through charging for disposal of DIY and construction waste. He added that whatever had been said, evidence had shown that fly-tipping wasn't down to the extra charges for disposal of DIY and construction waste.

6.11 Question from Mrs B Jones

- 6.11.1 Mrs Jones stated that the Leader knew the statutory duty to consult on the closure of children's centres and asked if he agreed that this was followed by a

duty to listen.

- 6.11.2 The Leader replied that there no point in having consultations unless you listened to the consultation responses and took action.

7 Notice of Motions

- 7.1 Council **agreed** to consider the motion 2 on the agenda as its next item of business.

- 7.2 The following motion was proposed by Dr E Maxfield and seconded by Mr D Roper:

“The Council resolves to suspend its Early Childhood and Family Service consultation and to rewrite it to provide a more balanced and accurate reflection of the council’s proposals.”

- 7.2.1 Mr M Smith-Clare proposed the following amendment, which was seconded by Ms E Corlett:

‘Council regrets the opening of consultations on the future of Children’s Centres before the proposals were agreed for consultation by the Children’s Services Committee. Council also regrets the refusal of the chair/vice chair of the committee to hold a special meeting to address this. In the absence of a Committee decision there is no authority to begin consultation on such a significant service alteration.

Council further notes that annual premises costs for Children’s Centres is £1.01 million. The consultation does not make clear where the further £4 million cut will come from.

Council resolves to suspend its Early Childhood and Family Service consultation and to rewrite it to provide a more balanced and accurate reflection of the council’s proposals following deliberation and decision by the Children’s Services Committee or Policy and Resources Committee.’

- 7.2.2 As proposer of the original motion Dr Maxfield accepted the amendment which became the substantive motion.

- 7.2.3 Following debate and upon being put to a recorded vote (attached at Appendix A), with 23 votes in favour, 43 votes against and 1 abstention, the motion was **LOST**.

- 7.3 The following motion was proposed by Ms S Squire and seconded by Mr M Castle:

Council reaffirms its commitment to the protection of the environment, in particular the marine environment, as we are a County with some 90 miles of coastline and acknowledge that we have a responsibility toward keeping it as pristine as possible.

Therefore, this Council resolves to -

- A) create an online ‘Balloon and Chinese Lantern Free Charter’ for Norfolk by the end of 2018. To work with the remaining councils in Norfolk that have yet to ban the release of Chinese Lanterns and Balloons on their land and other organisations including schools, clubs and land owners to publicise the dangers of such releases, encourage them not to hold them and to sign up to

the charter, enabling Norfolk to be a Chinese lantern and balloon release free county.

- B) instruct officers to immediately investigate options to start the process of making the Council and its activities as sustainable as possible. To begin reducing the usage of all single use products, including but not limited to single use plastics, in council owned or operated buildings.

Specifically, to include by the end of 2018:

- The removal of all chilled water dispensers and plastic cups from meeting rooms, providing jugs of water and glasses as an alternative.
- To end the sale of items in single use plastic packaging on Council premises, including drinks bottles, food wrappers, bottle tops and plastic lids.
- To ensure that no single use cutlery or food containers, whether made of plastic or alternative materials are supplied by the council itself or other vendors in council owned or operated buildings and events.

- 7.3.1 The following amendment was proposed by Mr S Clancy and seconded by Mr M Wilby:

“Council reaffirms its commitment to the protection of the environment, in particular the marine environment, as we are a county with some 90 miles of coastline and acknowledge that we have a responsibility toward keeping it as pristine as possible.

Therefore, this Council resolves to ask Environment, Development and Transport Committee to establish a Task and Finish Group to investigate the issues of a balloon and Chinese lantern free charter and single use products including, but not limited to, single use plastics in council owned or operated buildings and report back with recommendations by April 2019.”

- 7.3.2 As proposer of the original motion, Ms S Squire accepted the amendment, which became the substantive motion.

- 7.3.3 Following debate, and upon the substantive motion being put to a vote, the motion was **unanimously CARRIED**.

Council reaffirms its commitment to the protection of the environment, in particular the marine environment, as we are a county with some 90 miles of coastline and acknowledge that we have a responsibility toward keeping it as pristine as possible.

Therefore, this Council resolves to ask Environment, Development and Transport Committee to establish a Task and Finish Group to investigate the issues of a balloon and Chinese lantern free charter and single use products including, but not limited to, single use plastics in council owned or operated buildings and report back with recommendations by April 2019.

- 7.4 The following motion was **WITHDRAWN** by the Liberal Democrat Group:

“Mobile Libraries are a key front-line service for thousands of people across Norfolk. They provide a lifeline for people in rural or remote communities who are

not able to access static libraries or are digitally excluded. They help to combat social isolation and reduce loneliness, as the mobile library for some people can be the only people they meet that week.

They help to maintain a sense of community in rural villages. Some of the people using the service say "I remember when the mobile library was started as a child and it stopped in the street; it was an event."

The 40% cut to the mobile library service could lead to a severe reduction in the number of routes being serviced. At the very least it will have a major effect on thousands of people who rely on this front-line service.

The cut should be reversed so that a full review of the service could be undertaken where its priority is how the service can meet the needs of the people who are using the service rather than how do we cut the service by such a large amount.

The Council resolves that CMM022 in the Medium Term Financial Strategy be revised to exclude any reduction in the mobile library service for 2019-20."

7.5 The following motion was **WITHDRAWN** by the Labour Group.

"Council regrets the opening of consultations on the future of Children's Centres before the proposals were agreed for consultation by the Children's Services Committee. Council also regrets the refusal of the chair/vice chair of the committee to hold a special meeting to address this.

Council further notes that annual premises costs for Children's Centres is £1.01 million. The consultation does not make clear where the further £4 million cut will come from.

In the absence of a committee decision and therefore authority to begin consultation on such a significant service alteration council resolves to withdraw the consultation pending proper deliberation and decision on what should be put for consultation and an honest conversation with the public by either Children's Services Committee or Policy and Resources Committee".

8 Recommendations from Service Committees

8.1 Policy & Resources – Recommendations from the meeting held on 24 September 2018.

8.1.1 Mr A Proctor, Chairman of Policy & Resources Committee, moved the recommendations in the report.

8.1.2 Joint Health and Wellbeing Strategy 2018-2022.

Council **RESOLVED** to:

- **Approve** the Joint Health and Wellbeing Strategy 2018-22 as set out in Appendix A of the report.

8.1.3 Council Tax Exemption for Care Leavers.

Council **RESOLVED** to:

1. Adopt the scheme set out in the report to deliver a full council tax discount for all Norfolk care leavers living either in or out of Norfolk who are under the age of 25 and are solely responsible for payment of the bill, or who occupy a property with other Norfolk care leavers aged up to 25.
2. Commission officers to undertake further work with the seven Norfolk District Councils and the Norfolk Police and Crime Commissioner to seek to agree that all authorities bear their share of the full discount and that a uniform scheme can be implemented across Norfolk.

8.1.4 **Limited Company Consents.**

Council **RESOLVED** to **agree**:

1. The appointment of Directors to companies as detailed in Appendix C to the report.
2. The appointment of Mr B Stone to replace Mr K Kiddie as a Director of the Hethel Engineering Centre.

8.1.5 **Recommendations from Constitution Advisory Group meeting held on 4 September 2018.**

8.1.5.1 **Health and Wellbeing Board – Governance and Systems Leadership.**

Council **RESOLVED** to:

- **Agree** that the Chair of the N&W Sustainability & Transformation Partnership (STP) and the N&W STP Executive Lead become full members of the HWB (para 2.3 of the report refers).
- **Agree** that the cabinet member for Community Health and Safety at Waveney District Council (or its successor authority) becomes a full member of the HWB (para 2.5 of the report refers).
- **Agree** that there should be provision for members of the public to ask questions in line with procedural rules (as outlined in Appendix B to the report).

8.1.5.2 **Review of Financial Standing Orders (FSOs) and Consequential Amendments to the Constitution.**

Council **RESOLVED** to:

- Agree the changes to Financial Regulations as set out in Appendix 1 of the report to CAG.

8.1.5.3 **Communities and Environmental Services – Trading Standards – Addition to Part 6.2 – Scheme of Delegated Powers to Officers.**

Council **RESOLVED** to:

- **Amend** Part 6.2 of the Constitution to include the additional provision as set out in the report to CAG.

8.1.5.4 **Appointment of Senior Officers**

Council **RESOLVED** to:

- **Agree** that the Director of Growth and Development be added to the list of posts set out in Part A of the Appendix to Part 6.4 of the constitution.

8.1.5.5 **Changes to the Scheme of Delegation for the Determination of Planning Applications and the provision of Training for Members of the Planning (Regulatory) Committee.**

Council **RESOLVED** to:

- **Agree** that the changes to the constitution are adopted as set out in the report and that the training requirements apply to all Members and Substitute Members sitting on the Committee.

8.1.5.6 **Order of Business at Council Meetings**

Council **RESOLVED** to:

- **Agree** that the order of business at Council meetings as currently set out in 2.1 of Part 3.2 of the constitution be amended so that motions under Standing Order 9 be considered after reports/recommendations from Committees and Member questions to Committee Chairmen.

8.2 **Standards Committee – Recommendations from the meeting held on 3 October 2018.**

8.2.1 Mr M Kiddle-Morris, Chairman of Standards Committee moved the recommendation in the report.

8.2.2 Mr G Nobbs, seconded by Mr M Castle, proposed an amendment to the recommendation as follows:

Members' Interests

Amend the Norfolk County Council Members Code of Conduct to require Members to declare in their declarations of interest form as an "other interest":

- If a matter affects, to a greater extent than others in my division:
 - My wellbeing or financial position, or
 - That of my family or close friends
 - Anybody -
 - 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 I am **a member or** in a position of general control or management.

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

8.2.4 Upon the substantive recommendation being put to the vote, Council **RESOLVED** to:

Members' Interests.

Amend the Norfolk County Council Members Code of Conduct to require Members to declare in their declarations of interest form as an "other interest":

- If a matter affects, to a greater extent than others in my division:
 - My wellbeing or financial position, or
 - That of my 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 I am in a position of general control or management.

9 Reports from Service Committees (Questions to Chairmen)

9.1 Report of the Policy and Resources Committee meeting held on 24 September 2018.

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

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

9.2 Report of the Adult Social Care Committee meeting held on 3 September 2018.

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

9.2.1 Question from Mrs B Jones

Mrs Jones stated she was pleased the Chairman recognised that one-off funding was not going to do more than provide a sticking plaster and we needed a sustainable approach to adult social care funding. She asked the Chairman if he had any evidence that the Government was taking the plight of Norfolk seriously.

The Chairman replied that he was happy to reiterate ground which had been covered in Committee. He added that the increased demand for the service which was as a direct result of the demographics in the county in which people were living longer and therefore requiring more help in their later years, through frailty, was something that was concerning the Committee and that every opportunity had been taken to availing ourselves and informing Government to try to find a national solution to the issue. The Chairman also said that he knew Prime Ministers of all persuasions had wrestled with this situation and as a Committee we had made representations and would continue to do so. He also said that the latest Green Paper from the Government was awaited with great interest.

9.2.2 Question from Mr B Watkins

Mr Watkins referred to World Mental Health Day which had taken place on 10

October 2018 and said that one of the issues highlighted was how employers could do more to support people with mental health. He said that a recent Early Day motion promoted by Liberal Democrat MP, Norman Lamb, had called for the same level of recognition between mental and physical first aid. This would mean that every first aider in the workplace would have the skills to support those in mental health crisis and get them the help that they needed. Many organisations were already training their line managers in mental health first aid and wellbeing. Mr Watkins asked the Chairman of Adult Social Care if he supported this approach and how he envisaged the Council strengthening its support for staff with mental health issues.

The Chairman replied that it was a very interesting point being made and that mental health was key to the success of any organisation. He said he was flattered to be asked the question about what the council's position should be, but it was really a matter for the Leader and the Policy & Resources Committee.

9.2.3 **Question from Ms S Squire**

Ms Squire said that at a recent meeting, councillors heard how adults with disabilities were scared of their social workers and of having reviews with them, because they were worried about services being taken away from them. She asked if the Chairman would agree that vulnerable people with disabilities needed to be able to trust their social worker and should not be living in constant fear that they were going to lose critical services. She asked the Chairman if he could explain what he thought should be done about it.

The Chairman agreed that there should be an element of trust between the social worker and people in their care, although he said he could not agree with the premise that no-one should be reviewed because people's situations changed and the only way to know if someone was receiving the right amount of care was to have regular reviews with them. He added that it may be that individuals needs increased, or decreased, and he could not accept that it would be a sensible course of action.

9.2.4 **Question from Ms A Kemp**

Ms Kemp referred to an issue in her constituency where one of her constituents had been in the Queen Elizabeth Hospital for two weeks and had been declared medically fit to leave, had no social care issue, no health care issue and was relying on a private provider for equipment and that he had effectively sustained a deprivation of liberty for four weeks. She asked, under the Health and Wellbeing Strategy, what mechanisms and checks and balances were going to be in place to stop this issue from happening in future.

The Chairman asked Ms Kemp to raise the question under the Health and Wellbeing Board report item.

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

9.3 **Report of the Business & Property Committee meeting held on 4 September 2018**

Mr B Stone, Chairman of Business & Property Committee moved the report and advised that, at its meeting in November, the Committee had amended the recommendation relating to Elm Road, Thetford to allow community organisations

until the end of this calendar year to come up with a financially viable bid. If no viable bid was received, the property would be auctioned.

9.3.1 Question from Mrs C Walker

Mrs Walker said at the moment Repton Homes was making virtually no progress and increasingly looked like another accountancy trick to make the books balance, rather than building affordable homes for Norfolk. Mrs Walker asked if the Chairman could let Council know when the first Repton Home would be available to live in.

The Chairman replied that some progress was being made on Repton Homes and that finding a development partner was currently out to tender after which it was expected that a development partner would be appointed.

9.3.2 Question from Ms E Corlett

Ms Corlett referred to the car park under the Vauxhall Centre and the confusion caused when the Committee was accidentally misled into believing that planning permission was in place. Ms Corlett asked the Chairman if he was aware that planning permission was still not in place and that information had been presented to the city council to clarify that decision. Ms Corlett also asked if the Chairman would consider, in light of the current children's centre proposals, as the Vauxhall Centre was one of those proposed to remain open which would considerably increase the number of staff working at that building, if the proposed use of the car park should be reconsidered, as the current ground level car park was already full on a daily basis and with more staff working there, parking would become more difficult.

The Chairman replied that the Committee had been under the impression that no planning permission was required and this was still the case. However, he said for the sake of a belt and braces approach, the process of checking whether planning permission was needed would be carried out and if it was, planning permission would be applied for and obtained. He added that the car park had been derelict for a long time prior to the current proposal and had cost the Council a lot of money, therefore he considered that the recommendations already agreed for its future use would stand.

9.3.3 Question from Mr M Castle

Mr Castle stated that it had been four years since Children's Services staff in Great Yarmouth were relocated from a number of inadequate premises into the refurbished Haven Bridge House in the town centre. He asked if the Chairman could tell him why nothing had yet been done about disposal of the Tar Works Road site in his division, alongside the River Bure, which had the potential to deliver an attractive housing development and to deliver a consequent capital receipt for the Council?

The Chairman replied that this was an ongoing issue and would provide a written answer to Mr Castle.

9.3.4 Council RESOLVED to note the report.

9.4 Report of the Children's Services Committee meeting held on 11 September 2018.

Mr S Dark, Chairman of Children's Services Committee moved the report. Paid tribute to work of Penny Carpenter whilst she as Chairman of the Committee.

9.4.1 Question from Mr M Castle

Mr Castle said that Council would know how passionate he was about schools in his Division, especially about getting new school buildings for a bigger North Denes Primary and turning the old Alderman Swindell school into a much needed special school. Mr Castle asked if the Chairman could reassure him about the council's resolve to see both these projects through to fruition.

The Chairman gave his assurance that this would happen, adding that the children were now in their new modular classrooms at North Denes which were fit for purpose. He said that Ofsted had recently revisited the school and had graded it as "good, with outstanding features, including leadership" which the children at Alderman Swindell did not have previously. The Chairman said that a planning application had been submitted with the intention of having a £7.5m state of the art school in that area of Great Yarmouth by summer 2020 and that Alderman Swindell was currently being formally assessed for usability, with allocated funding, to turn it into a much needed special educational needs (SEN) facility serving that area.

9.4.2 Question from Mr M Smith-Clare

Mr Smith-Clare thanked Penny Carpenter for her work when she had been Chairman of Children's Services Committee.

Mr Smith-Clare referred to children's centres engaging with 75% of the most deprived communities and asked the Chairman if the figure indicated their effective role in providing an essential lifeline.

The Chairman thanked Mr Smith-Clare for his kind comments to Penny Carpenter and said he would ensure they were passed on.

The Chairman said that with regard to the comment about children's centres he didn't want to rehash earlier conversations, but he felt this was something that would be explored further when it was presented to Children's Services Committee in January 2019. He added that he agreed the services were key but he felt services were best delivered by people to people, and should not be about buildings.

9.4.3 Question from Mr G Middleton

Mr Middleton referred to media reports about the Children's Services transformation programme and the £12m pledged to its cause. He asked the Chairman if the £12m was new money and also, as the new Chairman of Children's Services Committee, what he expected it to deliver.

The Chairman replied that £12m of new money was allocated to a new transformation programme to support the established professional management team in Children's Services. This was part of a whole-system response, with partners, to ensure the earliest help to families that needed it most could be delivered. It was the Chairman's view that this was right as we shouldn't be waiting, as has previously happened in the past, for families to hit crisis point

9.4.4 Question from Ms J Barnard

Ms Barnard said she was pleased to see the Chairman had attended some of the consultation sessions in Norwich recently and asked him what he had learned from the people he had spoken to at those events and if he had learned anything from the delegation of parents he had met before today's Council meeting.

The Chairman replied that it was his intention to drop in to other events and listen to the views and concerns of parents as everyone agreed this was an important issue about the service. He added that he had learned that children's centre services were valued and helpful for families. He said officers had attended the meetings and would help ensure that the views were fed into the consultation, not only the comments "this is a vital service to me" but also specific questions such as "what works for you", "what doesn't work for you" and "what would you like to improve". He said that honest views were wanted and he would do his best to ensure people's views were heard.

9.4.5 Question from Ms A Kemp

Ms Kemp asked if the Chairman could reconsider the issue of accessibility and attendance at children's centres because out of the five lower level super-output areas, with the 10% most deprived, there were 5 in King's Lynn where the children's centres were.

The Chairman asked Ms Kemp to speak to him outside the meeting and also urged Ms Kemp and all local members to ensure that all the concerns of their constituents were fed into the consultation.

9.4.6 Question from Dr C Jones

Dr Jones asked the Chairman of Children's Services Committee to let Council know which children's centre had had last visited and when it was.

The Chairman replied that the consultation was due to finish on 12 November with Children's Services Committee making a decision at its meeting in January 2019. The Chairman had appointments in his diary to attend consultation meetings as well as a range of children's centres to hear about specific proposals of what they and their users would consider to be a challenge or benefit.

9.4.7 Question from Mrs C Walker

Mrs Walker asked if the Chairman could spell out the business case and rationale for cutting the budget from £10m to £5m and asked, once the consultation had finished, if he would be voting with his group or with his constituents?

The Chairman replied that the consultation was still active and we were waiting for people to give us their views and for Officers to work up detailed plans and equality impact assessments. After this work had been done, Councillors would then make decisions based on those detailed plans. He added that he was sure the Committee would vigorously debate the plans and therefore he felt it was important that no prejudgement was made on how we would vote.

9.4.8 Council RESOLVED to note the report.

9.5 Report of the Communities Committee meetings held on 29 August and 5 September 2018.

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

9.5.1

Question from Mr S Aquarone

Mr Aquarone said that the Liberal Democrat Group had welcomed the decision to drastically reduce the planned cuts to the mobile library service so that only stops that weren't being used were the ones removed. Mr Aquarone asked what Council would be doing to promote the service so there was clarity and consistency and also asked if the department could provide some information to Members so they could promote the service when out and about in their communities.

The Chairman responded in her constituency, which covered 12 or 13 different villages, the local church magazines included an article about when the mobile libraries were visiting and promoting the service to try to get people to use the service. She added that she was not sure who was responsible for circulating information in different areas and urged Members to investigate what happened in their areas to promote mobile libraries.

9.5.2

Question from Ms S Squire

Ms Squire stated that the Communities Committee had agreed at its recent meeting to create a Task and Finish Group regarding the production of a new Fire Service Integrated Risk Management Plan. She asked if the Chairman had thought to inquire whether the Police & Crime Commissioner had made a decision yet regarding his plan for taking over the Fire Service as surely that would impact on the work of the Task & Finish Group.

The Chairman replied that it was her understanding that the Fire Service had to produce its Integrated Risk Management Plan regardless of who was responsible for the governance of the service, so the Task and Finish Group would go ahead. She added that it was also her understanding that once the Plan was in place it would be up to the Police & Crime Commissioner if he wanted to make changes, although she did not think it would be an easy process to change the final Plan.

9.5.3

Question from Dr C Jones

Dr Jones said that part of the children's centre consultation envisaged services being provided in other county council premises, including libraries. He asked if the Chairman could tell Council what adaptations were likely to be needed if the use of libraries went ahead.

The Chairman replied that she had not been consulted so no library adaptations had yet been considered.

9.5.4

Question from Mrs S Butikofer

Mrs Butikofer asked if the Chairman would write to the Police & Crime Commissioner to ask him when a response to the consultation on the governance of the Fire & Rescue Service could be expected.

The Chairman replied that, despite enquiries, at the moment there was no confirmed date, although it was hoped that the response would be received by the end of November.

9.5.5

Question from Ms J Barnard

Ms Barnard said it was known that cuts to children's centres could result in more cuts to services being run from libraries and asked if the Chairman could tell Council

how, moving forward, library staff would be supported in engaging with the consultation and how any changes would affect them.

The Chairman responded that as far as she was concerned the public consultation was published and was available to everyone. People in libraries would be able to respond to it as it was a public consultation and she was unsure why it was thought people in libraries were different as they were providing all kinds of services.

9.5.6 **Question from Ms A Kemp**

Ms Kemp referred to the business and intellectual service in the Millennium Library in Norwich which helped people who were considering setting up a business and asked the Chairman to what extent the service was going to be available for people in King's Lynn.

The Chairman replied that information was also available in the other main libraries and that an outreach service was available by contacting the Millennium Library.

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

9.6 **Report of the Digital Innovation & Efficiency Committee meeting held on 12 September 2018.**

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

9.6.1 **Question from Ms S Squire**

Ms Squire asked if the Chairman would agree that there was often a disparity between what broadband speed internet service providers claimed a line was capable of, and the speed which was experienced by householders. She also asked if he would agree that the Better Broadband for Norfolk website was unclear in many instances of whether fast broadband was available at a certain address as it could depend on the individual property. In which case, could the Chairman be sure that the claimed 92% of properties where fast broadband was available was in that case entirely accurate and were we allowing many properties in Norfolk to be in a digital wasteland of not being able to receive fast broadband and not being able to access the subsidy for alternate solutions because their internet service provider claimed their speed was capable of rather more than they experienced.

The Chairman replied that there were anomalies which were being progressed. He said he had attended a meeting recently with BT and a representative from BIDUK to consider how to progress the anomalies, one of which was the take-up of the voucher scheme which had not been as good as we would have liked. The Chairman asked Ms Squire to let him have some specific examples so they could be followed up but it was his aim to have more than 92% of properties in Norfolk with fast broadband.

9.6.2 **Question from Mr D Rowntree**

Mr Rowntree said that following the changes introduced by GDPR, Councillors were advised that they should use a separate system for managing their casework and he had repeatedly asked, in Committee meetings and in Council meetings, when proposals would be brought forward. He asked the Chairman if he could let him know.

The Chairman replied that he would find out and provide a written response.

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

9.7 **Report of the Environment, Development and Transport Committee meeting held on 7 September 2018.**

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

9.7.1 **Question from Mr D Douglas**

Mr Douglas said that 33% of the households in Norwich, like his own, didn't have a car and found it difficult to access employment in the rural areas just outside Norwich. He added that he was pleased to see that the Chairman of Environment, Development and Transport Committee had referenced some of the challenges in using bus and rail services in Norfolk in the press recently. Mr Douglas asked the Chairman if any of the capital transport schemes in Norfolk enhanced transport so that all households in Norfolk could benefit; if he could let Council know how that would be; and also if he thought it was fair to have an equitable allocation of transport funding capital scheme for households that didn't have cars as well as households that did have cars.

The Chairman replied that there were challenges relating to transport in and around the city and across the county. He added that he supported all of the bus companies and Norfolk County Council worked closely with them. The Chairman also advised that the County Council had recently been shortlisted for the Transformation Cities Fund which, if successful, would be used to improve accessibility for everyone.

9.7.2 **Question from Mr S Aquarone**

Mr Aquarone said the Chairman would be familiar with the ongoing design and cost control of the NDR and asked if he could provide a guarantee that the 3rd river crossing in Great Yarmouth would be delivered on budget, on time and the design would not result in safety concerns following completion of work.

The Chairman replied that the scheme was on track and going to plan and it was hoped that plans would be drafted early in 2019.

9.7.3 **Question from Ms S Squire**

Ms Squire asked if the Chairman could explain why details of the agenda and minutes of the Norfolk Waste Partnership were no longer published on line and were not freely available to Councillors. She said given representatives of all the Norfolk Councils sit on the Partnership, discussions were held in their name and the decisions taken affected this Council and asked why meetings were not held in public and why was information so difficult to obtain.

The Chairman replied that it was not a decision-making body which was the reason they were not available on the website.

9.7.4 **Question from Ms A Kemp**

Ms Kemp asked for an answer to a question about funding for buses for King's

Lynn, particularly to reduce congestion by having buses that ran earlier in the day into King's Lynn, for example along the A10 from West Winch, allowing people to get to and from work. She said that Norwich was able to tap into government funding because it was a city, but King's Lynn could not and asked what source of funding could be looked at and what funding was available.

The Chairman replied that some work was being carried out with the Borough Council to develop a Transportation Plan for the whole of King's Lynn and surrounding area and he was sure something would come out of that.

9.7.5 Question from Mr S Clancy

Mr Clancy said that the EDT Committee had not asked the Chairman to write to the Secretary of State, Chris Grayling, to seek concrete assurances that the full budgeted programme for the A47 dualling would be commenced as per the project brief from year 20/21. He added that this was an important issue for Norfolk and went on to say that the consultation on the Thickthorn junction had now been extended, and there was some inertia beginning to appear. Mr Clancy asked if the Chairman would write to the Secretary of State to seek concrete assurance that the A47 dualling would be delivered on time, on budget in the current funded phase.

The Chairman replied that he would be happy to write to Secretary of State, Chris Grayling highlighting the many issues along the A47 and seeking his commitment to ensure the dualling happened. He added that together with the A47 Alliance, there was cross-party support for the dualling from Lowestoft right through to Peterborough. The Chairman added that Highways England had given its assurance that the current plans were on track and they would be held to account to make sure the improvements were made.

9.7.6 Question from Mrs A Thomas

Mrs Thomas asked if the Chairman would join her in welcoming the long awaited planning application for the Hempnall roundabout which had just been launched and urged residents and Members alike to take part in the planning process to make sure the roundabout that was delivered there was not just one that served the community that travelled north/south on the A140 but also those that travelled east/west trying to cross the A140.

The Chairman replied he would be happy to join her and he also encouraged as many people as possible to take part in the planning application for the much needed roundabout on the A140. He added that he travelled the A140 daily and this was a really dangerous junction. He said he was pleased funding had been secured to get this job done as he received regular phone calls from people asking when it was going to happen, and he was looking forward to it being built next year.

9.7.7 Question from Mr G Plant

Mr Plant referred to the report specifying that the committee had received the report detailing the formal Development Consent Order consultation by the Planning Inspectorate on a proposal by Vattenfall. He said that Vattenfall had made Great Yarmouth their base for the new developments and there was a lot of investment going on there, but also Norfolk County council officers were working hard across the borough of Great Yarmouth. He also mentioned the £30m Vauxhall Roundabout which would enhance the entrance to the town, enabling the dual carriageway, there was now a right turn out of Asda which the County Council completed; the improved Vauxhall roundabout had been completed as well as the

Fullers Hill roundabout and there was £12m going towards moving traffic across the town easier when the 3rd river crossing was built. There was an awful lot going on as far as Great Yarmouth is concerned but equally improvement opportunities in King's Lynn were being considered which meant from a Highways point of view there was an awful lot of money being spent on highways projects right across the county. Mr Plant urged work to continue to make sure the A47 was improved during the next phase of dualling in 2021.

The Chairman replied that there was a lot of investment across the county happening but there were particular benefits in dualling the A47 with the links to offshore wind projects as well as other regional benefits.

9.7.8 Question from Mrs S Butikofer

Mrs Butikofer asked if the Chairman could look into reports she was constantly receiving about reductions in bus services in rural north Norfolk. She said that more and more people were struggling to get to work and school by bus and it was a vital service needed by residents who were getting socially isolated and facing increasing costs in getting to school and work.

The Chairman replied that he would look into the issue.

9.7.10 Council RESOLVED to note the report.

10 Other Committees

10.1 Report of the Health Overview and Scrutiny Committee meeting held on 6 September 2018.

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

10.2 Report of the Audit Committee meetings held on 31 July and 27 September 2018.

Mr I Mackie, Chairman, moved the report. Council **RESOLVED** to note the report.

10.3 Report of the Personnel Committee meeting held on 25 September 2018.

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

10.4 Report of the Standards Committee meeting held on 3 October 2018.

Mr M Kiddle-Morris, Chairman, moved the report. Council **RESOLVED** to note the report.

10.5 Report of the Health and Wellbeing Board meeting held on 17 July 2018.

Mr B Borrett, Chairman, moved the report, and asked Council to formally record his thanks to William Armstrong for his commitment to the Health and Wellbeing Board. Mr Armstrong would be standing down as Chairman of Healthwatch and therefore from the Health and Wellbeing Board. He also thanked Joyce, Lady Hopwood, voluntary representative on the Board since its foundation and wished her well on

her retirement.

Council **RESOLVED** to note the report.

10.5.1 Question from Ms A Kemp

Ms Kemp asked how Council was going to hold itself accountable as different health groups and organisations when there were failures to pull everything together for the benefit of patient care and what he was proposing to do about it.

The Chairman replied that he was proposing the Health and Wellbeing Strategy which was key to creating a single, sustainable system for Norfolk, which meant that people won't fall down the cracks between the different organisations. He referred Ms Kemp to the list of approximately 30 organisations listed at the back of the Strategy, although the full list was nearer 60 organisations, and urged her to support the Health and Wellbeing Strategy as the question she had raised highlighted the need for it.

10.5.2 Question from Mr B Watkins

Mr Watkins referred to Public Health and asked if the Chairman could indicate how Norfolk compared with the national estimate that every £1 spent on public health returned an extra £14 on the original investment; how we were shaping up to that as an authority. He also said it was estimated that £200m of cuts to public health funding in the UK would cost more like 80 times that amount, which was a false economy and detrimental in the long term. He asked what the Chairman's views were on the second point.

The Chairman replied that he had no reason to believe Norfolk was any less effective at turning money spent in public health into pounds saved than any other authority. It was a key part of our strategy across Adult Services and now a key part of the Health and Wellbeing Board Strategy and in fact if we looked, prioritise and prevention was one of the key three priorities that sat underneath the single, sustainable system because, as we have discovered, money spent in prevention paid large dividends, although it was difficult to measure because how do you measure something like a hospital admission that never happened because you spent the money in prevention. He referred to the Strategy in Adults called Promoting Independence, and said the County Council was absolutely committed to investing in prevention and that was one of the reasons why, as Chairman of the Health and Wellbeing Board he was so keen. He thanked Mr Watkins for highlighting the issue again and said that prioritising prevention was what public health was about.

10.6 Report of the Museums Committee meeting held on 26 July 2018.

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

10.7 Report of the Planning (Regulatory) Committee meeting held on 14 September 2018.

10.7.1 Mr C Foulger, Chairman, moved the report. Council **RESOLVED** to note the report.

10.7.2 Question from Mr M Sands

Mr Sands asked if the Chairman of Planning (Regulatory) Committee could ensure that the confusion that reigned concerning the vote at the last Planning (Regulatory) Committee meeting was not repeated. In addition, he asked if the Chairman knew if other District and Parish Councils that were affected by the Atlas Works decision were going to proceed with a judicial review concerning the controversial proposal.

The Chairman replied that he would not wish to repeat that episode and that as far as a judicial review was concerned he was aware of a suggestion but was not aware that it was a fact.

10.8 Report of the Norwich Highways Agency Joint Committee meeting held on 20 September 2018

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

10.8.1 Question from Mr B Spratt

Mr Spratt said he was concerned about what was going on in Norwich, with the closure of public houses due to business rates or people being unable to access the city. He was also concerned about people with market stalls and said he wanted to see facilities, so people can come into the city in their cars and do their shopping.

The Chairman replied that he would pass the comments on.

11 Great Yarmouth 3rd River Crossing Scheme

11.1 Council received the report by the Executive Director of Community & Environmental Services covering the proposed award of the contract to deliver the scheme.

11.2 The Deputy Leader introduced the report.

11.3 Council **RESOLVED** to:

1. Approve the addition of the £120.653m, full cost of the scheme into the capital programme. This includes the £98m DfT contribution, the £20.565m which is currently underwritten by the Council's prudential borrowing and a contribution from the LEP as set out in table 2 of the report; and
2. Delegate the award of the contract to design and build the 3rd River Crossing scheme to the Executive Director of Community & Environmental Services and Executive Director of Finance and Commercial Services, in consultation with the Leader, Deputy Leader and Chairman of Environmental, Development and Transport Committee.

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

Question from Mr S Morpew:

Will the Leader agree that the budget for Councillors allowances should be capped at the outturn amount for 2018/9, any underspend returned to the general fund and that there should be no increase in basic allowances for 2019/20?

Reply by the Leader:

As is usual practice, current budget planning assumes that these Member allowance budgets will be uplifted as part of 2019-20 budget planning by 2% to reflect the inflationary increases (this increase being linked to the general staff pay inflation rate).

Any underspend on these budgets in 2018-19 will need to be considered in the context of the overall County Council year end position but normal practice (subject to any specific member decisions at year end) would be for the overall underspend to naturally flow into the general fund as part of the annual closure of accounts.

Remuneration for Members was last considered by the Independent Remuneration Panel in November 2017 and was followed by the Council's resolution on 11 December 2017. Any proposal to change to Members allowances will need to be proceeded by a review by the Independent Remuneration Panel.

Question from Mrs C Walker:

There is increasing concern at isolation caused by already inadequate and increasingly threatened public transport services. Does the Leader of the Council share these concerns and what does he intend to do to support public transport and those who rely on it?

Reply by the Leader:

The County Council currently spends £15.1m on public transport, which is a significant investment by any measure. £11.7m of this is to provide free travel to older and disabled people as part of the concessionary travel scheme. There is always a risk that local bus services will be withdrawn by operators but we meet with them on a regular basis to work through any issues they have. We always try to plug any gaps in public transport provision, within the budget available.

The meeting concluded at 1.40 pm

Chairman

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Norfolk County Council
15 October 2018

Appendix A

RECORDED VOTE – ITEM NUMBER: Motion 2.

	For	Against	Abstain		For	Against	Abstain
ADAMS Tony		X		KEMP Alexandra	x		
ADAMS Timothy	X			KIDDIE Keith		X	
AQUARONE Steffan	X			KIDDLE-MORRIS Mark		X	
ASKEW Stephen		X		LONG Brian		X	
BARNARD Jess	X			MACKIE Ian		X	
BILLS David		Absent		MAXFIELD Edward	X		
BORRETT Bill		X		MIDDLETON Graham		X	
BOWES Claire		X		MOONEY Joe		X	
BRAME Roy		X		MORPHEW Steve	X		
BROCIEK-COULTON Julie	X			NOBBS George	X		
BUTIKOFER Sarah	X			OLIVER Judy		X	
CARPENTER Penny		Absent		OLIVER Rhodri		Absent	
CASTLE Mick	X			PECK Greg		Absent	
CLANCY Stuart		X		PLANT Graham		X	
CLIPSHAM Kim		Absent		PRICE Richard		X	
COLLIS David		Absent		PROCTOR Andrew		X	
COLMAN Ed		X		RICHMOND William		X	
CONNOLLY Edward		X		ROPER Dan	X		
CORLETT Emma	X			ROWNTREE David	X		
DARK Stuart		X		RUMSBY Chrissie		Absent	
DEWSBURY Margaret		X		SANDS Mike	X		
DIXON Nigel		X		SEWARD Eric	X		
DOUGLAS Danny	X			SMITH Carl		X	
DUIGAN Phillip		X		SMITH Thomas		Absent	
EAGLE Fabian		X		SMITH-CLARE Mike	X		
EAST Tim	X			SPRATT Bev		X	
EYRE Simon		X		SQUIRE Sandra			X
FISHER John		X		STONE Barry		X	
FITZPATRICK Tom		X		STONE Margaret		Absent	
FOULGER Colin		X		STOREY Martin		Absent	
GARROD Tom		Absent		STRONG Marie		Absent	
GRANT Andy		X		THIRTLE Haydn		X	
GURNEY Shelagh		Absent		THOMAS Alison		X	
HANTON Ron		X		THOMSON Victor		Absent	
HARRISON David				TIMEWELL John	X		
HORSBRUGH Michael Chenery of		X		VINCENT Karen		X	
HUMPHREY Harry		X		WALKER Colleen	X		
ILES Brian		X		WARD John		X	
JAMIESON Andrew		X		WATKINS Brian	X		
JERMY Terry		Absent		WHITE Tony		X	
JONES Brenda	X			WILBY Martin		X	
JONES Chris	X			YOUNG Sheila		Absent	

With 23 votes in favour, 43 votes against and 1 abstention to motion was LOST.

Questions requiring written responses from the Council Meeting – Monday 15 October 2018

<p>Question from Mr B Watkins to Leader</p>	<p>Question and response:</p> <p>Mr Watkins asked if the Leader could tell Council the number and proportion of home care visits undertaken within the county in 2017/18 that were 15 minutes or less and 5 minutes or less and how this compared to previous years. He asked for a written response to be sent to all Councillors if the Leader was not able to provide an immediate answer.</p> <p>Response by the Leader:</p> <p>The Leader agreed to provide a detailed written response, adding that everyone endeavoured to ensure that home care visits were carried out at the correct times and for the correct reasons.</p> <p>Norfolk County Council commissions home care services on the basis of what an individual might need, usually on a weekly basis, and usually expressed in terms of a total amount of time over the week. This enables us to engage with and pay providers. Arrangements acknowledge that support should flex around individuals' needs, and as such we do not usually specify or record appointments of a specific amount of time. As a result it is not possible to gather or infer the number of individual 15 minute appointments for most home care types and contracts.</p> <p>The exception to this is visits involving either a welfare check or medicine management, which are initially commissioned on the basis of 15 minute visits, but that nevertheless can flex. For visits involving medicine management, practitioners and those receiving services, are required to take into account the number of different medications to be taken and the way they are to be administered. If there are any doubts that the medication can be given in a way that is safe and maintains the dignity of the person then care will be commissioned for a longer period.</p>
<p>Question to the Chairman of Business & Property Committee from Mr M Castle</p>	<p>Mr Castle stated that it had been four years since Children's Services staff in Great Yarmouth were relocated from a number of inadequate premises into the refurbished Haven Bridge House in the town centre. He asked if the Chairman could tell him why nothing had yet been done about disposal of the Tar Works Road site in his division, alongside the River Bure, which had the potential to deliver an attractive housing development and to deliver a consequent capital receipt for the Council?</p> <p>Response by the Chairman:</p> <p>The Chairman replied that this was an ongoing issue and would provide a written answer to Mr Castle.</p> <p>Tar Works Road remains in use as a Children's services office and is predominantly a children's contact centre. The specialist nature of this function makes relocation to another part of Great Yarmouth difficult and NCC is keen to ensure this vital activity continues in an environment that is appropriate for children and their families.</p> <p>However, as with all Council property, NCC constantly reviews its assets and Officers will continue to look for opportunities around this site.</p>

<p>Question to the Chairman of Digital Innovation & Efficiency Committee from Mr D Rowntree</p>	<p>Question and response:</p> <p>Mr Rowntree said that following the changes introduced by GDPR, Councillors were advised that they should use a separate system for managing their casework and he had repeatedly asked, in Committee meetings and in Council meetings, when proposals would be brought forward. He asked the Chairman if he could let him know.</p> <p>Response:</p> <p>The Chairman replied that he would find out and provide a written response.</p> <p>In response to your question, I have sought expert advice in respect to GDPR and members use of case management systems in their role as a county councillor (role 1) and as a data controller in their own right (role 2). I have also reviewed the marketplace for suitable technical solutions. In short NCC can provide a system for casework which can be used to store casework related to either role (expert advice is included below for reference if required). My colleague Suzanne Sowter who is responsible for application systems will arrange a demo day for yourself and other interested colleagues to take a look at the most suitable looking systems. If a suitable product is identified then we will procure and implement it for your use.</p> <p><u>Expert Advice on GDPR from Pam Cary (NCC lead on GDPR implementation).</u></p> <p>I think it can cover both roles if we want it to. It might be argued that, if NCC provides the system, any information on the system for the 2nd role is held by NCC (not the member) and therefore NCC is the data controller. I don't think this is a strong argument. The relevant issue for FOI is the purpose for which the information is held and that is a question of fact i.e. it would be necessary to look at the information and determine the purpose. It might be trickier for EIR as the regulations do not have a purpose led approach to determine who holds the information. Rather the question is: who has physical possession of the information? (i.e. on its systems or in filing cabinets). But in relation to EIR I think that we can argue that that the case management system is simply a practical means of helping members manage their records and that members hold information on their systems on NCC's behalf for information held for role 1 purposes and held by them for role 2 purposes.</p> <p>But in respect to all I have said above, we will need to make it clear to members what the legal position is and, in respect of role 1 information, to process the information in accordance with NCC policies and procedures and, in respect of role 2 information, they have a personal duty as data controller to process information in accordance with the GDPR</p>
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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 and select a member of the Independent Group to ask a question.
5. When the third question has been answered, the Chairman will invite and select a member of the Conservative Group to ask a question.
6. If the 15 minutes has not expired, the Chairman will then invite all members of the Council to indicate if they wish to ask a question, by raising their hands. The Chairman will select a member to ask their

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

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

Recommendations of the Policy and Resources Committee meetings held on 29 October 2018 and 26 November 2018

Item from the meeting of 29 October 2018

1 Director of Public Health Annual Report 2018: A Health Profile for Norfolk

1.1 A report by the Director of Public Health that was presented to the Committee is enclosed as Appendix A.

1.2 RESOLVED to RECOMMEND to FULL COUNCIL:

That Policy and Resources Committee accepts the main population health findings and trends identified in the Director of Public Health's Annual Report for 2018 and recommends that it be endorsed by Full Council.

1.3 It was also RESOLVED

That Policy and Resources Committee support the setting up of a small Member Working Group to work with the Norfolk Health and Wellbeing Board and its partners to examine palliative and end-of-life-care in Norfolk.

Items from the meeting of 26 November 2018

2 Transition from a Committee to an Executive Leader and Cabinet system of governance

2.1 The Cabinet System Member Working Group has agreed the appended draft Articles and Appendices (at Appendix B to this report) of the new Constitution in readiness for Full Council to decide whether to transition to an Executive Leader and Cabinet system of governance from the AGM of Full Council in May 2019.

The Committee RESOLVED to RECOMMEND (by 9 votes to 4 votes):

- A) to change from the current Committee system of governance to an Executive Leader and Cabinet system of governance from the Annual General Meeting of Full Council in May 2019;**
- B) that further work to produce the remaining draft Appendices is delegated to the Policy and Resources Committee working**

through the Cabinet System Member Working Group.

The Committee **RESOLVED** to note (by 9 votes to 4 votes):

C) that the final draft of the new Constitution will be returned to its meeting on 25 March 2019 to enable the Committee to recommend the final draft of the new Constitution to Full Council on 15 April 2019.

3 Mid-Year Treasury Management Monitoring Report 2018-19

3.1 A report by the Executive Director of Finance and Commercial Services that was presented to the Committee is enclosed as Appendix C.

3.2 The Committee **RESOLVED to RECOMMEND:**

That County Council approve the Mid-Year Treasury Management Monitoring Report 2018-19 as detailed in Appendix C.

4 Limited Company Consents

4.1 An extract from a report by the Executive Director of Finance and Commercial Services that was presented to the Committee is enclosed as Appendix D.

4.2 The Committee **RESOLVED to RECOMMEND:**

That Full Council agree to the appointment of directors to companies as detailed in Appendix D.

**Andrew Proctor,
Chairman, Policy and Resources Committee**

Report title:	Director of Public Health Annual Report 2018: A Health Profile for Norfolk
Date of meeting:	29th October 2018
Responsible Chief Officer:	Dr Louise Smith
<p>Strategic impact</p> <p>This is the Annual Report of the Director of Public Health undertaken in accordance with NHS Act 2006 and the Health and Social Care Act 2012, and related regulations.</p> <p>The report is aimed at the public and provides useful information to a wide range of stakeholders considering the health and wellbeing of the population of Norfolk. It seeks to support the council to make good use of evidence and data across health and social care strategy.</p>	

Executive summary

The 2018 Annual Report provides a 'Health Profile for Norfolk' based on Public Health England's '*Health Profile for England*', presenting data that analyses trends in health needs and outcomes in Norfolk. (See Appendix 1)

The report shows early indications of stalling healthy life expectancy in women, and overall life expectancy in men in Norfolk that are concerning. The gains in health we have seen over past half century may not continue over the next 20 years.

Our population is ageing and we are seeing the total number of deaths in Norfolk increasing (although rates are falling). Most deaths are now in people aged 80+ years. That the end of life has become so focussed in the very elderly, has significant implications for acute hospital care, and end of life services.

Causes of death are changing: deaths rates due to heart disease, strokes, and cancer are falling markedly and deaths ascribed to dementia are now the leading cause of death in women. These changing patterns have implications for the way health care services are organised. Currently service provision is more heavily invested in cancer and heart disease, for example with cancer networks, and specialist cardiology units than in dementia care, or end of life pathways.

Key risk factors for ill health are identified: challenges remain to reduce population levels of smoking, poor diet and alcohol intake that are the major preventable contributors to illness and health. These risk factors are clustered and strongly associated with deprivation. This would suggest that the current approach to health improvement services should be reviewed. Consideration should be given to a holistic approach (considering all risk factors together) that targets health improvement support to areas and individuals with the highest need, especially those living in poverty.

Recommendations:

- 1. Members note the main population health findings and trends identified in the Director of Public Health's Annual Report for 2018 and endorses it for submission to Council**

- 1.1 This year's report examines data for Norfolk and assesses trends in health outcomes, especially life expectancy, healthy life expectancy, the major causes of death and ill health, and the underlying causes of those illnesses. It is based on the approach taken in the Public Health England '*Health Profile for England*'.
- 1.2 The report is aimed at the public and provides useful and informative information to a wide range of stakeholders considering the health and wellbeing of the population of Norfolk.
- 1.3 Both this report and its underpinning analyses will contribute to the population health analytics work of the Sustainable Transformation Plan (STP), the Joint Strategic Needs Assessment, the Joint Health and Wellbeing Strategy and the council's local service strategy.

2. Evidence

- 2.1. Data has been drawn from a variety of sources including the Global Burden of Disease Study, Office for National Statistics, and Public Health England public health outcomes framework. Where available Norfolk data is used. Some data is presented for East of England as the Norfolk data is not yet available.
- 2.2. The report focuses on whether we are living longer, and whether the extra years are spent in good or bad health. It assesses the impact of risk factors on these health outcomes and summarises inequalities in outcomes.
- 2.3. Average life expectancy has increased for many years. However, in Norfolk we are now seeing that this has plateaued in men in Norfolk and in women healthy life expectancy has decreased slightly. For both men and women there is a significant period where people are living in poor health: 15.4 years for men and 19.4 for women. These early indications of reductions in healthy life expectancy in women and overall life expectancy in men in Norfolk are concerning, suggesting that gains in health we have seen of the past half century may not continue over the next 20 years.
- 2.4. In line with an ageing population the total number of deaths in Norfolk are rising and most deaths are now in people aged 80+years. That the end of life has become so focussed in the very elderly has a significant impact on hospitals where inpatient services are becoming dominated by the needs of the very elderly. Over recent decades we have seen a trend in healthcare toward increasing specialisation in individual diseases or body systems. The very elderly's needs are often multiple, and complex, and poorly met by organising services into separate highly specialised services.
- 2.5. Causes of death are changing with rates of deaths due to heart attacks, strokes, and cancer falling markedly. However, rates of deaths ascribed to dementia have notably increased making this the leading cause of death in women and the second leading cause of death in men. These changing patterns also have implications for the way health and social care services are organised. Currently service provision is more heavily invested in cancer and heart disease than in for example dementia, or end of life, services.
- 2.6. Smoking remains a leading risk factor for people in East of England. It is estimated to contribute to over 15% of deaths. Obesity and dietary risk factors together are responsible for most of years lived with a disability. Most of the top

risk factors for ill health are behavioural and modifiable, therefore most of the burden of ill health is potentially preventable.

- 2.7. Finally, the report considers inequalities in health in Norfolk. We see marked differences in life expectancy and healthy life expectancy between districts, strongly associated with deprivation. Analysis shows that prevalence of lifestyle risk factors, smoking, poor diet, and physical inactivity cluster with deprivation. This would suggest that the current approach to health improvement services should be reviewed to consider a holistic approach for the individual (considering all risk factors together) targeted to those living in deprivation.

3. Financial Implications

- 3.1. The cost for the production and publication of the report falls within the parameters of the Annual Budget agreed by the Council.

4. Issues, risks, and innovation

- 4.1. There are no significant risks resulting directly from the publication of this report. It does not in itself make formal recommendations although it identifies areas for policy and strategy consideration.
- 4.2. The Health and Social Care Act 2012, sets out a requirement for all Directors of Public Health to produce an annual independent report on the health of their local population and for their local authority to publish it.

5. Background

- 5.1. This is the Annual Report of the Director of Public Health undertaken in accordance with NHS Act 2006 and the Health and Social Care Act 2012, and related regulations. These set out a requirement for all Directors of Public Health (DPH) to produce an annual report on the health of their local population, and for their local authority to publish it. This requirement recognises the roles of the DPH as independent advocate for the health of the population; and to provide a professional statement about the health of local communities, based on epidemiological evidence, and interpreted objectively.
- 5.2. In previous years, the Annual DPH report has been presented to the Health and Wellbeing Board and published in the form of a presentation on the Joint Strategic Needs Assessment website rather than a report on the JSNA website. Thus, this approach of a formal report to a council committee is new.
- 5.3. In previous years the report has comprised a general profile of health outcomes followed by a more detailed analysis of a key theme: reducing inequalities (2014), public mental health (2015), a life-course perspective (2016) and a summary health and wellbeing index (2017).

Officer Contact

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

Officer name: Sally Newby

Tel No.: 01603 638484

Email address: Sally.newby@norfolk.gov.uk



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

Director of Public Health Annual Report

2018

A Health Profile
for Norfolk



0344 800 8029

www.norfolk.gov.uk/norfolklivingwell

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Welcome

Welcome to my Director of Public Health Annual Report for 2018. I am publishing this report to coincide with our publication of Norfolk's Joint Health and Wellbeing Strategy. This year's theme is a '**Health Profile for Norfolk**', providing a baseline health assessment to inform the way in which our health and social care services work together.

My report examines what we know about our Norfolk population and its health. Based on the Public Health England's *Health Profile for England*¹ it summarises and interprets current health trends in Norfolk- in particular life expectancy, causes of death and ill health, mental health, prevention and health inequalities.

I explore some key data about our population's health: the impact of risk factors on health, consider how Norfolk compares with the rest of England and provide some key messages for future planning.

Are we living longer?

It is concerning to report that our life expectancy is not continuing to increase as it has done previously and that we may be seeing early signs that the number of years spent in poor health is increasing.

What are we dying from?

We are seeing changes in patterns of death with an increasingly advanced age at death associated with frailty. This is changing the demand for health and social care services.

What's making us ill?

As our population ages, having several illness is becoming more common - making individuals' needs more complex.

Can we Be More Healthy?

Most of the top risk factors for ill health are behaviour-related, which means we have a chance to change how we behave to prevent us falling into ill health. Of concern are our rates of smoking, poor diet and alcohol consumption, that particularly lead to reduced life expectancy for those living in deprivation.

Looking forward

I hope that this report helps inform the actions we could take as a local system to respond to new patterns of need, with an increasing population health burden from extreme old age, frailty and people with more than one health condition. Our commitments in the Joint Health and Wellbeing Strategy to work together to integrate strategy and services will be important in our service planning.

Secondly, to prevent ill health, the data in this report suggests that we need to target health improvement support to areas and individuals with highest needs, especially those living in poverty.



Dr S.J. Louise Smith
Director of Public Health



¹ Public Health England, 2017, *Health Profile for England*
www.gov.uk/government/publications/health-profile-for-england

1 Are We Living Longer?

Our Population

The population of Norfolk is growing. Since 2001, Norfolk's population has grown by an estimated 200,000 people to 902,000 people. The population is forecast to increase by a further 110,000 over the next 20 years.

Most of the increase in population will be in the older age groups, with those aged 65+ increasing by 86,000. Over the next twenty years there will be an estimated:

- 40% increase in people aged over 65, mostly in those aged 75+
- 3% increase in people of working age
- 5% increase in children and young people

This increase in older people means that by 2037 the dependent population (those aged under 16 or over 65) will have increased by almost 95,000 whereas the working age population will have increased by just over 14,000. This means there will be fewer people of working age for every person under 16 or over 65.

Figure 1. Forecast change in the Norfolk population.

(Source: Office for National Statistics)



3 Office for National Statistics, 2018, *Is the growth in life expectancy coming to an end?*

blog.ons.gov.uk/2018/06/18/grinding-to-a-halt-is-life-expectancy-coming-to-an-end/

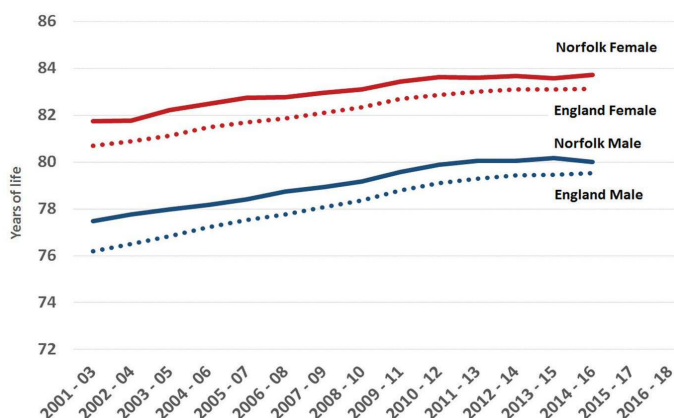
Life expectancy

Life expectancy in England and Norfolk has increased steadily for decades. In Norfolk, life expectancy at birth for men is 80.0 years: better than the England average of 79.5. For women it is 83.7 years compared to the England average of 83.1 years (Office for National Statistics. Life expectancy at birth and age 65 by sex across local areas in the UK, between 2001 to 2003 and 2014 to 2016).

However, in Norfolk the recent increase has levelled out for men and is not increasing as fast as the rest of England for both men and women. Nationally the Office for National Statistics is also asking *Is the growth in life expectancy coming to an end?*³

Figure 2. Trend in life expectancy for Norfolk compared to England.

(Source: Public Health England, Outcomes Framework)



Healthy life expectancy

Living a healthy life is as important as living a long life. ‘Healthy life expectancy’ is the average number of years that a person can expect to live in “full health”.

In Norfolk on average this is 64.7 years for men and 64.4 years for women. Again this is better than the England average but it means men are living in poor health for an average 15.4 years and women 19.4 years. Of concern, the time spent in poor health for women has increased by almost a year over the past decade.



Figure 3. Healthy life expectancy in Norfolk, Men.

(Source: Public Health England, Outcomes Framework)

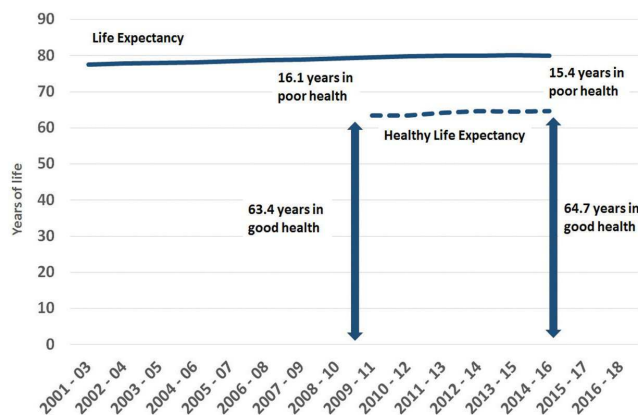
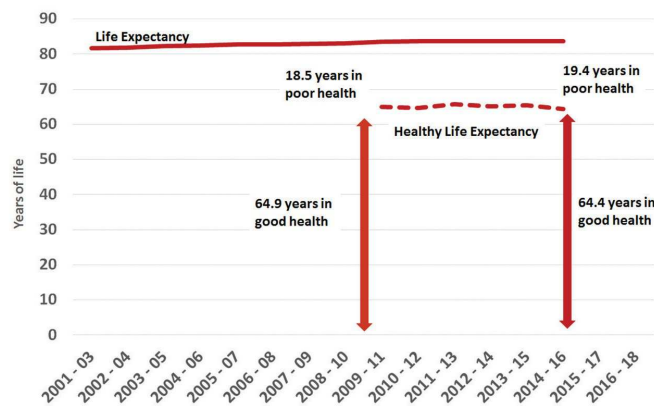


Figure 4. Healthy life expectancy in Norfolk, women.

(Source: Public Health England, Outcomes Framework)



Key messages

The total population of Norfolk is increasing and most of the increase in population will be in those aged 65 years or older.

Life expectancy has been rising, but recent increases may now be levelling off. There is a significant period of time where people are living in poor health and this has increased recently for women.

From the age of 65 years, on average people will spend about half of their remaining years in ill health.

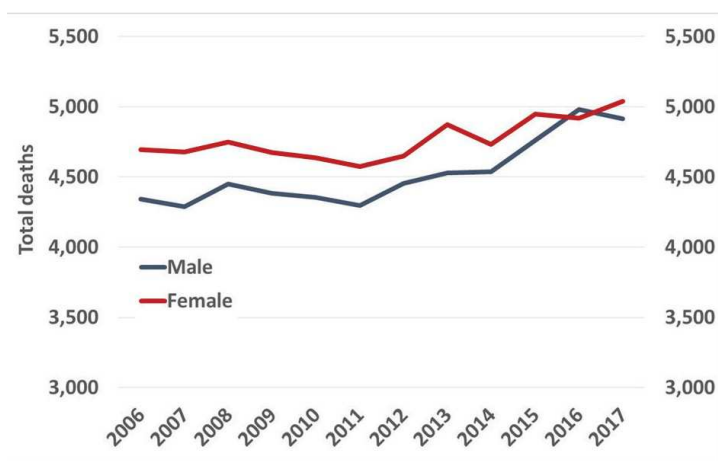
2 What are we dying from?

Death rates

With the improvements in life expectancy over past decades we have seen year on year reductions in death rates. However, as the number of people living in Norfolk increases and ages the actual number of people dying each year is increasing.

Figure 5. Total deaths in Norfolk 2006-2017.

(Source: Primary Care Mortality Database)

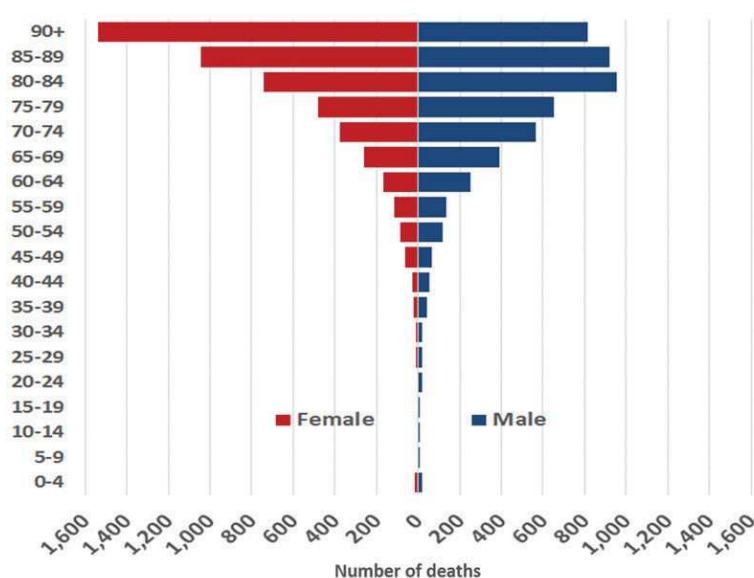


Most deaths are in older people, with very few deaths in younger age bands. For example, in 2016 the total number of deaths for those aged 5-29 was 66 (less than 1% of total deaths) and the most common age at which people died was 87.

This increase in total numbers of deaths and the increasing age at death, will impact on our health and social care services.

Figure 6. Deaths by age group and sex in Norfolk 2017

(Source: Office for National Statistics)



Cause of death

As we are living longer, the leading causes of death are changing. The death rates from heart disease and stroke, once clearly the most common causes of death, have reduced by almost half since 2006. Similarly death rates from some common cancers such as lung and breast have dropped. At the same time there has been a doubling of the death rate from conditions associated with extreme old age and frailty such as dementia.

Figure 7. Trends in the causes of death for males in Norfolk 2006 - 2016.

(Source: Primary Care Mortality Database)

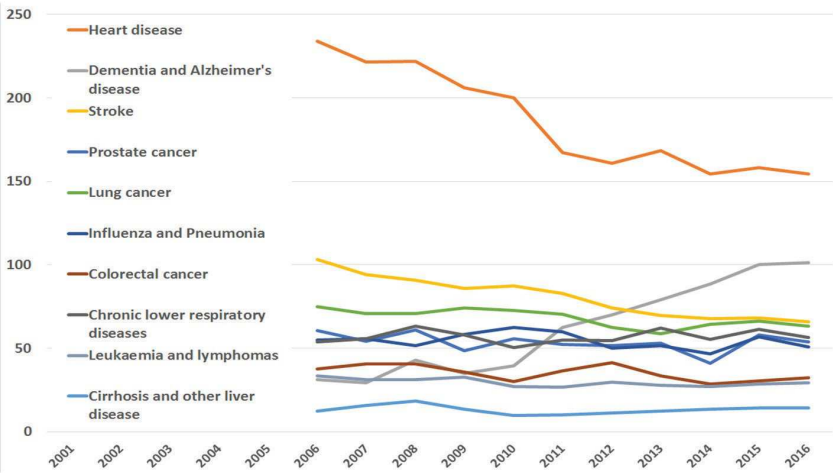
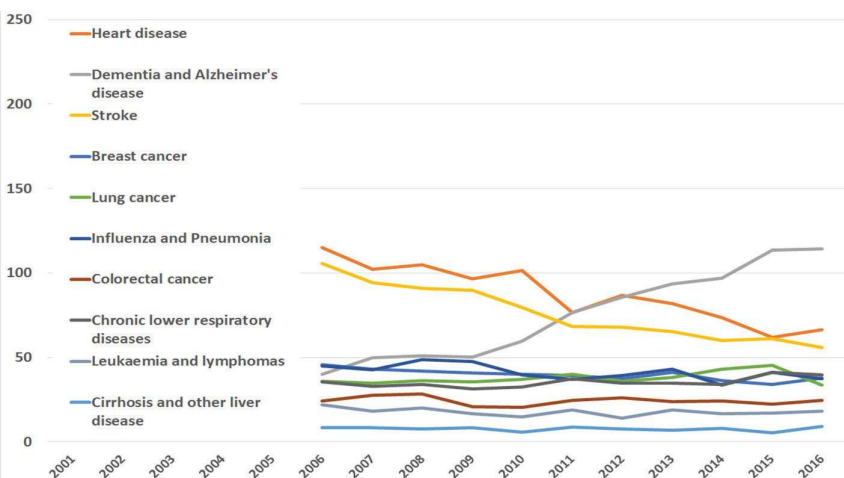


Figure 8. Trends in the causes of death for females in Norfolk 2006-2016.

(Source: Primary Care Mortality Database)



Key messages

As our population increases and ages, we are seeing drops in death rates but increases in the total number of deaths.

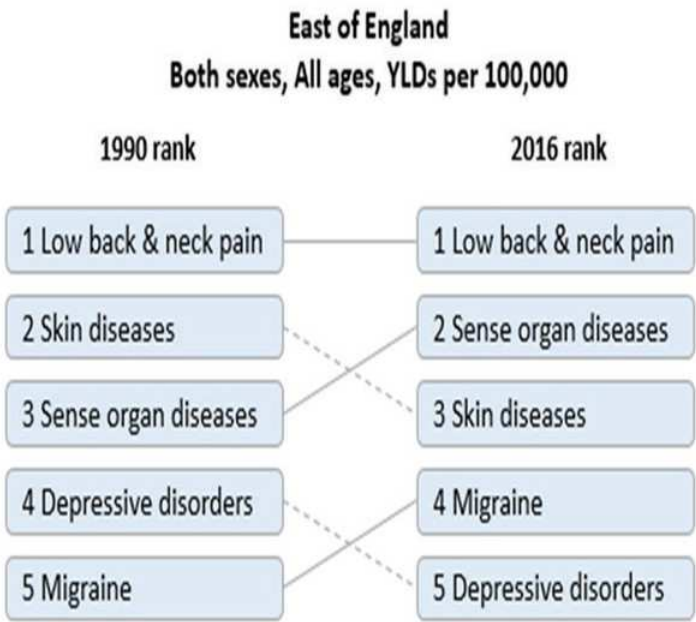
The most common causes of death are changing. We are seeing increases from conditions associated with frailty, such as dementia.

This changing pattern of health and care needs has significant implications for services.

3 What's making us ill?

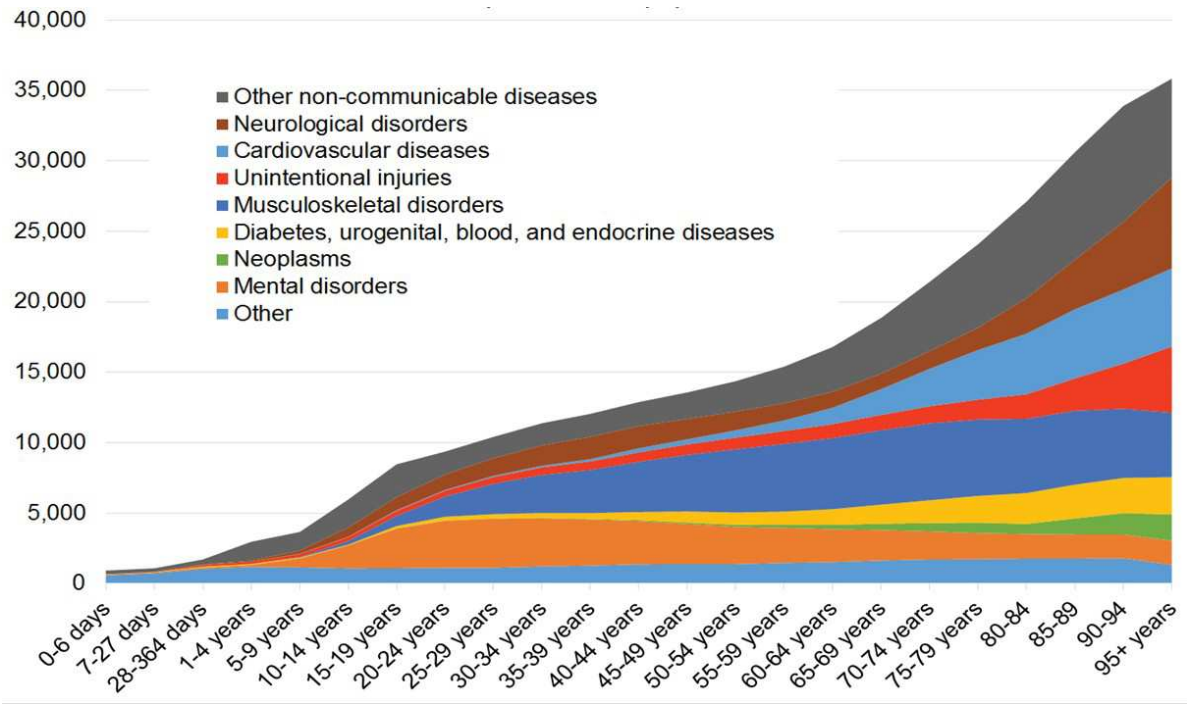
A large burden of ill health across our population is due to conditions that we live our life with. When we calculate the impact of these conditions we find that the highest burdens of ill health (or years lived with disability) are due to conditions such as back pain, hearing and eyesight difficulties, skin problems, migraine and depression.

Figure 9: Years life lived with disability, East of England.
(Source Global Burden of Disease 2016)



As we age, the type and number of health conditions that we experience changes. In children, skin conditions are the most common conditions, throughout working age low back pain dominates and in older old age we experience more problems with eyesight and hearing loss. Ill health increases with age, with rates for those in their 80s almost double the rates for those in their 60s, which are, in turn, double that of those in their 20s.

Figure 10: Years lived with disability (YLD) per 100,000, East of England.
(Source: Global Burden of Disease Study 2016)

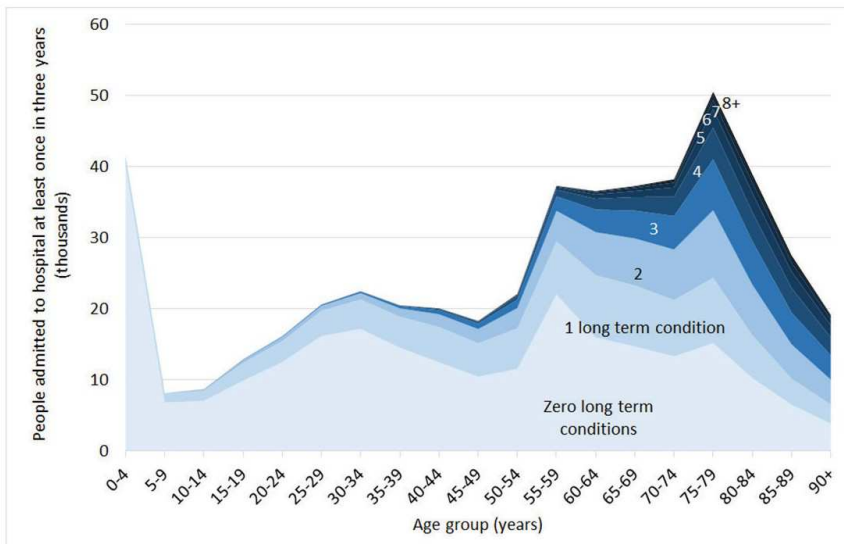


Multiple Conditions

It is increasingly common for people with a long-term health condition to have at least one other condition. The number of multiple illnesses increases with age, with older people more likely to have several long-term conditions.

Figure 11: Number of long term conditions across age groups in people admitted to hospital in Norfolk & Waveney 2013/14-2015/16.

(Source: Hospital Episode Statistics NHS Digital)

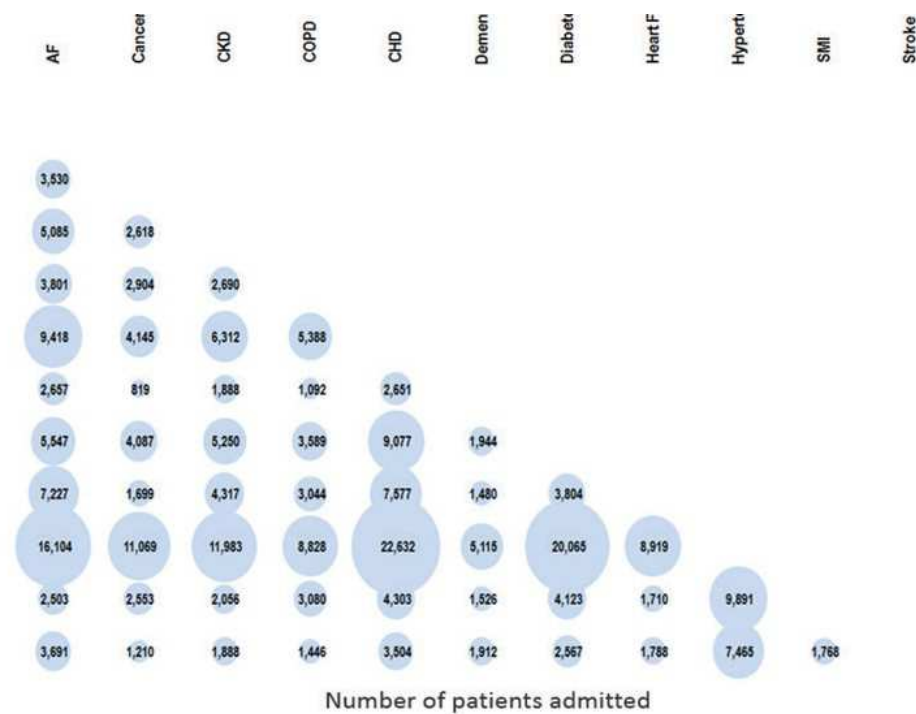


The most common combinations of conditions are high blood pressure along with heart disease or diabetes.

By 2036, there will be an estimated 40% increase in patients admitted to hospital with more than one health condition. The more health conditions a person has, the more complex their health and social care needs.

Figure 12: Common chronic conditions and comorbidity matrix, Norfolk & Waveney 2013/14 –2015/16.

(Source: Hospital Episode Statistics NHS Digital)



Mental Health

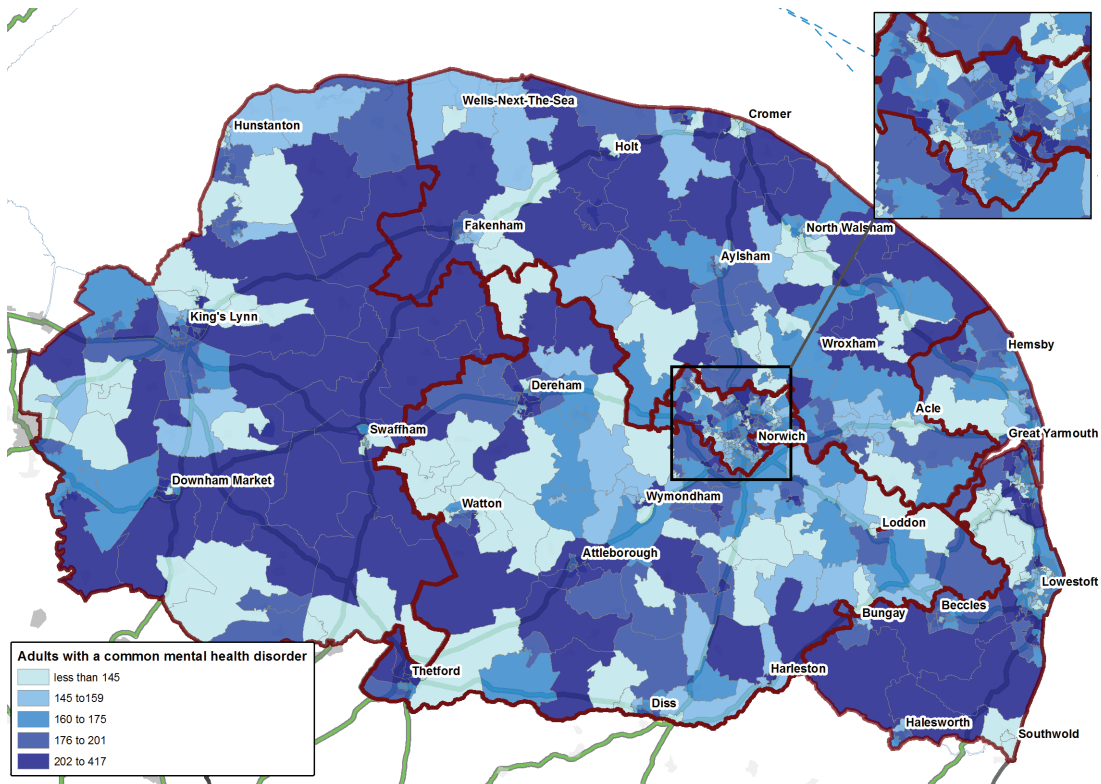
As a group of conditions, mental health disorders are a leading cause of ill-health. Taken together they cause more years lived with disability than the total burden of disease caused by heart disease, injuries, respiratory conditions and cancer. This reflects the fact that most mental health conditions start early in life, some of them are very common (e.g. depression and anxiety) and many have a major impact on quality of life.

It is estimated that more than one in six adults, or more than 89,000 people in Norfolk, have experienced a common mental disorder (CMD) in the past week.



Figure 13: Prevalence of common mental health disorders in Norfolk and Waveney.

Source: Adult Psychiatric Morbidity Study 2014 (APMS), NHS Digital, Office for National Statistics 2016)



Key messages

Leading causes of disability and ill health are back pain, eyesight and hearing problems, skin disorders, migraines and depression. These conditions constitute a significant proportion of health and care service needs.

Mental health conditions especially depression and anxiety constitute a significant burden of ill health.

As our population ages, having several illness is becoming more common - making care needs more complex.

4 Can we be healthier?

Risk factors for ill health

Trends in ill health are influenced by a broad range of factors. Some of these, like our genetics, age and sex, we are not able to influence. Other factors, particularly individual behaviour, can be changed. These individual lifestyle risk factors influence not just whether we become unwell, but also when we do and the impact of illness on our quality of life. These risk factors are preventable and changing lifestyles can reduce or prevent illness.



Healthy lifestyles in Norfolk

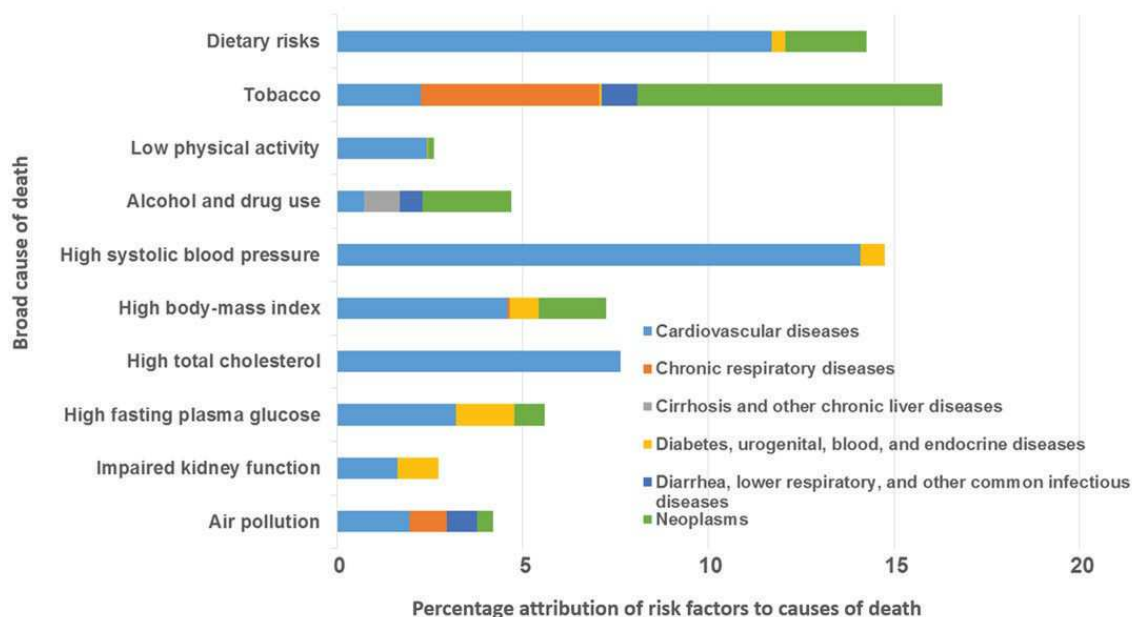
We don't have data specifically for Norfolk, but looking at data for the East of England, smoking remains the single largest risk factor contributing to deaths, a contributory factor in over one in six deaths.

About one in seven adults still smoke. There were about 4,500 deaths in Norfolk attributable to smoking in 2014-16. We also have a high rate of smoking-related hospital admissions compared to England average.

Poor diet is the leading preventable risk factor for ill health, contributing to heart disease, diabetes and cancer. In Norfolk about two in three adults are estimated to be overweight or obese.

Figure 14: Attribution of risk factors to causes of death in East of England, 2016.

(Source: Global Burden of Disease Study)

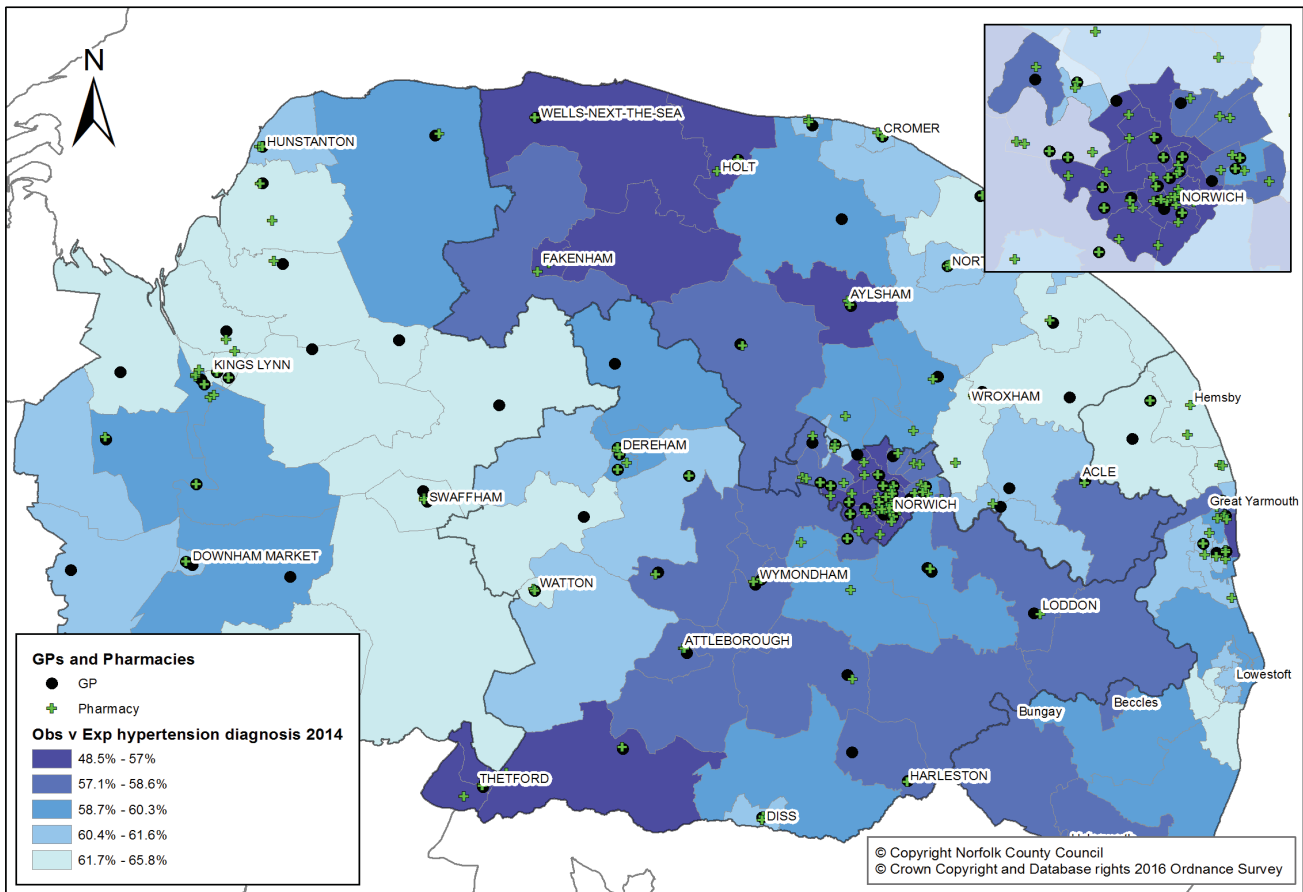


High Blood Pressure

High blood pressure is the third main risk factor after smoking and poor diet. It increases the risk of developing heart disease, stroke, kidney disease and dementia. An estimated 110,000 people in Norfolk are unaware that they have high blood pressure and are therefore at high risk of developing these diseases.



Figure 15: Observed versus expected diagnosis of hypertension in Norfolk.
(Source: Office for National Statistics 2017)

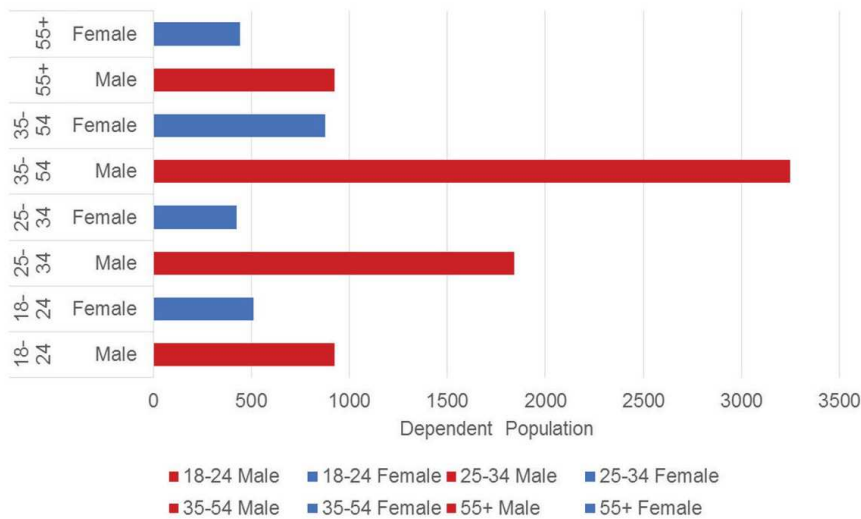




Alcohol and Drug Consumption

Alcohol consumption is the biggest risk factor of ill-health, premature death and disability for younger adults (aged 15-49 years). The rate of alcohol-related hospital admissions is higher in Norfolk than England at 6,020 admissions in 2016/17. Alcohol-related hospital admissions have increased throughout England, but Norfolk saw a particularly steep rise and it remains high. About one in ten of all adults in Norfolk are dependent upon alcohol.

Figure 16: Estimated Population dependent on Alcohol for Norfolk by age group and gender. APMS, NHS Digital, ONS 2016.



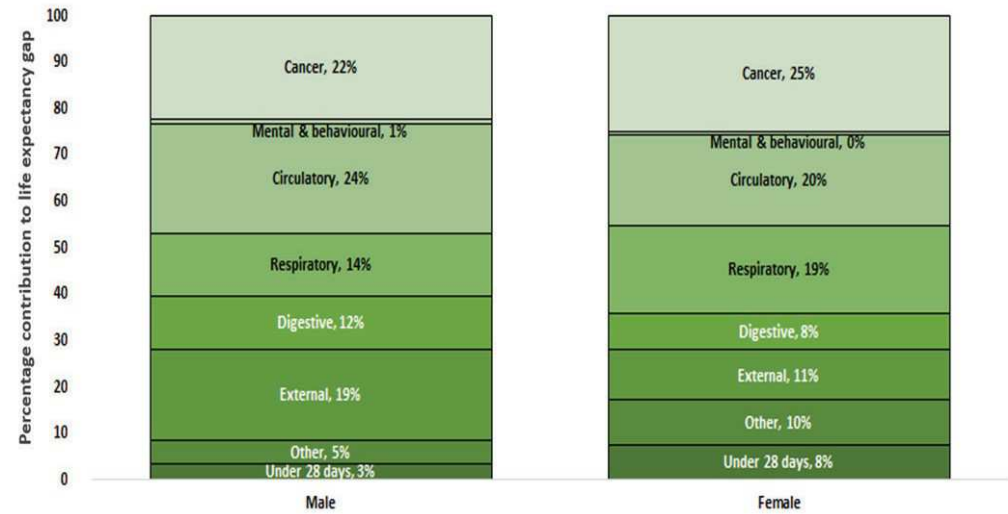
Inequalities in health

Life expectancy is lower in more deprived areas. In Norfolk there is nearly 14 years difference in life expectancy for women (between 77.7 years in areas of West Norfolk to 91.3 years in areas of Broadland) and just over 13 years difference for men (71.9 years in areas of Great Yarmouth to 85.1 years in areas of South Norfolk).

When we examine the data to understand why there is such a difference in life expectancy, with deprivation we see that the main causes are higher rates of cancer, respiratory disease and heart disease. In men we also see higher numbers of deaths linked to external causes such as trauma.

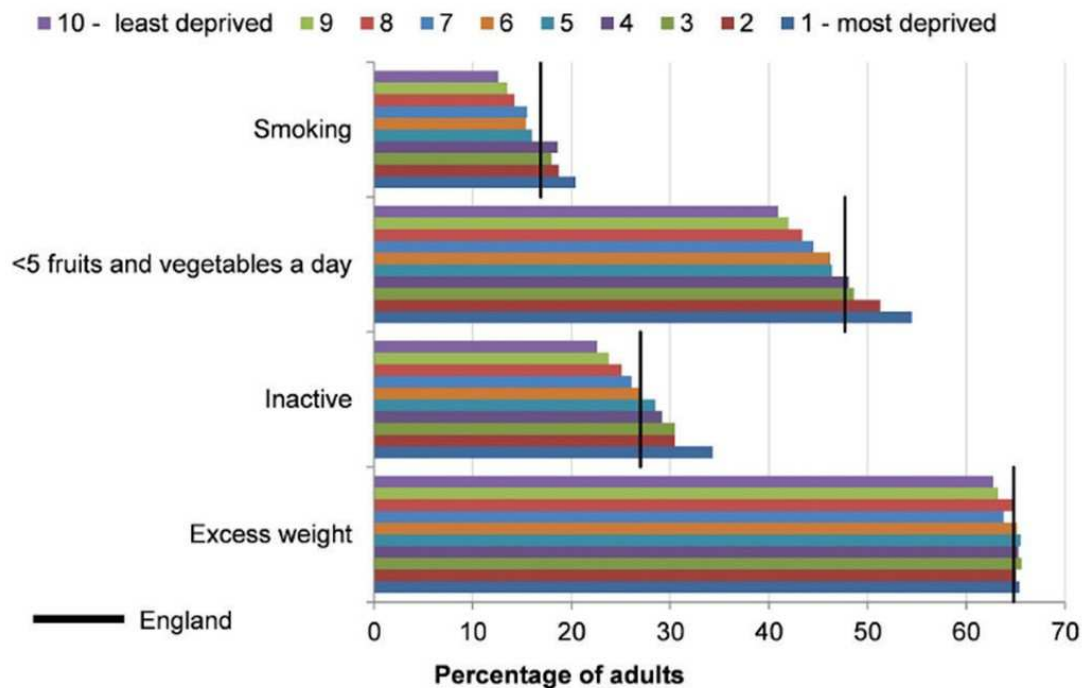
Figure 17: Breakdown of the life expectancy gap between the most deprived and least deprived quintiles, by broad cause of death for males and females, Norfolk, 2013 to 2015.

(Source: Primary Care Mortality Database)



As we have seen in earlier in this report, preventable risk factors linked to smoking, diet and alcohol consumption are the major risk factors for cancer, respiratory and heart disease. When we examine data on these behavioural risk factors there is a higher occurrence of these factors in the more deprived areas.

Figure 18: Prevalence of risk factors according to deprivation.
(Source: Public Health Outcomes Framework)



Key messages

- Preventable behavioural risk factors such as smoking, poor diet and alcohol consumption have an important impact on ill health.
- High blood pressure is the third leading risk for deaths and disability in Norfolk; an estimated 110,000 people in Norfolk are living with undiagnosed high blood pressure.
- Lifestyle risk factors occur more in more deprived areas. This is one of the reasons why there are marked differences in life expectancy between affluent and deprived areas.

We are seeing changes in our population's health and social care needs.

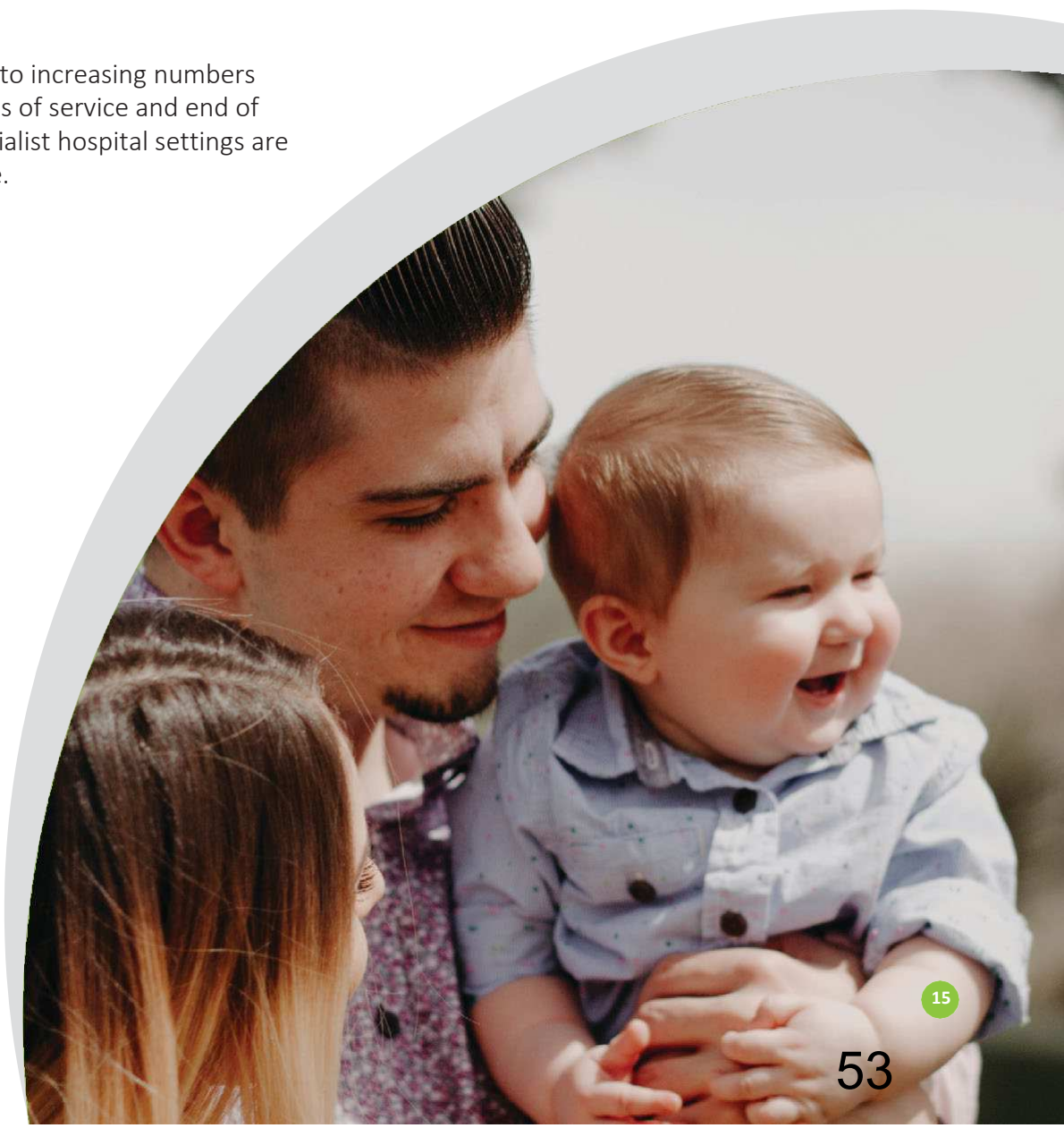
Decades of improvements in life expectancy and forecasts for future population growth mean that an increasing proportion of our population are elderly, have multiple illnesses and need care and support as they become frail in extreme old age. Common causes of death such as heart disease are decreasing and being replaced with conditions such as dementia.

The way current services are organised with emphasis on clinical specialisms are not well designed to deal with the complex needs of patients. Current service provision, quality improvement efforts and research are heavily invested in areas such as cancer and heart disease, rather than emerging priorities such as dementia and end of life care.

We will need to respond to increasing numbers of deaths. Current models of service and end of life care focussed in specialist hospital settings are unlikely to be sustainable.

At the same time, we may be seeing life expectancy stalling and healthy life expectancy decreasing. The major causes of ill health can be strongly influenced by behaviour risk factors, especially diet, exercise, smoking and alcohol consumption. Changing lifestyles can prevent the onset and reduce the severity of long term illnesses. Higher levels of risk occur more in deprived areas and there are differences in life expectancy of about 13 years across the county.

This suggests that health improvement services should be better targeted to provide a more holistic approach for an individual with multiple risk factors, focused in local areas of highest need.





Norfolk County Council

Report title:	Transition from a Committee to an Executive Leader and Cabinet system of governance
Date of meeting:	26 November 2018
Responsible Chief Officer:	Acting Chief Legal Officer

Executive summary

Following the 16 July 2018 meeting of the Policy and Resources Committee, the Cabinet System Member Working Group has agreed the appended draft Articles and Appendices of the new Constitution in readiness for Full Council on 10 December 2018 to decide whether to transition to an Executive Leader and Cabinet system of governance from the AGM of Full Council in May 2019.

The Committee is invited to recommend to Full Council on 10 December 2018:

- A) to change from the current Committee system of governance to an Executive Leader and Cabinet system of governance from the Annual General Meeting of Full Council in May 2019;**
- B) further work to produce the remaining draft Appendices is delegated to the Policy and Resources Committee working through the Cabinet System Member Working Group.**

The Committee is invited to note:

- C) that the final draft of the new Constitution will be returned to its meeting on 25 March 2019 to enable the Committee to recommend the final draft of the new Constitution to Full Council on 15 April 2019.**

1. Background

- 1.1 The Administration has been clear that it is committed to returning to a Leader and Cabinet executive from the current Committee system as soon as legally possible, subject to a decision of the Council. The earliest that decision can be taken by Council is December 2018.
- 1.2 The Cabinet System Member Working Group has met twice since the last Policy and Resources Committee meeting in July 2018.

2. Progress

- 2.1 The Working Group has reviewed and agreed the appended draft of the Articles and Appendices of the new Constitution. The Articles provide the main framework for the Constitution. The two Appendices are the key elements of how the main business of the Council will operate.
- 2.2 The remaining appendices of the new Constitution are being drafted and will be reviewed and agreed by the Working Group over the coming three months to enable Policy and Resources Committee in March 2019 to recommend to Full Council in April

2019 that the new Constitution be adopted from its Annual General Meeting in May 2019.

3. Recommendations

3.1 The Committee is invited to recommend to Full Council on 10 December 2018:

- a) to change from the current Committee system of governance to an Executive Leader and Cabinet system of governance from the Annual General Meeting of Full Council in May 2019;
- b) further work to produce the remaining draft Appendices is delegated to the Policy and Resources Committee working through the Cabinet System Member Working Group.

3.2 The Committee is invited to note:

- c) that the final draft of the new Constitution will be returned to its meeting on 25 March 2019 to enable the Committee to recommend the final draft of the new Constitution to Full Council on 15 April 2019.

Officer Contact

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

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

Officer Name: Abdus Choudhury Tel No: (01603) 222971

Email address: Abdus.choudhury@norfolk.gov.uk



If you need this Agenda 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

CONSTITUTION

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7.	The Executive
8.	Regulatory and Other Committees
9.	The Standards Committee
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COUNTY COUNCIL CONSTITUTION - EXECUTIVE SUMMARY

1. Introduction

This Constitution reflects the Council's decision on 10 December 2018 to adopt a leader and cabinet form of Executive. It came into effect XX May 2019.

This Constitution sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. Some of these processes are required by the law, while others are a matter for the Council to choose.

2. Overview

How the Council operates

The Council is composed of 84 councillors elected every four years. Councillors are democratically accountable to residents of their electoral division. The overriding duty of councillors is to the whole community, but they have a special duty to their constituents, including those who did not vote for them.

Councillors have to agree to follow a code of conduct to ensure high standards in the way they undertake their duties. The Standards Committee trains and advises them on the code of conduct.

All councillors meet together as the Council. Meetings of the Council are normally open to the public. Here councillors decide the Council's overall policies and set the budget each year.

How Decisions Are Made

The Executive is part of the Council which is responsible for most day-to-day decisions. The Executive is made up of a Leader and up to nine other Councillors whom the Leader appoints. Together they are known as the Cabinet. When major decisions are to be discussed or made, these are published in the Cabinet's forward plan in so far as they can be anticipated. If these major decisions are to be discussed with council officers at a meeting of the Cabinet, this will generally be open for the public to attend except where personal or confidential matters are being discussed. The Cabinet has to make decisions which are in line with the Council's overall budget and the policy framework. If it wishes to make a decision which is outside the budget or policy framework, this must be referred to the Council as a whole to decide.

Overview and Scrutiny

There is a Scrutiny Committee and three Select Committees which together constitute the Council's overview and scrutiny arrangements pursuant to section 21 of the Local Government Act 2000.

The Scrutiny Committee monitors the decisions made by the Cabinet, Officers making executive decisions on delegated authority and other decisions. The Scrutiny Committee can 'call-in' a decision which has been made by the Cabinet but not yet implemented. This enables them to consider whether the decision is appropriate. They may recommend that the Cabinet reconsider the decision.

The Select Committees develop policies and advise the Council or Cabinet on forthcoming decisions. The Select Committees discharge this function through requiring reports to be produced for their consideration, commissioning further work as necessary and reporting to Cabinet and Council.

The Norfolk Health Overview and Scrutiny Committee includes both County and District Councillors and has powers to scrutinise National Health Service bodies in Norfolk. The role and powers exercised by the Norfolk Health and Overview Scrutiny Committee are detailed in **Appendix 4**.

The Council's Staff

The Council employs officers to give advice, implement decisions and manage the day-to-day delivery of its services. Some officers have a specific duty to ensure that the Council acts within the law and uses its resources wisely. A protocol governs the relationship between officers and members of the Council.

The Public's Rights

The public have a number of rights in their dealing with the Council. These are set out in more detail in **Article 3**. Some of these are legal rights, whilst others depend on the Council's own processes.

Where members of the public use specific council services, for example as a parent of a school pupil or as a council tenant, they have additional rights. These are not covered in this Constitution.

Members of the public have the right to:

- vote at local elections if they are registered;
- contact their local councillor about any matters of concern to them;
- obtain a copy of the Constitution;
- attend meetings of the Council and its committees except where, for example, personal or confidential matters are being discussed;

- petition to request a referendum on different form of executive;
- ask questions
- speak at meetings of the Planning (Regulatory) Committee
- find out, from the Cabinet's forward plan, what major decisions are to be discussed by the Cabinet or decided by the Cabinet or officers, and when;
- attend meetings of the Cabinet where key decisions are being discussed or decided;
- see reports and background papers, and any record of decisions made by the Council and Cabinet;
- complain to the Council about any dissatisfaction they have with an action or lack of action by the Council;
- complain to the Ombudsman if they think the Council has not followed its procedures properly. However, they should only do this after using the Council's own complaints process;
- complain if they have evidence which they think shows that a councillor has not followed the Council's Code of Conduct; and
- inspect the Council's accounts and make their views known to the external auditor.

ARTICLE 1 - THE CONSTITUTION

1.1 Powers of the Council

Norfolk County Council will exercise all its powers and duties in accordance with the law and this Constitution.

1.2 The Constitution

This Constitution, and all its appendices, is the Constitution of the Norfolk County Council.

1.3.1 Purpose of the Constitution

The Purpose of the Constitution is to:

- i. enable decisions to be taken efficiently and effectively;
- ii. create a powerful and effective means of holding decision makers to public account;
- iii. ensure that no one will review or scrutinise a decision in which they were directly involved;
- iv. ensure that those responsible for decision making are clearly identifiable to local people and that they explain the reasons for decisions;
- v. support the active involvement of the public in the process of local authority decision-making;
- vi. provide a means of improving the delivery of services across Norfolk County Council;
- vii. help councillors represent their constituents effectively; and
- viii. enable the Council to provide clear leadership to the community in partnership with the people of Norfolk, District, Town and Parish Councils, businesses and other organisations.
- ix. to set out the respective responsibilities of members and officers of the Council and how they inter-relate.

1.4 Application and Review of the Constitution

Where the Constitution permits the Council to choose between different courses of action, the Council will aim to choose that option which it thinks is closest to the purposes stated above.

The Council will monitor and evaluate the operation of the Constitution as set out in **Article 15**.

ARTICLE 2 – MEMBERS OF THE COUNCIL

2.1 Composition and eligibility

Composition. The Council comprises 84 members, otherwise called councillors. One councillor is elected by the voters of each electoral division in accordance with a scheme drawn up by the Local Government Commission and approved by the Secretary of State. One of the Councillors is elected annually to chair the Full Council meetings and attend to ceremonial duties.

Eligibility. Only registered voters of the county of Norfolk or those living or working there are eligible to hold the office of councillor.

2.2 Election and terms of councillors

The regular election of councillors is held on the first Thursday in May every four years, the next being in 2021. The terms of office of councillors start on the fourth day after being elected and finish on the fourth day after the date of the next regular election.

2.3 Roles and functions of Councillors

The Council has drawn up profiles covering the generic role of a County Councillor and the roles of Councillors who are appointed to specified positions of responsibility. The profiles are set out in the Annex to this Article.

2.4 Rights and duties

(a) Councillors have such rights of access to such documents, information, land and buildings of the Council as are necessary for the proper discharge of their functions and in accordance with the law.

(b) Councillors will not make public information which is confidential or exempt without the consent of the Council or divulge information given in confidence to anyone other than a councillor or officer entitled to know it.

(c) For these purposes “confidential” and “exempt” information are defined in the Access to Information Procedure Rules in **Appendix 13** of this Constitution.

2.5 Conduct

Councillors will at all times observe the Members’ Code of Conduct and the Protocol on Member/Officer Relations set out in **Appendix 18** of this Constitution. The consequences of not complying with the Code and the Protocol are set out in those documents.

2.6 Allowances

Councillors are entitled to receive allowances and reimbursement of expenses in accordance with the Members’ Allowances Scheme set out in **Appendix 19** of this Constitution.

Norfolk County Council – Role Profiles

NORFOLK COUNTY COUNCILLORS

Role and Function

- 1.1 To participate constructively in the good governance of the area and actively encourage community participation in decision making i.e. be an advocate of and for the community.
- 1.2 To collectively be the ultimate policy makers, carrying out a number of strategic and corporate management functions and individually to contribute to the formation and scrutiny of the authority's priorities policies, budget, strategies and service delivery which are reserved to the Council.
- 1.3 To represent effectively the interests of the electoral division for which the councillor was elected and of individual constituents.
- 1.4 To champion the improvement of the quality of life of the community in terms of the environment, economy, education, safety, equity and well-being.
- 1.5 To act as a champion on the Council for specific issues, when required.
- 1.6 To represent the Council effectively when appointed to outside bodies.

All within the knowledge that Norfolk wishes to build:

- Strong and positive relationships within different communities and between people from different backgrounds.
- Accessible and inclusive services, opportunities and information for all, regardless of age, disability, gender, religion or belief, race, sexuality or geographical location.
- A county where people feel safe and free from harassment and can report incidents in the knowledge that issues will be handled sensitively and effectively.
- A workforce and work environment where diversity is valued, where employees are treated fairly on the basis of merit, and where all employees have the opportunity to fully contribute towards the success of the Council.

Key Responsibilities

- 2.1 To represent the community to the authority, through the various forums available and by being effective community leaders.

- 2.2 To fulfil the legal and locally determined requirements placed on an elected Member, including the completion of statutory declarations in a timely manner and compliance with all relevant codes of conduct.
- 2.3 To participate effectively as a Member of any Committee or other body to which the Member is appointed, including related responsibilities for the services falling within its terms of reference and its liaison with other public bodies, and to promote better understanding and partnership working.
- 2.4 To participate in the activities of an outside body to which the Councillor is appointed, providing two-way communication between organisations; and to develop and maintain a working knowledge of the authority's policies and practices in relation to that body and of the community's needs and aspirations in respect of that body's role and function.
- 2.5 To participate, as appointed, in the scrutiny and development of the services and policies of the authority and their effectiveness in meeting the strategic objectives of the authority and the needs of its residents and to assist individuals or groups to participate in the work of these committees.
- 2.6 To participate in consultative processes with the community and other organisations.
- 2.7 To develop and maintain a working knowledge of the Council's functions and activities, democratic and management arrangements, powers/duties and constraints and to develop good working relationships with relevant Council officers.
- 2.8 To develop and maintain a working knowledge of the organisations, services, activities and other factors which impact upon the community's well-being and identity.
- 2.9 To establish effective working relationships with any local Parish or Town Council including attending meetings and explaining the work of the Council.
- 2.10 To establish effective working relationships with District Councillors in the Member's Division.
- 2.11 To establish effective working relationships, as deemed necessary, with other authorities, agencies and organisations whose activities affect the Member's local area including the business, voluntary and community sectors.
- 2.12 To contribute constructively to open government and democratic renewal through active encouragement to the community to participate generally in the governance of the area.
- 2.13 To participate in the activities of any political group of which the Councillor is a member.

- 2.14 To uphold the Council's Constitution, Code of Conduct and ethical standards.
- 2.15 To take advantage of appropriate development opportunities that will help fulfil all the duties above and any special responsibilities allocated to the individual member.

CHAIRMAN OF THE COUNCIL

The Chairman is elected annually by full Council.

Role and Responsibilities

1. To provide civic and ceremonial leadership to the Council and to promote the Council as being at the heart of the community and civic life within Norfolk.
2. To host and attend civic and ceremonial functions.
3. To provide feedback to the Council on matters raised by others while performing the duties of Chairman.
4. To preside impartially over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of councillors and the interests of the community, standing down from the Chair if he/she wishes to participate in a debate as a local member.
5. To ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which members who are not on the executive are able to hold the executive to account.
6. In accordance with the Budget and Policy Framework Rules, and where the Chairman of the Cabinet Scrutiny Committee is unable to act, to decide whether or not a proposed decision which is contrary to the budget and policy framework needs to be taken as a matter of urgency.
7. To be an ex-officio, non-voting member of the Standards Committee.

VICE-CHAIRMAN OF THE COUNCIL

The Vice-Chairman is elected annually by full Council. It is normal practice for the Vice-Chairman in one year to be elected as Chairman in the following year.

Role and Responsibilities in support of the Chairman

1. To provide civic and ceremonial leadership to the Council and to promote the Council as being at the heart of the community and civil life within Norfolk.
2. To host and attend civic and ceremonial functions.

3. To provide feedback to the Council on matters raised by others while performing the duties of Chairman.
4. To preside impartially over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of councillors and the interests of the community, standing down from the Chair if he/she wishes to participate in a debate as a local member.
5. To ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which members who are not on the executive are able to hold the executive to account.
6. In accordance with the Budget and Policy Framework Rules, and where the Chairman of the Cabinet Scrutiny Committee is unable to act, to decide whether or not a proposed decision which is contrary to the budget and policy framework needs to be taken as a matter of urgency.

LEADER OF THE COUNCIL

Key Responsibilities

This role profile should be read in conjunction with the one for Cabinet Members. It identifies the role and responsibilities of the Leader that are additional to those for a Cabinet Member and Group Leader.

1. To provide clear political direction and leadership to the Council, setting standards and expectations and encouraging members to play a full part in the running of the Council and being effective community leaders.
2. To provide leadership to the Norfolk community.
3. To lead the formulation of the County Council Plan and the Council's Service Objectives, providing a strong, fair and visible direction to the Council and in relation to citizens, stakeholders and partners.
4. To Chair the Cabinet and be responsible for its performance.
5. To appoint the Cabinet and Deputy Cabinet Members, designate the portfolio areas and maintain effective working relationships with the Cabinet Members.
6. To delegate executive decision-making to individual members of the Cabinet, Cabinet Committees and officers.
7. To lead in the development of policy, strategy and budget.
8. To report Cabinet's activities to full council, including answering questions from members in relation to business considered by Cabinet.

9. To represent the Council in its relationship with key stakeholders, local, regional and national.
10. To be the primary political spokesperson for the County Council.
11. To promote effective working relationships with the other Group Leaders, including being Chairman of the Group Leaders' meeting.
12. To encourage a culture of learning and development among members, including the active participation of group members in briefings, seminars and other learning and development processes.
13. To provide political direction for the Council's officers and in particular to work closely with the Council Leadership Team, ensuring coordination of the Council's leadership and management.
14. To ensure publication of the County Council Plan.

DEPUTY LEADER OF THE COUNCIL

Role and Responsibilities

1. To provide the Leader of the Council with a dedicated source of assistance in representing the Council to its citizens, stakeholders and partners and in providing political leadership for the Cabinet, the Council and the County.
2. To assist the leader in carrying out the responsibilities set out in the role profile of the Leader.
3. To take day-to-day decisions on behalf of the Leader during his/her absence as notified to the Monitoring Officer.
4. To work with the Leader on budget and policy development.
5. Where the individual is also a portfolio holder, the post holder will perform all those portfolio duties identified in that role profile.

CABINET MEMBER

Key Responsibilities

1. To collectively take executive responsibility, with particular regard to meetings of the Cabinet, for developing and proposing overall strategy, budgets and policy implementation.
2. Lead the development of policies for the delivery of services for their portfolio.
3. To develop expertise and knowledge in their portfolio area.

4. To take such decisions as specified within the Council's Scheme of Delegation.
5. To consult non-executive Members, through the Select Committees and as part of the development and review of policy and report views to the Cabinet, as appropriate.
6. To monitor the performance of services.
7. To be the Council's lead spokesperson for their portfolio.
8. To provide a lead member contact for staff and establish and maintain effective working relationships with the County Leadership Team and other key staff.
9. To establish contacts with other bodies and individuals to exchange views and information and to contribute to partnership working.
10. To attend the Scrutiny Committee and Select Committees, as requested, to discuss decisions taken and to assist the scrutiny and policy development process.
11. To respond to questions relating to their portfolio arising at Council, Cabinet and Committee meetings.

DEPUTY CABINET MEMBERS

Role and Responsibilities

1. To deputise for the relevant Cabinet Member at meetings of the Cabinet and full Council when the Cabinet Member cannot be present and to answer questions at those meetings on behalf of the Cabinet Member.
2. To support the Cabinet Member in undertaking his/her responsibilities effectively.
3. To attend and contribute at meetings and pre-agenda meetings, deputising, answering questions and speaking on behalf of the Cabinet Member where necessary.
4. To represent the relevant Cabinet Member at other appropriate meetings.

5. In the absence of the relevant Cabinet Member to be the Senior Member who a Chief Officer consults under the Constitution in appropriate cases before exercising delegated powers.
6. To undertake specific tasks, research and investigations as directed by the relevant Cabinet member within their areas of responsibility.
7. To attend conferences, seminars and meetings as requested by the Cabinet Member.
8. To keep abreast of current policy and development initiatives.
9. To meet regularly with the relevant Cabinet Member and advise him/her on policy development in relation to decision-making.
10. To meet regularly with relevant senior officers in order to keep fully apprised of relevant service issues and advise the Cabinet Member.
11. To attend regular policy and review meetings with the Cabinet Member and the relevant Chief Officer and senior officers.
12. To liaise with non-executive members in order to ensure that the Cabinet Member is fully aware of issues which are of concern to members.
13. To carry out any other appropriate duties as directed by the relevant Cabinet member.

GROUP LEADER

The Council recognises the key leadership role played by the leaders of all groups on the Council and the importance of their commitment to cross-party working.

Role and Responsibilities

1. To provide the leadership of an opposition party.
2. To be the principal political spokesperson for the Group.
3. To be a representative voice in dealings with government agencies, local authority associations etc.
4. To encourage the highest standards of conduct by members of the Group.
5. To nominate members to serve on Committees, outside bodies etc.
6. To appoint group spokespersons and allocate other responsibilities to group members as appropriate.
7. To assist in ensuring appropriate levels of attendance are maintained by Group members.

8. To encourage a culture of learning and development among members, including the active participation of Group members in briefings, seminars and other learning and development processes.
9. To maintain effective liaison with the other Group Leaders, including being a member of the Group Leaders' meeting.
10. To establish and maintain effective working relationships with the County Leadership Team and other key staff.
11. To meet regularly with relevant senior officers in order to keep fully apprised of relevant service issues.
12. To attend regular policy and review meetings with the relevant Director and senior officers.

CHAIRMAN OF THE SCRUTINY COMMITTEE

The Chairman elected to this post is not a member of the Administration, elected by the Council

Role and Responsibilities

1. To Chair the Committee's meetings and lead the agenda management processes.
2. To help ensure the Committee's role and activities are understood both within and outside the Council.
3. To act as the Council's lead spokesperson in respect of the Committee's activities.
4. To contribute to the implementation and monitoring of the Committee's decisions.
5. To present reports to full Council and respond to questions on the Committee's work.
6. To carry out the responsibilities of the Chairman of the Scrutiny Committee as set out in the Council Constitution, with regard to urgent decisions.
7. To play a leading role in the continuing development and improvement of scrutiny at Norfolk County Council.
8. To encourage the involvement in overview and scrutiny of all interested parties and stakeholders.

9. To maintain effective working relationships with the Cabinet, Cabinet Members, group spokespersons on the Scrutiny Committee and Select Committees.
10. To maintain effective working relationships with the Council leadership team and other key officers.

ADMINISTRATION SPOKESMAN ON THE SCRUTINY COMMITTEE

Role and Responsibilities

1. To be the Administration Group's spokesperson to the public and press about matters coming before the Committee.
2. To be the primary point of contact for Council staff in respect of the Administration Group's input to work on the Committee.
3. To actively participate in the development and review of the Committee's Work Programme.
4. To actively participate in cross-party pre-Committee meetings.
5. To liaise with and report back to the Administration Group on activities undertaken by the Scrutiny Committee.
6. To maintain effective working relationships with the Chairman of the Committee and the other group spokespersons.
7. To establish effective working relationships with the Council Leadership Team and other key officers.

CHAIRMAN OF SELECT COMMITTEE

Role and Responsibilities

1. To Chair Select Committee meetings effectively, lead the agenda management process and actively participate in any cross-party pre-Committee meetings.
2. To help ensure the Select Committee's role and activities are understood by other members of the Council.
3. To assist and advise on the development of new policy or reviewing current policy, making reports and/or recommendations to the full Council, the Cabinet and/or relevant partners

4. To encourage members to take responsibility for ensuring effective conduct of the Committee's business and the forward work programme.
6. To act as the Council's lead spokesperson in respect of the Committee's activities.
7. To give clear guidance and direction when summing up discussions at meetings of the Committee.
8. To establish effective working relationships with the Cabinet, Cabinet Members, Group Spokesmen on the Select Committee and other Select Committee Chairmen, including co-ordinating work programmes with other Chairmen to ensure there is no duplication of effort
9. To establish effective working relationships with the Council Leadership Team and other key officers.

CHAIRMAN OF PLANNING (REGULATORY) COMMITTEE

Role and Responsibilities

1. To chair the meeting in accordance with the Constitution and the Planning Procedures – Code of Best Practice.
2. To ensure that contributions by the public are made in accordance with the agreed procedure.
3. To guide the Committee to reach decisions based on the information presented to it.
4. To ensure that members' contributions to meetings reflect the standards required under the Council's Planning Protocols.
5. To represent the Council in dealings with the public, media and other bodies in respect of the work of the Committee.
6. To establish effective working relationships with the relevant Chief Officer and other key officers in this service area.

VICE CHAIRMEN OF COMMITTEES

Vice Chairmen are elected by Council.

Role and Responsibilities in support of the Chairmen of the relevant Committees

1. To perform the role and responsibilities of Chairman of the relevant Committee where the Chairman of the relevant Committee is absent.
2. To undertake such roles and responsibilities as may be delegated to them by the Chairman of the relevant Committee which are within scope of the role and responsibilities of the Chairman of the relevant Committee.

OPPOSITION GROUP SPOKESPERSONS

These posts are held by members of each of the political groups on the Council.

The overall role is to provide an effective political counter-balance to the role of the Cabinet Member.

Role and Responsibilities

In respect of activities within the portfolio:-

1. To develop expertise and knowledge.
2. To provide political focus and leadership within the Group.
3. To lead the development of approaches to policy and operational issues, on behalf of the Group.
4. To support the democratic process by ensuring that the activities of the Administration are examined and where necessary challenged.
5. To be the Group's lead spokesperson and first political point of contact within the Group.
6. To keep members of the Group apprised of all relevant information.
7. To establish and maintain effective working relationships with Chief Officers and other key officers.
8. To establish effective working relationships with other Group spokespersons.
9. To establish appropriate contacts with other bodies and individuals to exchange views and learning.
10. To meet regularly with relevant senior officers in order to keep fully apprised of relevant service issues and to advise the Group Leader.

MEMBER CHAMPION

The role of a Member Champion is to provide 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/ establish points of contact with local authorities.

Champions encourage people to play a fuller role in the subject area.

1. To work with officers and others in raising the profile of the area of activity.
2. To work collaboratively with the relevant Cabinet Member and Select Committee.
3. To work with other Member Champions, as appropriate.
4. To attend relevant training, learning and development opportunities.

5. To keep appraised of developments and issues.
6. To promote good practice.
7. To keep a watching brief on the Council's levels of performance.
8. To keep members informed of relevant issues and raise awareness.

ARTICLE 3 – THE PUBLIC AND THE COUNCIL

3.1 Public rights

Members of the public have the following rights:

- i. Voting and petitions. People on the electoral roll for Norfolk have the right to vote and sign a petition to request a referendum on different form of executive.
- ii. Information. Representatives of the media and members of the public have the right to:
 - a) attend meetings of the Council, the Cabinet and Council committees, except where confidential or exempt information is likely to be disclosed and the meeting is held in private;
 - b) find out what key decisions will be taken by the Leader and Cabinet and when;
 - c) see agendas for meetings, reports by officers, background papers and records of decisions;
 - d) inspect the Council's accounts and make representations to the external auditor.

Public rights to information are explained in more detail in the Access to Information Procedure Rules.

iii. Participation. The rights of the public to speak and ask questions in meetings are explained in more detail in the Cabinet and Committee Procedure Rules in **Appendices 10 and 9**.

- iv. Complaints. Members of the public have the right to complain to:
 - a) the Council under its complaints scheme
 - b) the Local Government Ombudsman after using the Council's own complaints scheme
 - c) the Monitoring Officer about a breach of the Members' Code of Conduct.

3.2 Responsibilities of the Public

Members of the public must not be violent, abusive or threatening to councillors or officers and must not wilfully harm property owned by the Council, councillors or officers. Anyone causing a disturbance in a meeting will be removed from that meeting. They should also comply with the law and the Council's procedures, in dealing with the Council.

ARTICLE 4 – THE FULL COUNCIL

4.1 Meanings

- i. **Policy Framework.** This means:
 - a) County Council Plan
 - b) New Anglia Strategic Economic Plan
 - c) Annual investment and treasury management strategy
 - d) Joint Health and wellbeing strategy
 - e) Children and young people's strategy
 - f) Adoption statement of purpose
 - g) Fostering statement of purpose
 - h) Adult social care strategy (currently promoting independence)
 - i) Local Transport Plan
 - j) Norfolk County Council Waste strategy and policies
 - k) Minerals and Waste development framework
 - l) Fire and Rescue Integrated Risk Management Plan
 - m) Youth Justice Plan
 - n) Public Health Annual Report
 - o) Asset Management Plan

The Policy Framework to be reviewed annually by the Corporate Select Committee to ensure the list of items remains appropriate.

ii. The Budget:

The Budget includes the allocation of financial resources to different services and projects, proposed contingency funds, the council tax base, setting the council tax and decisions relating to the control of the Council's borrowing requirement, the control of its capital expenditure and the setting of virement limits.

4.2 Functions of the full Council

The full Council will exercise the following functions:

- i. adopt and change the Constitution (except that minor changes and corrections may be made by the Monitoring Officer in accordance with any powers delegated to them);
- ii. approve the annual Council Budget;
- iii. set the limits for virement or other Budget changes by the Leader, the Cabinet, Cabinet Members, Committees or officers.
- iv. set the limits defining key financial decisions.

- v. approve the Policy Framework and the strategies and policies that sit within it;
- vi. determine any decision referred to it by the Scrutiny Committee which is contrary or not wholly in accordance with the Council's Budget or Policy Framework,
- vii. appoint and remove the Leader of the Council;
- viii. approve the Terms of Reference for Committees, deciding on their composition, and making appointments to them;
- ix. appoint the Chair and Vice Chair of Committees;
- x. appoint representatives to outside bodies, unless the appointment is an executive function or has been delegated by the Council;
- xi. adopt a Members' Allowances Scheme and Code of Conduct;
- xii. confirm the appointment of the Head of Paid Service;
- xiii. confirm the appointment of the Returning Officer;
- xiv. make, amend, revoke, re-enact, or adopt byelaws, and promoting or opposing the making of local legislation or personal Bills;
- xv. all other matters which, by law, must be reserved to Council.

4.3 Council meetings

There are three types of Council meeting:

- i. the annual meeting
- ii. ordinary meetings
- iii. extraordinary meetings

and they will be called and conducted in accordance with the Council Procedure Rules set out in Appendix 8.

4.4 Responsibility for functions

The Council discharges other functions through committees and officers. **Appendices XX and XX** set out the committees and officers who discharge those functions. Those Appendices set out all the functions of the Council that are not the responsibility of the Leader and Cabinet.

ARTICLE 5 - CHAIRING THE COUNCIL

5.1 Role and function of the Chairman

The Chairman and Vice-Chairman will be elected by the Council annually.

The Chairman of Council and in his/her absence, the Vice-Chairman will have the following roles and functions:

1. To provide civic and ceremonial leadership to the Council and to promote the Council as being at the heart of the community and civic life within Norfolk.
2. To host and attend civic and ceremonial functions.
3. To provide feedback to the Council on matters raised by others while performing the duties of Chairman.
4. To preside impartially over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of councillors and the interests of the community, standing down from the Chair if he/she wishes to participate in a debate as a local member.
5. To ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which members who are not on the executive are able to hold the executive to account.
6. In accordance with the Budget and Policy Framework Rules, and where the Chairman of the Cabinet Scrutiny Committee is unable to act, to decide whether or not a proposed decision which is contrary to the budget and policy framework needs to be taken as a matter of urgency.
7. To be an ex-officio, non-voting member of the Standards Committee.

ARTICLE 6 – OVERVIEW AND SCRUTINY BODIES

6.1 General

The Council has agreed that Overview and Scrutiny should be exercised through the Scrutiny Committee and three Select Committees.

6.2 Scrutiny Committee

- i. The Council appoints the Scrutiny Committee from among the non-executive Members of the Council to review or scrutinise decisions made or other action taken in accordance with:
 - a) any functions which are the responsibility of the Executive, including decisions made/actions taken directly by the Executive itself and those decisions/actions delegated to Chief Officers and individual members of the Executive; and
 - b) any functions which are not the responsibility of the Executive.
- ii. The Scrutiny Committee may make reports or recommendations to either the Cabinet or to the County Council with respect to:
 - a) the discharge of any functions which are the responsibility of the Executive;
 - b) the discharge of any functions which are not the responsibility of the Executive; or
 - c) matters which affect Norfolk or its inhabitants.
- iii. The Scrutiny Committee:
 - a) exercises overall responsibility for the resources made available to it by the Council;
 - b) conducts its proceedings in accordance with the additional Overview and Scrutiny Procedure Rules set out in **Appendix 11**.

6.3 Membership of the Scrutiny Committee

- i. The Committee comprises 13 members of the Council who are not members of the Executive, 2 Parent Governor representatives and 1 representative of each of the Church of England and Roman Catholic Diocesan Boards. The Council Members will be appointed to reflect the political balance requirements.
- ii. The Committee will be chaired by a member of the Opposition Groups on the Council who will be appointed by the Council and who will normally be the Leader of the main Opposition Group on the Council.
- iii. The Parent Governor and Church representatives are entitled to speak on all matters considered by the Scrutiny Committee but vote only on matters relating to education.
- iv. The quorum for meetings of the Scrutiny Committee is 7.

6.4 Powers of the Scrutiny Committee

- i. In carrying out its powers of review and scrutiny the Scrutiny Committee will take into account the desirability of co-ordination and avoiding duplication with the work of the County Council's Select Committees.
- ii. 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 be reviewed or scrutinised by the full Council.
- iii. The Scrutiny Committee should only use the power to refer matters to the full Council:
 - a) if the Committee considers that the decision is contrary to the policy framework; or
 - b) if the Committee considers that the decision is contrary to or not wholly in accordance with the budget.

Any called-in matters that are considered by full Council under this arrangement will be dealt with in accordance with the full Council procedure rules rather than the scrutiny procedure rules. This means that all members of the Council may participate, the debate will be chaired by the Chairman of the County Council, and there will be no opportunity to question officers.

- iv. The Scrutiny Committee also has the power to 'call-in' for scrutiny any key decisions (as defined in **Article 13**) which are the responsibility of the Executive but taken by an individual Cabinet Member or Officer on the Executive's behalf. The Committee may recommend that the decisions are reconsidered by the person or body which made the decision.
- v. The call-in power is to be taken in accordance with the County Council's system for the call-in of decisions, as follows:
 - a) any Member of the Council, with the support of three other Members must give notice within five working days of a meeting of the Cabinet or, if the decision is taken by an individual Member or Chief Officer, within five working days of the decision being published under the Access to Information Procedure Rules in **Appendix XX**;
 - b) where education matters are involved, the Parent Governor and Church representatives together count as one Member;
 - c) a Member who has called in a decision may participate in the debate of that call-in by the Scrutiny Committee, irrespective of whether they are a Member of the Scrutiny Committee;
 - d) The call-in procedure will not apply to urgent decisions. In this respect:
 - in deciding the urgency of key decisions, the procedure in Paragraphs 1.8 and 1.9 of the Access to Information Procedure Rules will apply;
 - in deciding the urgency of decisions which are contrary to the Budget and Policy Framework, the procedure in Paragraph 1.9 of the Budget and his/her Policy Framework Rules will apply;
 - in all other cases the final decision as to whether a decision is urgent will rest with the Managing Director or in his/her absence the Monitoring Officer. For this purpose, an urgent decision is one which

cannot reasonably wait until the full call-in process would otherwise have been completed.

- vi. 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;

*N.B. Reasonable travel expenses are payable on request to members of the public and to members of voluntary organisations who are invited to attend meetings

6.5 Select Committees

- i. The Council has appointed three Select Committees from among the non-executive Members so that their areas of responsibility cover all the main services of the Council. These Select Committees are:
 - a) People and Communities Committee
 - b) Infrastructure and Development Committee
 - c) Corporate Committee
- ii. The Select Committees may within their areas of responsibility consider proposed decisions to be made other action taken in connection with:
 - a) any functions which are the responsibility of the Executive; and
 - b) any functions which are not the responsibility of the Executive.
- iii. The Select Committees may within their areas of responsibility make reports or recommendations to either the Leader, the relevant Cabinet Member, the Executive or the County Council with respect to:
 - a) the discharge of any functions which are the responsibility of the Executive;
 - b) the discharge of any functions which are not the responsibility of the Executive; or
 - c) matters which affect Norfolk and its inhabitants.
- iv. Each Select Committee also has the following roles within its area of responsibility:
 - a) assist and advise the Council Leader and the Cabinet in the development of the policy framework
 - b) review the performance of the Executive in relation to its policy objectives and performance targets
- v. Select Committees must be mindful as to avoid duplication with the work undertaken by the Scrutiny Committee.

- vi. Select Committees do not have the power to 'call-in' decisions made but not implemented.
- vii. Select Committees will conduct their proceedings in accordance with the **Appendix 10**.
- viii. Any reports and recommendations made by Select Committees will include any dissenting views

6.6 Membership and Areas of Responsibility of Select Committees

- i. The Select Committees have the following membership and areas of responsibility:

People and Communities Committee

13 members

Remit: 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.

Infrastructure and Development Committee

13 members

Remit - The Infrastructure and Place 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 local economy to enable our residents to live in resilient, prosperous, safe and sustainable communities with the facilities and infrastructure they need.

(3) Corporate Committee

13 members

Remit: 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 the resources and assets are used as efficiently and effectively as possible and that as a result the Council minimises risk, is resilient, takes

advantage of opportunities arising from new technology and communicates effectively with its residents and stakeholders.

The Committee Select Committee shall also review the content and operation of the Constitution at least annually and at the request of the Council or the Chief Legal Officer, to ensure it remains fit for purpose as set out in Article 1 of this Constitution.

- ii. Cabinet Members may attend and speak at meetings of the Select Committees. Cabinet Members attend to provide input into discussions on policy development and respond to questions raised during Select Committee meetings.
- iii. The quorum for meetings of Select Committees is 7.

6.7 Powers of Select Committees

- i. To enable them to exercise their powers each Select Committee may within their areas of responsibility:
 - a) review matters which are not the responsibility of the Council but which affect the social, environmental and economic well-being of the inhabitants of Norfolk;
 - b) require the appropriate Cabinet Members and Officers to attend before it and answer questions; and such members and officers will attend unless reasonably prevented from doing so;
 - c) question and gather evidence from any person with their consent;
 - d) commission reports from officers.

ARTICLE 7 - THE EXECUTIVE

This Part of the Constitution records the arrangements made by the Leader for the allocation of responsibilities and the discharge of executive functions by him/her, Cabinet Members and officers. Wherever arrangements are not specifically made for the discharge of executive functions by Cabinet Members or officers, those functions remain with the Leader. The Leader may make new arrangements for the discharge of executive functions by Cabinet Members or officers at any time on either a temporary or permanent basis

7.1 Role

The Executive will carry out all the Council's functions which are not the responsibility of any other part of the Council, whether by law or under this Constitution.

7.2 Form and composition

The Executive will consist of the Leader together with at least 2, but not more than 9, councillors appointed to the Executive by the Leader.

7.3 Leader

- i. The Leader will be a councillor elected to the position of leader by the Council. The leader holds office until the next election of all Members of the Council unless he/she:-
 - a) resigns from the office; or
 - b) is no longer a councillor; or
 - c) is removed from office by resolution of the Council following a recommendation to that effect by the Standards Committee or following a change in political control of the Council; or
 - d) is removed from office by resolution of the Council following his/her removal from the position of Leader of his/her Group.
- ii. In the period between a Council election and the date when a new Leader is elected, decisions which are the responsibility of the Leader and Cabinet or individual members of the Cabinet will be taken by the Managing Director in consultation with:-
 - a) the Leader of the Group with an overall majority of seats; or
 - b) in the event of there being no Group with an overall majority of seats, with all Group Leaders.

7.4 Deputy Leader

- i. The Leader will appoint one of the Members of the Cabinet as his/her Deputy. The Deputy Leader may take day to day decisions on behalf of the Leader during his/her absence as notified to the Monitoring Officer (or if the absence is unforeseen, as confirmed by the Managing Director). The Deputy may not vary the arrangements made by the Leader under Articles 7.4 to 7.8 inclusive, or alter any arrangements made by the Leader under this Constitution for the exercise of executive functions, except for:-
 - a) changes consequent upon the dismissal of a Leader during the period until a new Leader is elected; or
 - b) where, in the opinion of the Managing Director, the Leader is incapacitated for such a period of time that the efficient operation of the Council would be significantly impaired.

7.5 Other executive members

- i. Other executive members must be elected Members of the Council appointed to the Cabinet by the Leader. They hold office for a period determined by the Leader, which must terminate no later than the next election of all Members of the Council, unless:-
 - a) they resign from office; or
 - b) they are no longer councillors; or
 - c) they are removed from office by the Leader who must give written notice of any removal to the Member concerned and the Managing Director. The removal will take effect upon receipt of the notice by the Managing Director; or
 - d) the Council removes them from office by resolution following a recommendation to that effect by the Standards Committee.

7.6 Proceedings of the Cabinet

Proceedings of the Cabinet will take place in accordance with the Cabinet Procedure Rules set out in **Appendix 10**.

7.7 Responsibility for functions

The exercise of functions which are the responsibility of the Executive will be determined by the Leader. In this respect, the Leader may arrange for functions to be exercised by individual members of the executive (including the Leader) and officers or joint committees.

The Leader will maintain lists as set out in **Appendices 3, 4 and 5** setting out which individual members of the executive, officers or joint arrangements are responsible for the exercise of particular executive functions.

The Leader will also designate the general areas of responsibility of the individual members of the Cabinet and list these responsibilities in **Appendix 3**.

7.8 Deputy Cabinet Members

The Leader may appoint non-executive Members as Deputy Cabinet Members to advise and assist Cabinet Members and who may deputise for the relevant Cabinet Member in his/her absence in accordance with the Cabinet Procedure Rules as set out in **Appendix 10**. Such Members may not discharge any function given to the Cabinet Member and are not members of the Executive.

7.9 Terms of Reference of the Cabinet

- i. The Leader has arranged for the Cabinet to exercise the following functions which are the responsibility of the Executive;
 - a) to exercise all the executive functions of the Council except to the extent that they are reserved to the full Council, exercisable by other Committees or exercisable by individual members of the Executive or Chief or other Officers under delegated powers.
 - b) to prepare, for adoption by the Council, the budget and the plans which fall within the policy framework.
 - c) to make recommendations to the Council on matters reserved to the Council.
 - d) to exercise the following “local choice” function:
 - placing staff at the disposal of other authorities where the placement is in connection with functions exercised by the Executive
 - e) to establish appropriate arrangements for the delivery of cross-cutting/cross-departmental functions.
 - f) to receive reports and recommendations from the Scrutiny Committee and Select Committees.
- ii. The Leader will not arrange for the powers set out in paragraph 7.9 (i) above to be exercised otherwise than by the Cabinet without first consulting the Cabinet, except:
 - a) in the case of urgency; or

- b) in the case of the initial delegations set out in **Appendices 3, 4 and 5** contained within the Constitution approved by the County Council at its meeting on XX May 2019.
- iii. In the case of urgency, the Leader may exercise the powers set out in paragraph 7.9 (i) above subject to compliance with the Call-In Procedure, the Budget and Policy Framework Procedure Rules and the Access to Information Procedure Rules.
- iv. In the case of urgency, the Managing Director may, in the absence of the Leader and Deputy Leader, exercise the powers set out in paragraph 7.9(i). above, subject:-
 - a) to having first consulted the relevant Cabinet Member or, in his/her absence, the relevant Deputy Cabinet Member or Cabinet Support Member, and
 - b) to compliance with the Call-In Procedures, the Budget and Policy Framework Procedure Rules and the Access to Information Procedure Rules.

7.10 Details of Cabinet Members

Details of the Cabinet Members are set out in **Appendix 20**.

ARTICLE 8 - REGULATORY AND OTHER COMMITTEES

8.1 Regulatory and other committees

The Council appoints committees to discharge functions which are not the responsibility of the Executive as set out in Appendix 2 of this Constitution.

The Member representation on these Committees and panels is politically balanced in accordance with the requirements of the Local Government and Housing Act 1989.

ARTICLE 9 - THE STANDARDS COMMITTEE

9.1 Standards Committee

The Council has established a Standards Committee to support the proper conduct of the Council's business by Members.

9.2 Composition

The Standards Committee is composed of seven non-executive councillors appointed on a politically balanced basis.

9.3 Role and Function

1. The general functions of the Committee are to:
 - (a) promote and maintain high standards of conduct by members and co-opted members of the Council
 - (b) assist members and co-opted members of the Council to observe the Council's code of conduct.
2. The specific functions of the Committee are to:-
 - (a) advise the Council on the means of carrying out the general functions in para 1
 - (b) advise the Council on the adoption and revision of codes of conduct for members and officers
 - (c) monitor the operation of the Council's code of conduct
 - (d) advise and arrange training for members of the Council and co-opted members on matters relating to the Council's code of conduct for members
 - (e) arrange for Councillors and co-opted members to receive dispensations to speak on, and participate in matters in which they have a prejudicial interest
 - (f) receive and consider the findings and recommendations of the Monitoring Officer and/or Independent Person in relation to alleged breaches of the Code of Conduct and make subsequent recommendations to either full Council or Group Leaders.
 - (g) consider other matters relating to conduct, ethics and propriety referred to it by the Monitoring Officer including breaches of Protocols contained in this Constitution and to make recommendations arising from this consideration to either the full Council or Group Leaders as the Committee considers appropriate.

ARTICLE 10 - JOINT ARRANGEMENTS

10.1 Arrangements to promote well being

The Council, in order to promote the economic, social or environmental well-being of its area, may:

- (a) enter into arrangements or agreements with any person or body;
- (b) co-operate with, or facilitate or co-ordinate the activities of any person or body;
- (c) exercise on behalf of that person or body any functions of that person or body

10.2 Joint Arrangements

The County Council has made joint arrangements with one or more other local authorities under Section 101(5) of the Local Government Act 1972 for the exercise of certain of its functions. These arrangements are described in **Appendix 4**.

10.3 Joint Committees

The County Council also appoints with those other authorities Joint Committees to exercise these functions. The membership, terms of reference and functions of these Joint Committees and the rules governing the conduct and proceedings of their meetings are also described in **Appendix 4**.

10.4 Delegation to and from other local authorities

- (a) The Council may delegate functions to another local authority or, in certain circumstances, the executive of another local authority.
- (b) The decision whether or not to accept such a delegation from another Local authority shall be reserved to the full Council.

10.5 Joint arrangements with other public Bodies

Under Section 75 National Health Service Act 2006, Section 10 of the Children Act 2004 and the Health and Social Care Act 2012, local authorities, national health bodies and a number of other bodies have powers to delegate the exercise of some of their functions to each other and to co-operate in the exercise of their functions.

ARTICLE 11 - OFFICERS

11.1 Management Structure

- (a) **General.** The Council engages such officers as it considers necessary to carry out its functions including the following Statutory Officers:-

Head of Paid Service (Functions undertaken by Managing Director)
Chief Finance Officer (Functions undertaken by Executive Director, Finance and Commercial Services)
Monitoring Officer (Functions undertaken by Chief Legal Officer)
Director of Children's Services (Functions undertaken by Executive Director of Children's Services)
Director of Adult Social Services (Functions undertaken by Executive Director of Adult Social Services)
Chief Fire Officer
Director of Public Health (DPH)

- (b) **Structure.** The number and responsibilities of Chief Officers are determined by the Council on the advice of the Head of Paid Service who is the Managing Director. The Managing Director is accountable to the Executive and to the Council on the manner in which the discharge of the Council's functions is coordinated. A description of the overall departmental structure of the Council showing the management structure and deployment of officers is set out in **Appendix 21**.
- (c) **Managing Director and Chief Officers.** The most senior posts in the structure are designated as the Managing Director and Chief Officers. They are responsible for the day-to-day managerial and operational decisions within the Council and provide support to all Members in their several roles.
- (d) **General Role**
- The roles of the Managing Director and Chief Officers are:
- (i) to support and advise the Council, Executive, Scrutiny Committees and other Committees on policy and service delivery in order that Members' decisions are well informed.
 - (ii) to ensure that the policies and decisions of the Council and Executive are formulated and delivered effectively and efficiently
 - (iii) to provide strong managerial leadership and direction, foster cross-departmental working and implement organisational improvement
 - (iv) to set high standards and drive up the performance, effectiveness and reputation of the Council

- (v) to work with outside bodies and access additional funds and resources in order to support the Council's programmes of work
- (vi) to recruit, develop, motivate and inspire staff

(e) Specific roles

The specific roles of the Managing Director and the individual Chief Officers are:

Managing Director	Head of Paid Service. Overall corporate management and operational responsibility. Provision of professional advice and support to members of the council. Representing the council on external and partnership bodies.
Executive Director of Children's Services	Statutory functions in respect of Children's Services. Education of children and young people. Children's Early Help, Social and Welfare Services for Children and vulnerable young people.
Executive Director of Community & Environmental Services	Public Health, Environment and Waste, Highways and Transportation, Economic Development, Fire and Rescue, Trading Standards Emergency Planning, Customer Services, Cultural Services, Adult Education, Broadband Delivery Project. Drug and Alcohol Commissioning.
Executive Director of Adult Social Services	Statutory functions in respect of Adult Social Services, Adult Social Work, Integrated Health and Social Care, Commissioning.
Executive Director, Finance and Commercial Services	Statutory responsibilities of the Chief Finance Officer (Section 151 officer) Budgeting and Financial Management, Exchequer Services, Pensions, Investment and Treasury Management, Risk & Insurance, Property, Audit. ICT and Procurement and Transactional Services.

(f) Chief Officers Group

In addition to the individual responsibilities in Paragraph (e) above, the Managing Director, Chief Officers and the Strategy Director, will form the County Leadership Team which, acting together and corporately, will:-

- (a) advise on draft policies for consideration by the Executive;
 - (b) work closely with the Executive in developing policies;
 - (c) be the primary mechanism for collectively ensuring the delivery of the Council's corporate policies.
- (g) **Head of Paid Service, Monitoring Officer and Chief Financial Officer.** The Council has designated the following posts as shown:

Managing Director	Head of Paid Service
Executive Director, Finance and Commercial Services	Chief Finance Officer
Chief Legal Officer	Monitoring Officer

These posts will have the functions described in Article 11.2 to 11.4 below.

11.2 Functions of the Managing Director as Head of Paid Service

As Head of Paid Service:-

- (1) The Managing Director has the following roles:
 - (a) overall corporate management and operational responsibility (including overall management responsibility for all staff)
 - (b) the provision of professional advice to all parties in the decision making process (the executive, scrutiny, full Council and other committees)
 - (c) together with the Chief Legal Officer, responsibility for a system for record keeping for all the local authority's decisions (executive or otherwise)
 - (d) representing the Council on partnership and external bodies (as required by statute or the Council)
- (2) The Managing Director will report to the Council on:
 - (a) the manner in which the discharge by the authority of its functions is co-ordinated
 - (b) the number and grades of staff required by the authority for the discharge of its functions
 - (c) the organisation of the authority's staff

- (d) the appointment and proper management of the authority' staff.

11.3 Functions of the Chief Legal Officer as Monitoring Officer

As Monitoring Officer the Chief Legal Officer will:

- (1) Maintain an up-to-date version of the Constitution and will ensure through the Head of Democratic Services that it is widely available for inspection by Members, officers and the public.
- (2) After consulting with the Managing Director and the Head of Finance report to the full Council, or to the Executive in relation to an executive function, if he/she considers that any proposal, decision or omission would give, is likely to give, or has given, rise to a contravention of any enactment or rule of law, or any maladministration or injustice. Such a report has the effect of stopping the proposal or decision being implemented until the report has been considered.
- (3) Contribute to the promotion and maintenance of high standards of conduct through provision of support to the Standards Committee.
- (4) Ensure that records of executive decisions, including the reasons for those decisions and relevant officer reports and background papers, are made publicly available.
- (5) Advise whether decisions of the executive are in accordance with the Budget and Policy Framework.
- (6) Provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to all Members.
- (7) Establish and maintain the register of members' interests described in **Appendix 23** and ensures it publicity and updating.

Appendix 24 is a protocol which explains the role and function of the Monitoring Officer and the arrangements agreed by the County Council for ensuring the role is effectively carried out.

11.4 Functions of the Executive Director, Finance and Commercial Services as Chief Finance Officer

As Chief Finance Officer the Executive Director, Finance and Commercial Services will:

- (1) After consulting with the Managing Director and the Chief Legal Officer, report to the full Council, or to the Executive in relation to an executive function, and the Council's external auditor if he/she considers that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency, or if the Council is about to enter an item of account unlawfully.
- (2) Have responsibility for the administration of the financial affairs of the Council and be the Section 151 Officer.

- (3) Maintain an adequate and effective internal audit.

- (4) Contribute to the corporate management of the Council, in particular through the provision of professional financial advice.
- (5) Provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to all Members and will support and advise Members and officers in their respective roles.
- (6) Provide financial information about the Council to Members of the Council, the media, members of the public and the community.

11.5 Duty to provide sufficient resources to the Head of Paid Service, Monitoring Officer and Chief Finance Officer

The Council will provide the Managing Director, Chief Legal Officer and Executive Director, Finance and Commercial Services with such officers, accommodation and other resources as are in the opinion of the relevant officer sufficient to allow their statutory duties to be performed.

11.6 Conduct

Officers will comply with the Officers' Code of Conduct and the Protocol on Officer/Member Relations set out in **Appendix 18**.

11.7 Employment

The recruitment, selection and dismissal of officers will comply with the Officer Employment Rules set out in **Appendix 14**.

ARTICLE 12 - DECISION MAKING

12.1 Responsibility for decision making

The Council will issue and keep up to date a record of what part of the Council or individual has responsibility for particular types of decisions or decisions relating to particular areas or functions. This record is set out in **Appendices 2, 5 and 6**.

12.2 Principles of decision making

These principles will underpin the way the Council makes its decisions:-

- (1) Actions agreed will be in proportion with what the Council wants to achieve.
- (2) Appropriate consultation will have been carried out and decisions will take account of its results and any professional advice given by Officers.
- (3) Decisions will reflect the spirit and requirements of Equalities and Human Rights legislation.
- (4) The presumption that all decisions made by the Council, the Cabinet and Committees should be made in public with only those issues that need to be exempt by virtue of the Access to Information Rules will be taken in private.
- (5) Decisions will be clear about what they aim to achieve and the results that can be expected.

In addition, in the case of all decisions taken by the Executive or a Committee or individual member of the Executive, a statement will be published which includes details of the options considered and the reasons for the decision.

12.3 Types of decision

- (1) Decisions reserved to full Council. Decisions relating to the functions listed in **Article 4.2** will be made by the full Council and not delegated.
- (2) Key decisions
 - (i) A decision taker may only make a key decision in accordance with the requirements of the Access to Information Procedure Rules set out in **Appendix 13**.
 - (ii) A key decision is defined as either
 - (a) any decision in relation to an executive function which results in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which a decision relates; or
 - (b) any decision which is likely to have a significant impact on communities living or working in an area comprising two or more electoral divisions

For this purpose the Council has agreed that a key decision is any decision which

- recommends a budget to the full Council
- proposes an amendment to the Council's Policy Framework (as defined in Article 4.1 of this Constitution)
- involves the adoption of any other policy or a works programme
- involves the expenditure or savings of more than £1.25M over one accounting year unless expressly provided for in the adopted budget or Policy Framework
- involves the acquisition or disposal of land and buildings or any interest in land and buildings in excess of the value of £1.25M unless covered by a specific item in the budget
- involves a budget virement of funding in excess of the virement limits set out in **Appendix 15** (financial regulations) of this Constitution
- recommends the promotion or amendment of local legislation
- involves significant public, private and voluntary partnership working in Norfolk
- involves the making of a Statutory Order or Scheme which will have a significant impact on the delivery of County Council services
- proposes significant changes to the Constitution

Together with any other decision which the Monitoring Officer in consultation with the Leader and Managing Director considers to be a key decision within the Regulations.

12.4 Procedures of the full Council

Subject to Article 12.8, the Council meeting will follow the Council Procedure Rules set out in **Appendix 8** when considering any matter.

12.5 Procedures of the Executive

Subject to Article 12.8 the Executive will follow the Cabinet Procedure Rules set out in **Appendix 10** when considering any matter.

12.6 Procedures of the Scrutiny committee

The Scrutiny Committee will follow the Scrutiny Procedure Rules set out in **Appendices 9 and 11** when considering any matter.

12.7 Procedures of other committees and sub-committees established by the Council

Subject to Article 12.8, other Council committees and sub-committees will follow the Committee Procedure Rules set out in **Appendix 9**.

12.8 Decision making by Council bodies acting as tribunals

The Council, a Committee a councillor or an officer acting as a tribunal or in a quasi-judicial manner or determining/considering (other than for the purposes of giving advice) the civil rights and obligations or the criminal responsibility of any person will follow a proper procedure which accords with the requirements of natural justice and the Human Rights Act 1998.

ARTICLE 13 - FINANCE, CONTRACTS AND LEGAL MATTERS

1.0 FINANCIAL MANAGEMENT

The management of the Council's financial affairs will be conducted in accordance with the Financial Regulations set out in **Appendix 15** of this Constitution.

2.0 CONTRACTS

2.1 Every contract made by the Council will comply with the Contract Standing Orders set out in **Appendix 15** of this Constitution.

2.2 In addition, the Executive Director, Finance and Commercial Services and Chief Legal Officer are each authorised to certify contracts under the Local Government (Contracts) Act 1997 and to nominate deputies for this purpose.

3.0 LEGAL PROCEEDINGS

3.1 The Chief Legal Officer is authorised to institute, defend or participate in and settle any legal proceedings in any case where such action is necessary to give effect to decisions of the Council or in any case where the Chief Legal Officer considers that such action is necessary to protect or pursue the Council's interests. In the case of proceedings of special significance, the Chief Legal Officer is expected to consult with the Managing Director although failure to do so will not invalidate the action taken.

3.2 In addition, Chief Officers and the Assistant Director - Public Protection are authorised to institute criminal proceedings in respect of matters falling within their areas of responsibility.

3.3 Other powers to institute legal proceedings are set out in the Scheme of Delegated Powers to Chief Officers in **Appendix 6** of this Constitution.

4.0 AUTHENTICATION OF DOCUMENTS

4.1 Where any document is necessary to any legal procedure or proceedings on behalf of the Council, it will be signed by the Chief Legal Officer or other person authorised by him/her, unless (a) any enactment otherwise authorises or requires, or (b) the Council has given requisite authority to some other person or (c) the document relates to criminal proceedings instituted by a Chief Officer or the Head of Trading Standards in which case that officer has this authority.

4.2 Any contract with a value exceeding £30,000 entered into on behalf of the Council must be made in writing. Such contracts must either be signed by at least two authorised officers of the Council or made under the common seal of the Council attested by at least one authorised officer.

5.0 **COMMON SEAL OF THE COUNCIL**

The Common Seal of the Council will be kept in a safe place in the custody of the Chief Legal Officer. A decision of the Council, or of any part of it, will be sufficient authority for sealing any document necessary to give effect to the decision. The Common Seal will be affixed to those documents which in the opinion of the Chief Legal Officer should be sealed. The affixing of the Common Seal will be attested by the Chief Legal Officer or some other person authorised by him/her.

ARTICLE 13 – REVIEW AND REVISION OF THE CONSTITUTION

1.0 Duty to monitor and review the Constitution

- 1.1** The Council from time to time will monitor and review the operation of the Constitution to ensure that the aims and principles of the Constitution are given full effect.
- 1.2** A key role for the Chief Legal Officer is to be aware of the strengths and weaknesses of the Constitution adopted by the Council, and to make recommendations for the way in which it could be amended in order to better reflect the purposes set out in Article 1. In undertaking this task the Chief Legal Officer may:-
- Observe meetings of different parts of the member and officer structure;
 - Undertake an audit trail of a sample of decisions;
 - Record and analyse issues raised with him/her by members, officers, the public and other relevant stakeholders; and
 - Compare practices in this Council with those in other comparable authorities, or national examples of best practice.

2.0 Changes to the Constitution

- 2.1** Substantive changes to the Constitution must be approved by Full Council only after consideration of the proposal by the Corporate Select Committee. Changes to factual references, changes required by a change in the law and consequential changes will be made by the Chief Legal Officer. Changes to reflect revised arrangements for the distribution of responsibilities and the delegation of powers to officers in accordance with decisions taken by the person(s) or body with authority to take such action, will be made by the Chief Legal Officer.

ARTICLE 14 – SUSPENSION AND PUBLICATION OF THE CONSTITUTION

1.0 Suspension of the Constitution

1.1 The Articles of this Constitution may not be suspended.

1.2 The rules of the Council set out in the Appendices of this Constitution may be suspended:-

- (a) in accordance with any procedures set out in those rules; or
- (b) by resolution of the Council to the extent permitted by the law.

2.0 Publication

The Chief Legal Officer will:

- (1) Ensure that the Constitution is brought to the attention of each Member upon delivery to him/her of that individual's declaration of acceptance of office on first being elected to the Council.
- (2) Ensure that copies of the Constitution are available for inspection at County Hall and can be purchased by members of the Media and the public on payment of a reasonable fee, as determined by the Chief Legal Officer.
- (3) Ensure that the Executive Summary of the Constitution is made widely available within the area and is updated as necessary.
- (4) Ensure that the Constitution is kept up to date and available on the Council's website.

APPENDIX 10

CABINET PROCEDURE RULES

Meetings of the Cabinet

1. Meetings of the Cabinet will be held on such dates and at such times and venues as the Leader will decide.
2. The Head of Democratic Services will summon all Members of the Cabinet to meetings by sending an agenda and accompanying papers to each Members' nominated address. The agenda and papers will normally be sent out at least five clear working days before the meeting. The agenda and papers will be sent at the same time to all other Members of the Council.

Agendas

3. The agenda for each meeting of the Cabinet will comprise:
 - (a) the minutes of the previous meeting for approval and signing
 - (b) declarations of interest
 - (c) matters referred to Cabinet by the Scrutiny Committee, Select Committees or by full Council
 - (d) public question time
 - (e) any local member issues/questions raised by Members
 - (f) any non-local member issues/questions raised by Members (to be taken at the Leaders discretion)
 - (g) issues and reports brought forward by the relevant Cabinet Member or Chief Officer
 - (h) any report by the Head of Paid Service, Director of Finance and Commercial Services or Monitoring Officer.
 - (i) such other items as the Leader decides
4. The Leader may decide that there are special circumstances that justify an item of business, not included on the agenda, being considered as a matter of urgency. He/she must state these reasons at the meeting and they must be recorded in the minutes.

Quorum

5. The quorum for a meeting of the Cabinet is the Leader (or the Deputy Leader in his/her absence) and five other Members.

Record of Attendance

6. Each Cabinet member attending a cabinet meeting must, with a view to securing the recording of his/her attendance sign the attendance sheet provided by the Head of Democratic Services for that purpose. If any member arrives and the attendance sheet has already been circulated, he/she must intimate his/her presence to the Head of Democratic Services.

Chairing

7. The Leader (or the Deputy Leader in his/her absence) will be the Chairman of meetings of the Cabinet.

Attendance Rights of Members

8. If a Cabinet member is unable to attend a meeting of the Cabinet he/she may nominate a Deputy Cabinet Member to attend in his/her place. These members may attend and speak at meetings of the Cabinet but may not vote and are not members of the Executive.

9. Subject to paragraph 10, any Member of the Council may attend any meeting of the Cabinet, including 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 Chairman.

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 Chairman may exclude from the meeting any Member who is not a member of the Cabinet.

Member Questions

11. If a Member of the Council wishes to ask a question under 3(e) or (f) above, he/she must give 2 working days' notice of the question to the Head of Democratic Services, e.g. by 5.00 p.m. on the Wednesday preceding a Cabinet meeting on Monday. The number of questions which can be asked at a meeting will be limited to two per Member (or one question plus a supplementary). Responses to the substantive questions will be given to the questioner in writing before the start of the meeting and copies of the question and response will be available to all in attendance. The responses to substantive questions will not be read out at the meeting. A questioner who asks only one substantive question will be entitled to ask a supplementary question and if they do so, a response to it will be given orally by the Chairman, or such other Member or Officer as is determined by the Chairman. Supplementary questions are subject to a limit of 75 words. If a response to a supplementary question cannot conveniently be given orally, a written answer will be sent to the questioner within 7 working days of the meeting.

12. The total time for Member questions will be limited to 15 minutes. If the questioner is not present at the meeting or if any questions remain unanswered within that timescale, written responses will be sent to the questioners within 7 working days of the meeting.

Public Questions

13. A person resident in Norfolk, or who is a non-domestic ratepayer in Norfolk, or who pays Council Tax in Norfolk, may attend meetings of the Cabinet and, by giving two working days' notice, e.g. by 5.00 p.m. on the Wednesday preceding a Cabinet meeting on Monday, may ask any question on any matter in respect of Cabinet's delegated powers. Eligibility to ask questions at Cabinet does not extend to County Council employees asking questions relating to their employment.

14. The number of questions which may be asked at a meeting will be limited to one per person (or one plus a supplementary) in any six-month period. Substantive questions are subject to a maximum word limit of 110 words. Substantive questions that are in excess of 110 words will be disqualified. Responses to the substantive questions will be given to the questioners in writing before the start of the meeting and copies of the questions and responses will be available to all in attendance. The responses to substantive questions will not be read out at the meeting. A questioner who asks only one substantive question will be entitled to ask a supplementary question and, if they do so, a response to it will be given orally by the Chairman. Supplementary questions are subject to a limit of 75 words. If a response to a supplementary question cannot conveniently be given orally, a written answer will be sent to the questioner within 7 working days of the meeting.

15. Public Question Time will be limited to 15 minutes in total. If the questioner is not present at the meeting or if any questions remain unanswered within that timescale, a written response will be sent to the questioner within 7 working days of the meeting.

Conduct of meetings

16. The Chairman will conduct the business of the meeting so as to encourage decision by consensus.

17. Subject to the rules regarding the declaration of interests, every member is entitled to express a view on each item of business.

18. Following debate the Chairman will summarise the discussion and formulate a proposition which he/she will put to the Cabinet for agreement. A vote will not be taken unless the Chairman so decides but any Member who dissents from a decision of the Cabinet is entitled to have that dissent recorded in the minutes, provided this request is made immediately upon the decision having been taken.

19. If necessary to maintain an orderly discussion, the Chairman may:

- (a) require a vote to be taken by a show of hands
- (b) restrict the number of times any Member may speak

- (c) restrict the length of speeches
- (d) adjourn the discussion to a later meeting

20. In the event of a vote being taken and the votes for and against being equal, the Chairman has a second or casting vote.

21. If necessary to maintain order, the Chairman may:

- (a) with the consent of the Cabinet, require a member of the Cabinet, Council or the public to leave the room
- (b) may direct a Member to be silent
- (c) may adjourn or terminate the meeting.

Public Misconduct

22. If a member of the public interrupts a meeting or otherwise behaves irregularly, improperly or offensively, the Chairman may request that he/she leave the room or order that he/she is removed. In the event of a general disturbance, the Chairman may suspend the meeting or direct that the public be excluded from it. No one so removed or excluded will be permitted to return to the meeting.

Discussion of Employees

23. No discussion will take place concerning an individual employee unless the Chairman has decided whether to discuss the matter in public or private session.

Provisions on conflicts of interest

24. Where a matter arises at a meeting which relates to an interest which is a Disclosable Pecuniary Interest (DPI) the relevant Member must declare the existence and nature of the interest even where it has been entered in the County Council's register of interests, unless the matter is a 'sensitive interest' as described by the Localism Act 2011. The relevant Member must then leave the meeting room and may not participate in any discussion, vote on, or discharge any function related to the matter. Where the matter is a 'sensitive interest' the relevant Member need not declare the nature of the interest but must still withdraw from the meeting without participating.

25. Where a matter arises at a meeting which relates to or affects an Other interests the relevant Member must declare the existence and nature of the interest unless it has been entered in the County Council's register of interests.

26. An Other interest is one which affects, to a greater extent than others in their division the relevant Member's:

- own wellbeing or financial position or
- that of 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 the Member is in a position of general control or management

27. Where an other interest arises, the relevant Member will declare an interest (an “Other Interest”) but may speak and vote on the matter.

Interpretation of Rules of Procedure

28. The ruling of the Chairman as to the construction or application of the Rules or as to any proceedings of the Cabinet will be final for the purposes of the meeting at which it is given.

APPENDIX 11

OVERVIEW AND SCRUTINY PROCEDURE RULES

1. The following rules apply to the Scrutiny Committee:
 - (a) Members of the Cabinet may not serve as ordinary or substitute Members of the Scrutiny Committee. Deputy Cabinet Members may not serve on the Scrutiny Committee.
 - (b) The Scrutiny Committee should not normally scrutinise individual decisions made by other Committees of the County Council, particularly decisions relating to development control and other permissions.
 - (c) The views of all Members of the Scrutiny Committee should be taken into account when deciding the Committee work plans.
 - (d) The Scrutiny Committee should consider the remit and work plans for the Select Committees and consider adopting an approach that compliments and avoids duplication of the Select Committees remit and work plans
 - (e) Party whipping will not take place.
 - (f) The Relevant Chief Officer should present reports and attend meetings.
 - (g) Reports to the Leader, Cabinet or Council will include the views of Members dissenting from the majority recommendation of the Committee.
2. The following rules apply only to the Scrutiny Committee.
 - (a) **Agenda Planning**

The Chairman and the Scrutiny Committee will agree:

 - Which matters the Committee is to scrutinise (except for call-ins).
 - Which Members of the Cabinet and Officers it requires to attend and answer questions.

For call-in items only, the Chairman and the Members calling-in an item will agree which Members of the Cabinet and Officers they require to attend and answer questions.
 - (b) **Questioning**
 - (i) The Chairman may permit a Member not on the Scrutiny Committee (including Members of the Cabinet) to speak and ask questions of those being scrutinised if a matter on the agenda has a particularly

significant impact on that Member's division or if the Committee is considering a call-in made by the Member concerned.

- (i) Members should endeavour not to request detailed information from officers at meetings of the Committee, unless they have given prior notice through the officer supporting the Committee. If, in the course of question and answer at a meeting of Committee, it becomes apparent that further information would be helpful, the officer being questioned may be required to submit it in writing to the Scrutiny Committee Members.
- (ii) In the course of questioning at meetings, Officers other than the Managing Director and Chief Officers may decline to give information or respond to questions on the ground that it is more appropriate that the question be directed to the Managing Director or relevant Chief Officer. Officers may also decline to provide information to which Members do not have a right of access.
- (iii) Members of the Executive and officers may decline to answer questions in an open session of the Committee on the grounds that the answer might disclose information that would be exempt or confidential as defined in the Access to Information Procedure Rules at Appendix XX. In that event, the Committee may resolve to exclude the media and public in order that questions may be answered in private session.
- (iv) Anyone other than a Member of the Executive or an Officer attending at the invitation of the Committee may decline to answer any question without giving reasons.

(c) Formulation of Recommendations and Reports

After debate, the Committee will decide whether to report or express comments to the Leader, Cabinet, Cabinet Member, the relevant Officer or the Council.

Appendix C

Report title:	Mid-Year Treasury Management Monitoring Report 2018-19
Date of meeting:	26 November 2018
Responsible Chief Officer:	Executive Director of Finance and Commercial Services
Strategic impact This Mid-Year Treasury Management Monitoring Report forms an important part of the overall management of the Council's financial affairs. The regulatory environment places responsibility on Members for the review and scrutiny of treasury management policy and activity. This report provides details on the Treasury Management activities of the County Council for the period 1 April 2018 to 30 September 2018.	

Executive summary

The regulatory framework for treasury management requires full Council to receive a mid-year monitoring report on treasury activities.

This report provides information on the treasury management activities of the County Council for the period 1 April 2018 to 30 September 2018.

The Bank of England base rate increased on 2 August 2018 by 0.25%, from 0.5% to 0.75%. Long term borrowing rates remain historically low.

At 30 September 2018, the Council's external debt was £581m and its investments totalled £144m, including £50m new PWLB borrowing taken out in the first 6 months of 2018-19 at rates of between 2.26% and 2.44%.

Members are asked to:

endorse and recommend to County Council, the Mid Year Treasury Management Monitoring Report 2018-19.

1. Introduction

- 1.1 The County Council is required by regulation issued under the Local Government Act 2003 to produce a mid-year report on its treasury management activities.
- 1.2 The annex to this report sets out the treasury management activities of the County Council for the six month period from 1 April 2018 to 30 September 2018.

2. Evidence

- 2.1 All treasury management operations detailed in the attached annex have been carried out in accordance with recognised best practice and in compliance with legislative and regulatory requirements.
- 2.2 The annex summarises:
 - An economic overview
 - Cash Balances and Cash Flow Management
 - Investment Performance
 - Counterparty Maintenance
 - Non-treasury investments
 - Long Term Borrowing and Debt Management Activity
 - Treasury Management Prudential Indicators
 - Minimum revenue provision

3. Financial Implications

This report brings together information on the treasury management activities of the County Council for the six month period 1 April 2018 to 30 September 2018. Regular treasury management monitoring reports have been produced during this period and any financial implications have been incorporated within the financial monitoring reports to Policy and Resources Committee. Therefore there are no additional financial implications to consider in this report.

4. Issues, risks and innovation

Risk implications

- 4.1 The County Council's treasury management activities provide for 'the effective management of risk while pursuing optimum performance consistent with those risks.' The Mid Year Treasury Management Report provides information on the County Council's treasury management activities operating within the approved risk management framework. Operationally, a risk register is maintained to monitor risks and control measures.

5. Background

- 5.1 The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice for Treasury Management in the Public Sector (the Code) defines treasury management as:

"The management of the organisation's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

- 5.2 The County Council recognises the importance of monitoring treasury management activities, with regular reports being presented to the Treasury Management Panel and Policy and Resources Committee throughout the year.

Officer Contact

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

Name	Telephone Number	Email address
Simon George	01603 222400	simon.george@norfolk.gov.uk
Howard Jones	01603 222832	howard.jones@norfolk.gov.uk



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

Mid Year Treasury Management Monitoring Report 2018-19

1. Introduction

- 1.1 The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice for Treasury Management in the Public Sector (the Code), requires that the County Council receives a mid-year review of treasury activities in addition to the forward looking annual investment and treasury strategy and backward looking annual treasury report. The Annual Investment and Treasury Strategy for the current year (2018-19) was approved by County Council on 12 February 2018.
- 1.2 The County Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned and managed.
- 1.3 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 1.4 Accordingly treasury management is defined as:

"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- 1.5 The County Council recognises the importance of monitoring treasury management activities, with regular reports being presented to the Treasury Management Panel and Policy and Resources Committee throughout the year.
- 1.6 This mid-year review provides commentary on economic conditions produced by Link Asset Services (the Council's external treasury advisors) and details treasury activities for the period 1 April 2018 to 30 September 2018 including; cash balances and cash flow management, investment performance, counterparty management, long term borrowing/debt management and prudential indicators.
- 1.7 **Capital Strategy:** In December 2017, the Chartered Institute of Public Finance and Accountancy, (CIPFA), issued revised Prudential and Treasury Management Codes. As from 2019-20, all local authorities will be required to prepare a Capital Strategy which is intended to provide the following: -
 - a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
 - an overview of how the associated risk is managed
 - the implications for future financial sustainability

A report setting out our Capital Strategy will be taken to full Council as part of the capital programme papers in February 2019.

- 1.7 **Treasury Management Strategy:** The Council's Treasury Management Strategy for 2018-19 was approved by full Council on 12 February. Since that time there have been no policy changes to the current year's strategy.

2. Link's Economic Overview and interest rate forecasts

2.1 Economic update

UK

- 2.1.1 The first half of 2018/19 has seen UK economic growth post a modest performance, but sufficiently robust for the Monetary Policy Committee, (MPC), to unanimously (9-0) vote to increase Bank Rate on 2nd August from 0.5% to 0.75%. Although growth looks as if it will only be modest at around 1.5% in 2018, the Bank of England's August Quarterly Inflation Report forecast that growth will pick up to 1.8% in 2019, albeit there were several caveats – mainly related to whether or not the UK achieves an orderly withdrawal from the European Union in March 2019.
- 2.1.2 Some MPC members have expressed concerns about a build-up of inflationary pressures, particularly with the pound falling in value again against both the US dollar and the Euro. The Consumer Price Index (CPI) measure of inflation rose unexpectedly from 2.4% in June to 2.7% in August due to increases in volatile components, but is expected to fall back to the 2% inflation target over the next two years given a scenario of minimal increases in Bank Rate. The MPC has indicated Bank Rate would need to be in the region of 1.5% by March 2021 for inflation to stay on track. Financial markets are currently pricing in the next increase in Bank Rate for the second half of 2019.
- 2.1.3 As for the labour market, unemployment has continued at a 43 year low of 4% on the Independent Labour Organisation measure. A combination of job vacancies hitting an all-time high in July, together with negligible growth in total employment numbers, indicates that employers are now having major difficulties filling job vacancies with suitable staff. It was therefore unsurprising that wage inflation picked up to 2.9%, (3 month average regular pay, excluding bonuses).
- 2.1.4 In the political arena, there is a risk that the current Conservative minority government may be unable to muster a majority in the Commons over Brexit. Link's central position is that Prime Minister May's government will endure, despite various setbacks, along the route to Brexit in March 2019. If, however, the UK faces a general election in the next 12 months, this could result in a potential loosening of monetary policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up

USA

- 2.1.3 President Trump's massive easing of fiscal policy is fuelling a (temporary) boost in consumption which has generated an upturn in the rate of strong growth which rose from 2.2%, (annualised rate), in quarter 1 to 4.2% in quarter 2, but also an upturn in inflationary pressures. With inflation moving towards 3%, the Fed increased rates another 0.25% in September to between 2.00% and 2.25%, this being four increases in 2018, and indicated they expected to increase rates four more times by the end of 2019. The dilemma,

however, is what to do when the temporary boost to consumption wanes, particularly as the recent imposition of tariffs on a number of countries' exports to the US, (China in particular), could see a switch to US production of some of those goods, but at higher prices. Such a scenario would invariably make any easing of monetary policy harder for the Fed in the second half of 2019.

Eurozone

- 2.1.4 Growth was unchanged at 0.4% in quarter 2, but has undershot early forecasts for a stronger economic performance in 2018. In particular, data from Germany has been mixed and it could be negatively impacted by US tariffs on a significant part of manufacturing exports e.g. cars. For that reason, although growth is still expected to be in the region of 2% for 2018, the horizon is less clear than it seemed just a short while ago.

Other

- 2.1.5 Chinese Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems.
- 2.1.6 Japan has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.

2.2 Link Interest Rate Forecast

- 2.2.1 The Council's treasury advisor, Link Asset Services, has provided the following forecast:

Link Asset Services Interest Rate View											
	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21
Bank Rate View	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%
3 Month LIBID	0.75%	0.80%	0.80%	0.90%	1.10%	1.10%	1.20%	1.40%	1.50%	1.60%	1.60%
6 Month LIBID	0.85%	0.90%	0.90%	1.00%	1.20%	1.20%	1.30%	1.50%	1.60%	1.70%	1.70%
12 Month LIBID	1.00%	1.00%	1.00%	1.10%	1.30%	1.30%	1.40%	1.60%	1.70%	1.80%	1.80%
5yr PWLB Rate	2.00%	2.00%	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%
10yr PWLB Rate	2.40%	2.50%	2.50%	2.60%	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%
25yr PWLB Rate	2.80%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.50%	3.50%
50yr PWLB Rate	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%

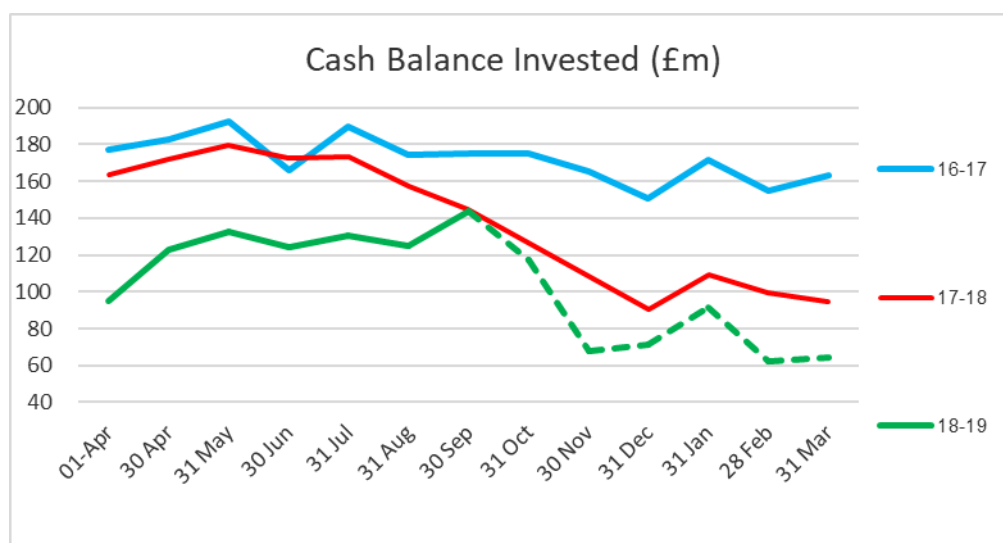
- 2.2.2 The flow of generally positive economic statistics after the end of the quarter ended 30 June meant that it came as no surprise that the MPC came to a decision on 2 August to make the first increase in Bank Rate above 0.5% since the financial crash, to 0.75%. However, the MPC emphasised again, that future Bank Rate increases would be gradual and would rise to a much lower equilibrium rate, (where monetary policy is neither expansionary or contractionary), than before the crash; indeed they gave a figure for this of around 2.5% in ten years' time but they declined to give a medium term forecast. We do not think that the MPC will increase Bank Rate in February 2019, ahead of the deadline in March for Brexit. We also feel that the MPC is more likely to wait until August 2019, than May 2019, before the next increase, to be followed by further increases of 0.25% in May and November 2020 to reach 1.5%. However, the

cautious pace of even these limited increases is dependent on a reasonably orderly Brexit.

- 2.2.3 The balance of risks to increases in Bank Rate and shorter term PWLB rates, are probably also even and are broadly dependent on how strong GDP growth turns out, how slowly inflation pressures subside, and how quickly the Brexit negotiations move forward positively.

3. Cash Balances and Cash Flow Management

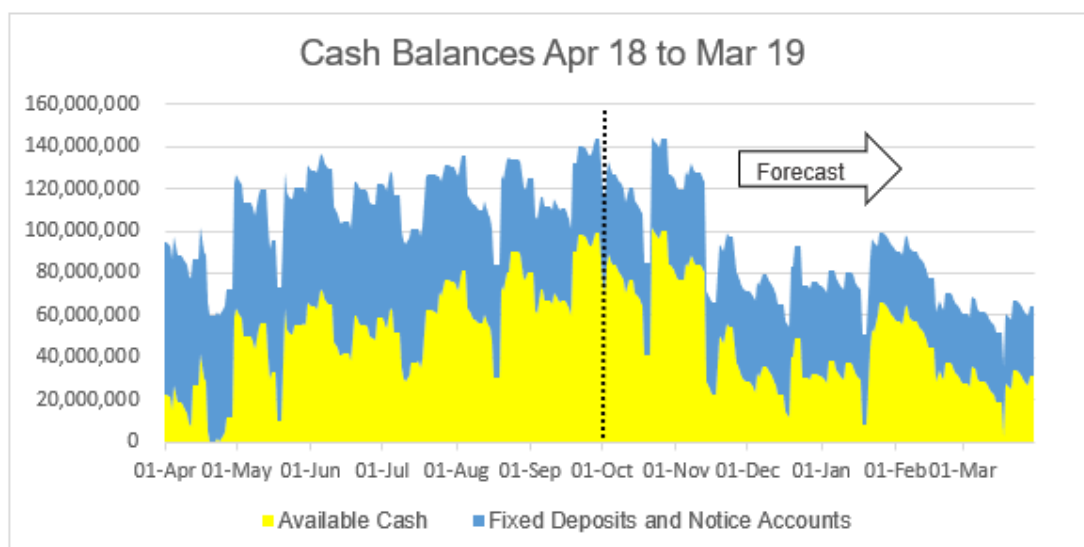
- 3.1 The Council's cash balances comprise of revenue and capital resources, such as general balances, provisions and earmarked reserves and the timing differences between the receipt and payment of monies required to meet the cost of County Council services and its capital programme. The average level of cash balances year to date totals £112m.
- 3.2 Cash balances are managed internally and have been invested in accordance with the Council's approved Authorised Lending List.
- 3.3 A key objective of cash flow management is to minimise balances held in the Council's bank accounts at zero interest.
- 3.4 Of the 400 bank accounts administered by the County Council, only 3 are principal accounts (one for income collection, general expenditure and salary payments). The remaining bank accounts are service specific, for example schools locally managing their devolved budgets. The corporate treasury management function ensures the efficient management of cash balances across all bank accounts by aggregating and investing surplus cash balances on a daily basis.
- 3.5 Cash balances available for investment have increased from £95m at 1 April 2018 to £144m at 30 September 2018. The increase is after taking into account borrowing of £50m. The table below shows the level of cash balances over the last two and a half years with a forecast, assuming a further £20m additional borrowing, for the next 6 months to March 2019 (dashed green line).



- 3.6 Long term cash deposits have reduced due to a reduction in cash balances (before new borrowing). However, a proportion of the Council's cash balances remain invested in medium and longer term deposits where higher rates of return can be achieved. As a result, short term (overnight) borrowing may be necessary from time to time. The costs

of temporary borrowing are currently absorbed because interest rates are currently significantly lower than medium/longer term deposit rates.

- 3.7 During the year to September the County Council borrowed short term. This was between 20 April and 1 May, and was the result of a change in dates of precept payments which had not been built into long term forecasts. The maximum borrowed was £17.5m and the total interest cost was £1.2k.
- 3.8 Details of daily liquidity are provided in the graph below. The bottom yellow segment of the graph shows the actual daily liquidity (the amount of cash on instant access deposit) compared with cash invested for longer fixed periods (top blue segment of the graph). The forecast average daily liquidity level, assuming £20m additional long term borrowing, is around £50m.



4. Investment Portfolio

4.1 In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. As shown by forecasts in section 3.2, it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the current 0.75% Bank Rate.

4.2 At 30 September 2018, the Council held £144m of investments. The profile of these investments is shown in the table below.

Institutional Sector	Liquid £M	Upto 3 Months £M	Upto 6 Months £M	Upto 9 Months £M	Upto 12 Months £M	Over 12 Months £M
UK Banks	60	0	10	20	0	10
Non-UK Banks	0	0	0	0	0	0
Building Societies	0	0	0	0	0	0
Money Market Funds	38.926	0	0	0	0	0
Other	0	5	0	0	0	0
Total	98.9	5	10	20	0	10

4.3 A more detailed investment profile is shown at Appendix 1a.

4.4 The average interest rate earned year to date is 0.89% (comparative period in 2017 0.95%). This compares favourably with the average London Interbank Bid Rate (LIBID) – outperforming the current 12 month LIBID deposit rate. The rate earned is less than last year's comparative figure due to the reduction in cash balances and the amount of long-term fixed deposits. The table below gives a monthly cumulative year-to-date comparison against the LIBID benchmarks for 7 day, 3 month, 6 month and 12 month.

2018/19	Interest Earned Year to Date (%)	7 day LIBID Year to Date (%)	3 Month LIBID Year to Date (%)	6 Month LIBID Year to Date (%)	12 Month LIBID Year to Date (%)
Apr 18	0.99	0.36	0.63	0.74	0.90
May 18	0.92	0.36	0.57	0.68	0.85
Jun 18	0.89	0.36	0.55	0.67	0.84
Jul 18	0.88	0.36	0.57	0.68	0.85
Aug 18	0.89	0.41	0.59	0.70	0.87
Sep 18	0.89	0.44	0.61	0.71	0.88

4.5 Gross interest earned for the period 1 April 2018 to 30 September 2018 is £0.497m (comparative period in 2017: £0.756m).

4.6 In addition, the County Council has undertaken daily treasury management activities on behalf of the Norfolk Pension Fund, the Norse Group, and Independence Matters.

Average cash balances managed on behalf of these other bodies totalled £22m, earning interest of £0.062m in the six months to 30 September 2018.

- 4.7 Approved limits within the Annual Investment Strategy were not breached during the period covered by this report. A summary of treasury prudential indicators and the position at 30 September 2018 is shown in Appendix 1b.

5. Counterparty Maintenance

- 5.1 The Executive Director of Finance and Commercial Services is responsible for maintaining an Approved Counterparty List in accordance with the criteria as set out in the approved Annual Investment and Treasury Strategy 2018-19. Credit rating information is supplied by our treasury advisors on all active counterparties. Any rating changes, rating watches (notification of a likely change) and rating outlooks (notification of a possible longer term change) are provided by our treasury advisors immediately they occur. A wide range of market information such as Credit Default Swap prices and share price is also taken into account. The Approved Counterparty List is therefore actively managed on a day-to-day basis and when an institution no longer meets the Council approved counterparty criteria, it is immediately removed.
- 5.2 There has been no credit rating downgrades during the period 1 April 2018 to 30 September 2018 that have resulted in counterparties being removed from the approved counterparty list.

6. Non-treasury investments

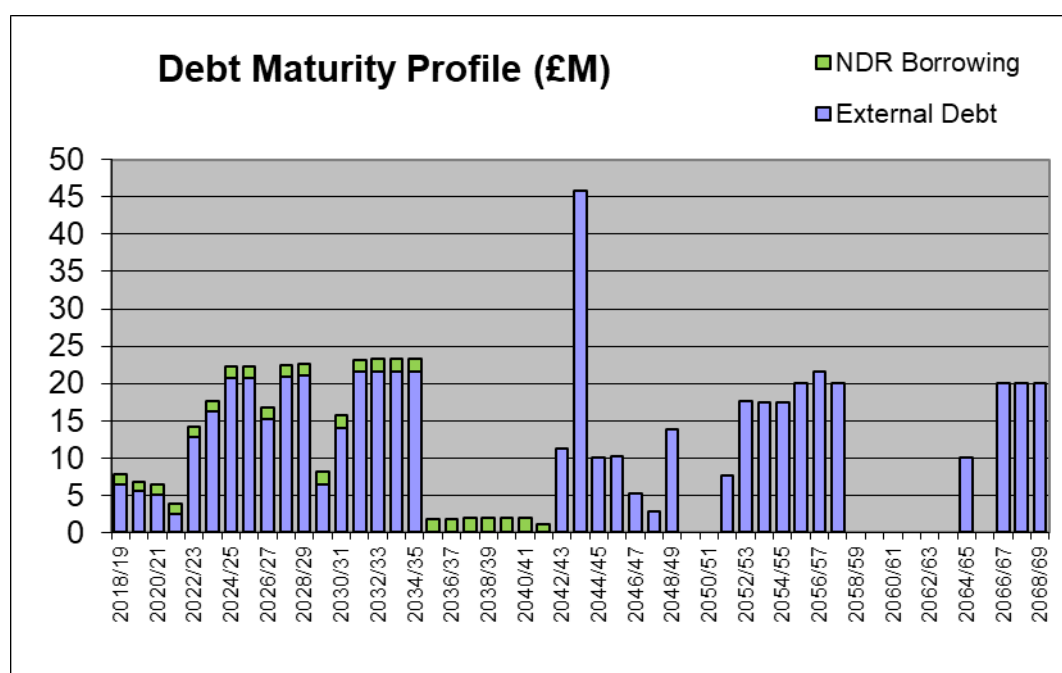
- 6.1 Following updates to Treasury Management reporting requirements from 2019-20 under the revised CIPFA Code, local authorities will have to report more information on their non-treasury investments. Appendix 3 lists non-treasury investments made or held by the authority, with a short explanation of the objectives for each one.

7. Long Term Borrowing/Debt Management

- 7.1 The County Council undertakes capital expenditure on long-term assets. This activity gives rise to the need to borrow. Part of the Council's treasury management activity is to address this borrowing need, either through long term borrowing from external bodies (PWLB or commercial banks) or utilising temporary cash resources within the County Council pending long term borrowing.
- 7.2 In accordance with the approved 2018-19 Investment and Treasury Strategy, the County Council maintains a flexible approach to borrowing for capital purposes which avoids the 'cost of carrying debt' in the short-term but which will recognise the Council's need to borrow in the medium term. As a result, the Council has taken advantage of historically low interest rates to borrow a proportion of its unfunded capital financing requirement.
- 7.3 4 tranches of borrowing have been taken in the 6 months to September 2018, as set out in the table below:

Lender	Date	Amount	Rate	Term
PWLB	16/04/18	20,000,000	2.34	49 Years
PWLB	31/05/18	10,000,000	2.26	46 Years
PWLB	13/08/18	10,000,000	2.38	50 Years
PWLB	11/09/18	10,000,000	2.44	50 Years

- 7.4 At 30 September 2018, the Council's external borrowing (debt outstanding) totalled £581M. The re-payment profile for debt is shown below.



- 7.5 Appendix 2 shows debt maturities during the last 2 years, including the amount of debt repaid, the rate of interest and interest savings.

- 7.6 The Council's overall borrowing requirement in 2018-19 is expected to be approximately £150m, taking in to account the £50m already borrowed, and anticipating a further £20m of in-year borrowing. This represents past capital expenditure for which the approved borrowing has not yet been drawn down. The Executive Director of Finance and Commercial Services, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks identified in the economic forecast (Section 2). Prior to any borrowing, the additional pressure on current and future revenue interest payables budgets will be fully taken into account.
- 7.7 The PWLB provides a facility to restructure debt, including early repayment of loans and encourages local authorities to do so when circumstances permit. This can result in net savings in overall interest charges. Prevailing PWLB interest rates continue to be monitored on a regular basis in order to identify possible repayment opportunities.
- 7.8 The Council continues to maintain its total gross borrowing level within its Authorised Limit of £870m for 2018-19. The Authorised Limit being the 'affordable borrowing limit' required by section 3 of the Local Government Act 2003, and includes "other long term liabilities" such as PFI commitments and leases, as well as PWLB and other borrowing.

8. Treasury Management Prudential Indicators

- 8.1 As part of the Annual Investment and Treasury Strategy Report in February 2018 County Council approved a number of indicators intended to restrict the activity of the treasury function to certain limits, thereby managing risk and reducing the impact of an adverse movement in interest rates. The indicators cover;
- Maximum principal sums invested > 365 days
 - Fixed and variable interest rate exposure
 - Maturity profile of debt
- 8.2 The Prudential Code requires regular monitoring to be undertaken in-year against all key indicators. Monitoring is reported to Policy and Resources Committee on an 'exception basis'. Monitoring of the 2018-19 treasury management approved indicators has highlighted no deviation from expectations or breaches of limits as at 30 September 2018. Further details are shown in Appendix 4.

9. Minimum Revenue Provision

- 9.1 MHCLG Statutory Guidance on Minimum Revenue Provision issued by the Secretary of State in February 2018 states that local authorities may choose to pay more MRP than they consider prudent in any given year. If they do so they should separately disclose the in-year and cumulative amount of MRP overpaid in the Statement presented to full Council.

	£m
Cumulative amount of MRP previously overpaid 1 April 2018	50.293
Forecast use of overpaid MRP	-14.700
Forecast MRP previously overpaid carried forward 31 March 2019	35.593

10. Issues, risks and innovation

- 10.1 The County Council's treasury management activities provide for 'the effective management of risk while pursuing optimum performance consistent with those risks.' The Mid Year Treasury Management Report provides information on the County Council's treasury management activities operating within the approved risk management framework. Operationally, a risk register is maintained to monitor risks and control measures.

Officer Contact

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

Officer Name: Howard Jones – Corporate Accounting Manager

Tel No: 01603 222832

Email address: howard.jones@norfolk.gov.uk



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

Outstanding Deposit Profile @ 30th September 2018

Appendix 1

Counterparty Name	Deal Date	Maturity Date	Interest Rate %	Principal £M
Barclays Bank Plc				
Barclays Bank Plc	Instant Liquidity		0.70	60
				60
Close Brothers Limited				
Close Brothers Limited	19-Apr-18	19-Apr-19	1.20	10
				10
Goldman Sachs Intl Bank				
Goldman Sachs 370 Day Notice	Not yet called		1.11	10
Goldman Sachs 370 Day Notice	23-May-17	24-Jan-19	0.99	10
Goldman Sachs 370 Day Notice	23-May-17	18-Apr-19	0.99	10
				30
Norse Group				
NPS Property Consultants Ltd	19-Sep-18	03-Oct-18	3.35	1
NPS Property Consultants Ltd	19-Sep-18	04-Oct-18	3.35	1
NPS Property Consultants Ltd	26-Sep-18	10-Oct-18	3.35	1
NPS Property Consultants Ltd	28-Sep-18	12-Oct-18	3.35	1
NPS Property Consultants Ltd	28-Sep-18	15-Oct-18	3.35	1
				5
Federated				
Federated Money Market Fund	Instant Liquidity		0.70	38.9
				38.9
Total Deposits				143.9

* Latest rates as at 30th September 2018

In addition deposits of £7.265m were held on behalf of other bodies:

Norfolk Pension Fund, Norse Commercial Services Ltd, Norse Care Ltd, NPS Property Consultants Ltd and Independence Matters.

Appendix 2

Debt Maturities 2017/18 to 2018/19			
Maturity Date	Amount Repaid	Rate	Full Year Interest Saving
11/04/2017	£1,000,000	4.625%	£46,250
15/06/2017	£500,000	9.375%	£46,875
30/09/2017	£1,500,000	5.125%	£76,875
11/10/2017	£500,000	4.625%	£23,125
11/10/2017	£500,000	9.750%	£48,750
15/12/2017	£1,525,000	6.500%	£99,125
31/03/2018	£1,000,000	5.000%	£50,000
2017/18	£6,525,000		£391,000
11/04/2018	£1,000,000	4.625%	£46,250
15/06/2018	£500,000	9.250%	£46,250
30/09/2018	£1,500,000	5.000%	£75,000
11/10/2018	£500,000	4.625%	£23,125
11/10/2018	£500,000	9.750%	£48,750
15/12/2018	£500,000	9.250%	£46,250
31/03/2019	£500,000	9.375%	£46,875
31/03/2019	£1,500,000	5.000%	£75,000
2018/19	£6,500,000		£407,500
Apr 17 to Mar 19	£13,025,000		£798,500

Non-treasury investments

Non-treasury investments - Capital loans and similar arrangements

Capital loans are not classed as a treasury management activity but have an impact on cash flows, and interest received, and will be included as part of Treasury Management reporting from 2019-20 under the revised CIPFA Code. Current capital loans are as follows:

Capital loans	Balance 31 March 2018 £m	Authority / Objectives	Funding and other notes
Infrastructure related loans			
GNGB/CIL support for NDR ("Broadland Northway")	38.460	Formal arrangements between GNGB members, to allocated CIL receipts to support £40m costs of the NDR, was agreed 21 October 2015. Rather than a loan as such, the arrangement is long term loan repayment support.	Payments allocated from CIL receipts match the interest and repayments due on a £40m PWLB loan taken out by Norfolk County Council in 2016-17 to part fund construction of the NDR. The arrangement is treated as a long-term debt in the financial statements.
NDR Radar Loan	2.194	NCC Cabinet 2 September 2013 agreed to part fund relocation of the Norwich International Airport radar as a compensatory element of the NDR project. A legal agreement for the funding of the radar was agreed with Norwich Airport Limited on 18 October 2013. Repayments will start 2023 when previous radar would have been replaced.	The airport will contribute to the cost of the radar through financing arrangements from years 9 to 20 at an agreed commercial rate.

Local infrastructure Fund loans to developers	4.796	The GNGB area City Deal resulted in the establishment of a Local Infrastructure Fund to provide loans to developers for site specific help to enable development sites to be delivered quickly. The City Deal partners can borrow up to £20m at the PWLB project rate for this purpose. The approval process is described at: http://www.greaternorwichgrowth.org.uk/delivery/local-infrastructure-fund .	Loans to date include St. George's Park, Loddon – Halsbury Home East Anglia Ltd, Little Plumstead – Cripps Developments, and Rockland St. Mary – FW Properties. The first repayment was triggered in December 2017, since when regular repayments have been received.
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Loans to Subsidiaries	Balance 31 March 2018	Authority / Objectives	Funding and other Notes / status
Loans to Norse Group	£m		
Norse Energy	10.000	As part of the Mid-Year Treasury Management Monitoring Report 2015-16 to Policy and Resources Committee and then County Council, members approved the extension of the existing Norse Group short-term loan arrangements by a further £15m for specific longer-term loans, with the loans being approved for inclusion within the County Council's capital programme.	Interest paid annually at a commercial variable rate. Repayment of principal is due on the 7th anniversary of loan (December 2022).
Norse Group	3.500	The first loan was for Norse Energy capital investment, and the second to fund replacement of Norse's existing asset portfolio.	Loan agreement dated 14 February 2018, based on fixed commercial rate for 5 years, with option to increase the interest rate if LIBOR increases. Six monthly repayments of principal and interest started August 2018, with increased principal repayments in 2024 and 2025. Loan will be fully repaid by February 2025.
NPS Aviation Academy	6.250	At 20 July 2015, Policy and Resources Committee authorised a loan of £6.25m to the Norse Group, to create a physical location for the Norwich International Aviation Skills Academy.	Agreement based on commercial fixed annuity rate. Repayments of interest and capital in 29 equal instalments from July 2018.
NEWS	0.636	Loan agreement between Norfolk County Council and Norfolk Environmental Waste Services Limited dated 28 March 2001, for the construction of a materials recycling facility and the purchase of associated vehicles and equipment in Norfolk.	Twice yearly repayments of capital and interest, rate based on PWLB 20-25 year rate at time of agreement. Capital repaid in equal instalments. Original loan £2.44m, to be fully repaid by end March 2024.
Other NCC wholly owned companies			
Norfolk Energy Futures Ltd	-	NEFL is no longer active and is being wound up. The company's assets and liabilities were netted off and transferred back to the Council in accordance with a	Nil loan as at 31 March 2018. Due to the difference in value between assets and liabilities, an amount of £0.118m has been written off.

		formal agreement dated 12 February 2018 with effect December 2017.	
Hethel Innovations	3.111	On 23 May 2012 Cabinet agreed to approve 60% match funding estimated at £3.77m, via a loan to Hethel Innovation Limited, for the construction of an Advanced Manufacturing Facility at Hethel. The final revision of the loan agreement is dated May 2015 for £3.26m.	Six monthly equal repayments, capital and interest calculated on an annuity basis. Interest rates fixed based on PWLB rates at the date of the loan. The final instalment date is September 2049.
Other capital loans	0.007	Small historic arrangements.	Final repayment due 2020.
Total capital loans	68.954		

During the financial year to date, interest and principal has been repaid in accordance with the individual loan agreements.

Financing

Financing for the Broadland Northway (formerly NDR) £40m arrangement shown above has been provided through a £40m PWLB annuity loan. The finance for capital loans has been provided from a mix of PWLB loans and surplus Norfolk County Council cash balances.

Relevant powers

The local authority has the power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or right) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions [a]. The local authority has a general power of competence just like individuals generally [b]. The local authority may borrow money for any purpose relevant to its function or for the purposes of the prudent management of its financial affairs [c]. Where the local authority is running a commercial or trading activity then it must do them through a company [b].

Sources [a]: Local Government Act 1972 s 111(1); Egan v Basildon Borough Council 2011.

[b]: Localism Act 2011 s 1 and s4

[c]: Local Government Act 2003 s 1

Non-treasury investments – Investment properties as defined for statutory accounting purposes

For statutory accounting purposes, investment properties are assets which are used solely to earn rental income and/or capital appreciation, rather than in the production or supply of goods or services, for administrative purposes, or for sale in the ordinary course of operations. Two properties are classed as investment properties in the Council's statutory accounts:

Investment property	Norwich Airport Industrial Estate			Agricultural land with development potential		
Note	Owned jointly with Norwich City Council 60:40					
Reason for ownership:	Rental income			Capital appreciation		
Financial year	2017-18	2016-17	2015-16	2017-18	2016-17	2015-16
	£m	£m	£m	£m	£m	£m
Net rental income £m	0.507	0.464	0.487	n/a		
Fair value £m	11.439	11.789	13.620	10.090	10.095	10.085

Investment property is re-valued each year by NPS Property Consultants.

Non-treasury investments - Property purchased during the year with an objective of generating income

The following assets have been purchased during the year with the expectation of generating income. In most cases income generation is not the sole or primary objective as explained below.

Income generating property purchases	Investment	Authority	Objectives	Due diligence	Financing	Relevant powers
--	£m					
Purchase of farmland Halvergate, Norfolk	£1.686m inc prof'n'l fees	On 15 May 2018 the Business and Property Committee agreed to the purchase of 168.91 acres (68.36 ha) of farm land at Avenue Farm, Halvergate. The sale completed 13 June 2018.	Under the County Farms policy (County Council October 2014) the Council has a strategic objective to maintain the size of the Estate at 16,000 acres or more, and to maintain rental values which in turn generate an annual return to the County Council to help support frontline services.	An independent land agent was appointed by the Council who provided a Purchase Advice Report. Based on the comparable evidence provided within that report the acquisition cost was within market reasoned levels and therefore achieves good value. The land is located near to Burlingham Estate being an important part of the Norfolk County Council's current estate holdings.	As a result of the decision to purchase the farm, £1.686m was added to the capital programme. This will ultimately be finance by capital receipts from the sale of farmland.	Local Government Act 1972. Agriculture Act 1970.

Treasury Prudential Indicators

Indicator		Original Indicator £m or %	Actual Year to Date	Headroom: Actual - Indicator	Forecast to Year End	Notes
External Debt Limit (Authorised)		870.355	646.185	224.170	708.318	Debt for the purpose of this indicator includes notional lease and PFI liabilities
Operational Boundary Limit		825.764		179.579		
Debt - Upper Limit on Fixed Interest Rate Exposure		100%	94.6%	5.4%	94.8%	From 2019-20 the interest rate exposure indicator will be removed. Instead, the TM Strategy will state how interest rate exposure is managed and monitored. The greater than 365 days revenue investment indicator is a reasonable proxy because cash invested less than a year, even at fixed rates, is effectively variable over the Council's budget cycle.
Debt - Upper Limit on Variable Interest Rate Exposure		30%	5.4%	24.6%	5.2%	
Investment - Upper Limit on Fixed Interest Rate Exposure		n/a	31.3%	n/a	46.4%	
Investment - Upper Limit on Variable Interest Rate Exposure		n/a	68.7%	n/a	53.6%	
Upper Limits for Fixed Rate Maturity Structure	Under 12 months	15%	1.2%	13.8%	1.1%	
	12 months to 2 years	15%	0.9%	14.1%	1.1%	
	2 years to 5 years	45%	5.6%	39.4%	5.9%	
	5 years to 10 years	75%	17.9%	57.1%	17.6%	
	10 years to 20 years	100%	23.2%	30.9%	20.5%	
	20 years to 30 years		12.7%		12.0%	
	30 years to 40 years		21.0%		20.1%	
	40 years to 50 years		12.1%		16.5%	
Upper Limits for Variable Rate Maturity Structure	Under 12 months	15%	0.0%	15.0%	0.0%	The Council's LOBO loans total value £31.25m are included under this indicator. The rates will become variable if interest rates exceed set percentages. This is not forecast to happen in the short or medium term.
	12 months to 2 years	15%	0.0%	15.0%	0.0%	
	2 years to 5 years	45%	0.0%	45.0%	0.0%	
	5 years to 10 years	75%	0.0%	75.0%	0.0%	
	10 years to 20 years	100%	0.0%	94.6%	0.0%	
	20 years to 30 years		5.4%		5.4%	
	30 years to 40 years		0.0%		0.0%	
	40 years to 50 years		0.0%		0.0%	
Total principal funds invested for greater than 365 days		100.000	10.000	90.000	10.000	Indicator set when there were more cash balances to invest. For 2019-20 this will be changed to no more than 50% of total.
Total principal funds managed by third party		n/a	0	n/a	0	All investment decisions currently managed internal

Appendix D

Company	Resign	Appoint
Hethel Innovation Ltd		Sarah Rhoden
Norse Group Limited	Tom McCabe	Fiona McDiarmid
Norse Care Limited	Tom McCabe	Fiona McDiarmid
Norse Care (Services) Limited	Tom McCabe	Fiona McDiarmid
NPS Property Consultants Limited	Tom McCabe	Fiona McDiarmid
Norse Commercial Services Limited	Tom McCabe	Fiona McDiarmid
Norse Eastern Limited	Tom McCabe	Fiona McDiarmid
Norse Transport	Tom McCabe	Fiona McDiarmid
Norfolk Environmental Waste Services Limited	Tom McCabe	Fiona McDiarmid
NPS Norwich Limited.	Vacancy	Carol Marney
Build Insight Ventures Ltd.	Steve Daw.	James Pratt
Build Insight Ventures Ltd.	Vacancy.	Luke Tyce
Build Insight Ltd.	Steve Daw.	James Pratt
Build Insight Consulting Ltd.	Steve Daw.	Luke Tyce
Hamson Barron Smith Limited.	Steve Daw.	Daniella Barrow
International Aviation Academy-Norwich Limited	Steve Daw	James Pratt
Norse Energy (BSCC) Limited.	Steve Daw.	James Pratt
Norse Energy (HAFOD) Limited	Steve Daw.	James Pratt
Norse Energy (Stoke Gifford) Limited.	Steve Daw	James Pratt
Norse Energy Limited.	Steve Daw.	James Pratt
NPS London Limited.	Steve Daw	Simon Hersey
NPS Newport Limited	Steve Daw.	Marina Robinson
NPS Norwich Limited.	Steve Daw.	Marina Robinson
NPS South West Limited.	Steve Daw.	Marina Robinson
NPS South East Limited.	Steve Daw.	None

Recommendation of the Environment, Development and Transport Committee Meeting held on 12 October 2018

1. Statement of Community Involvement

- 1.1 The Committee considered the report outlining Norfolk County Council's Statement of Community Involvement, reviewed in accordance with Norfolk County Council's adopted Minerals & Waste Development Scheme timetable to keep it up-to-date.
- 1.2 The Committee **RECOMMENDED** to Full Council to resolve to formally adopt the 2018 Norfolk Statement of Community Involvement (Appendix 1 to the report)

The full report and appendices considered by Committee can be found here:

[Statement of Community Involvement Report to Committee](#)

Appendix 1: [Statement of Community Involvement](#) (Attached at Appendix A).

Appendix 2: [Key Changes between the 2012 SCI and 2018 SCI](#)

Appendix 3: [Consultation Feedback Report](#)

Martin Wilby
Chair, Environment, Development and Transport Committee



Norfolk County Council

Statement of Community Involvement

October 2018

www.norfolk.gov.uk

Statement of Community Involvement

October 2018

T. McCabe - Executive Director
Community and Environmental Services
Norfolk County Council
Martineau Lane
Norwich
NR1 2SG

www.norfolk.gov.uk/nmwdf



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1	Introduction
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- 1.1 In accordance with the Planning and Compulsory Purchase Act 2004, Norfolk County Council must produce and maintain a planning policy framework for minerals and waste development in Norfolk. More detailed information on the planning policy framework is included on the Norfolk County Council website www.norfolk.gov.uk/nmwdf and in the 'Norfolk Minerals and Waste Development Scheme' (NMWDS).
- 1.2 Norfolk's planning policy framework includes a Statement of Community Involvement (SCI) (this document) setting out the standards to be achieved by Norfolk County Council in involving the community in the following:
- Preparation, alteration and continuing review of Norfolk's minerals and waste Local Development Documents. Related information is contained in section 2 of the SCI.
 - Consultations on planning applications determined by the County Council (representing planning applications on minerals and waste and the County Council's own development e.g. relating to schools, libraries, fire stations and non-trunk roads, where planning permission is required). Information on this aspect of the process is contained in section 3 of the SCI.
- 1.3 If you have any queries on this document, please contact the Planning Services Section on telephone number 0344 800 8020 or at the following email address: LDF@norfolk.gov.uk.

Principles for Community Involvement

- 1.4 Our key principles for involving the public include the following:

Accountable

- 1.5 The County Council will ensure that citizens' views are taken into account in relation to decisions, policies and service developments and demonstrate and communicate what has changed as a result of public involvement.
- 1.6 The County Council will publish details of all consultations, including those relating to Norfolk's minerals and waste planning policy documents, on the County Council website: www.norfolk.gov.uk. This website is home to Norfolk County Council's Consultation Finder – a tool that enables citizens to sign-up for future consultations, have their say on current consultations and find out the results of past consultations.

Accessible

- 1.7 The County Council will make sure that public involvement is accessible by doing the following:
- Using plain English in any published documents.
 - Using the right methods of involvement for the right audiences.
 - Making sure any publications follow County Council guidelines (at the time of publication of this SCI shown in "Guidelines for Published Information"
 - Making any Norfolk minerals and waste planning policy document available, on request, in alternative formats such as audio, Braille or a language other than English.
 - Arranging meetings in venues that are easy to get to and at times that are appropriate to the participants.

Inclusive

- 1.8 The County Council recognises that many of the communities that are perceived to be difficult to access are not actually that 'hard-to-reach' and do not consider themselves to be such. It is just that organisations have not put enough effort or resources into seeking their views.
- 1.9 The County Council will be inclusive by:
- Making extra efforts to involve people whose views have been under-represented in the past.
 - Making sure that people are not excluded from public involvement processes through circumstances. This might mean providing crèches or carer support, hearing loop systems, language signers and holding meetings at appropriate times and in appropriate venues.
 - Making sure, in defined circumstances, that participants are not out-of-pocket as a result of taking part in community involvement activities.
- 1.10 In addition, certain Norfolk citizens can be under-represented in any consultation, such as young people and black and minority ethnic residents. Before each stage of consultation an assessment will be made of how such groups are affected and consultation approaches will be tailored accordingly.
- 1.11 The RTPi Planning Aid England service offers assistance and advice on the planning system to individuals and groups who are unable to pay for independent professional planning advice. Planning Aid encourages people to get involved in the planning system to help shape their own environment.
- 1.12 The contact details for RTPi Planning Aid England are:
Planning Aid England, RTPi, 41 Botolph Lane, LONDON, EC3R 8DL
Tel: 020 7929 8338
Email: advice@planningaid.rtpi.org.uk
www.rtpi.org.uk/planningaid

Efficient

- 1.13 The County Council will coordinate and link public involvement activities, where appropriate, to help avoid duplication of effort, time and resources.
- 1.14 Norfolk's minerals and waste planning policy documents do not exist in a vacuum; they link with other major strategies, in particular Norfolk County Council's 'Caring for Our County: A Vision for Norfolk in 2021'. Under the banner of 'Norfolk Futures' the Council Strategy 2018-2021 seeks to deliver sustainable and affordable services for the people of Norfolk who need them most.
- 1.15 The council has identified the following ambitions for the county across all its activities
- Building communities we can be proud of
 - Installing infrastructure first
 - Building new homes to help young people get on the housing ladder
 - Developing the skills of our people through training and apprenticeships
 - Nurturing our growing digital economy
 - Making the most of our heritage, culture and environment
- 1.16 Norfolk's minerals and waste planning policies will have a role in delivering parts of the County Council Strategy, especially in relation to the themes of "Building communities we can be proud of" "Building new homes to help young people get on the housing ladder" and "Making the most of our heritage, culture and environment".

Neighbourhood Plans

- 1.17 Minerals and waste planning matters are outside the remit of Neighbourhood Plans. The first point of contact for those communities interested in preparing a neighbourhood plan is the local planning authority. In Norfolk this means the district or borough council.

Review of the SCI

- 1.18 Minor changes to the approach to community involvement shown in the adopted SCI, for instance additional helpful information on the approaches to community involvement, will not trigger a formal review of the SCI. Any minor changes will be shown in a 'live' and amended version of the SCI on the County Council's website. This 'live' SCI will show the current position with respect to community involvement as opposed to the approach it was considered should be followed at the time the SCI was adopted. The County Council's website will show both the adopted and 'live' versions of the SCIs and make the different functions of the two documents very clear.
- 1.19 The County Council will check the effectiveness of the consultation methods set out in this SCI. The effectiveness of any consultation methods used will be reported in the Annual Monitoring Report. If it is considered that the approaches to community involvement shown in the SCI are clearly failing and need fundamental revision then the SCI will be reviewed in an attempt to rectify the situation.

Resources

- 1.20 The SCI will be funded from budget within the County Council.
- 1.21 Community involvement on most planning applications will be dealt with by relevant case officers supported by administration staff and senior management as appropriate. For more significant and controversial planning applications where use of some of the more involved techniques outlined in section 3 of this SCI are appropriate, additional resources and skills may be needed and this is provided for via a contingency allowance.

2	Community involvement: Emerging minerals and waste local development documents
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Introduction

- 2.1 Section 2 of the SCI includes information on community involvement on emerging minerals and waste local development documents.
- 2.2 The existing adopted Norfolk Minerals and Waste Local Plan consists of three documents which cover the period to the end of 2026:
- 2.3 The Norfolk Core Strategy and Minerals and Waste Development Management Policies Development Plan Document (DPD) (the 'Core Strategy') was adopted by Norfolk County Council in 2011. It contains a vision, strategic objectives and policies to be used in the determination of planning applications for minerals extraction and associated development and waste management facilities in Norfolk.
- 2.4 The Norfolk Minerals Site Specific Allocations DPD and the Norfolk Waste Site Specific Allocations DPD were adopted in 2013. The Minerals Site Specific Allocations DPD was subsequently amended by the adoption of the Single Issue Silica Sand Review in December 2017.
- 2.5 The Norfolk Minerals Site Specific Allocations DPD (including the Silica Sand Review) allocated one specific sites for carstone extraction, 26 specific sites for sand and gravel extraction, two specific sites for silica sand extraction and four areas of search for future silica sand extraction. Ten of the sites allocated for sand and gravel extraction have subsequently received planning permission.
- 2.6 The Norfolk Waste Site Specific Allocations DPD allocated 29 sites for waste management facilities. However, only one of the allocated sites has been granted planning permission since the adoption of the Waste SSA, whilst a number of unallocated sites have been approved.
- 2.7 These adopted minerals and waste planning policy documents are accompanied by a Policies Map which illustrates geographically the application of the policies contained in the adopted planning policy documents.

Draft local development documents subject to community involvement shown in this SCI

The Minerals and Waste Local Plan Review (M&WLPR)

- 2.8 As the Core Strategy was adopted over five years ago, a joint review of the three adopted DPDs is being carried out to ensure that the policies within them remain up-to-date, to extend the Plan period to the end of 2036 and to consolidate them into one Norfolk Minerals and Waste Local Plan (M&WLP).

- 2.9 The M&WLP will include a vision and strategic objectives for waste management and minerals development for the Plan period to 2036. The M&WLP will include a forecast of the quantities of waste to be planned for, a spatial strategy for new waste management facilities, and a policy detailing the land uses considered to be potentially suitable for waste management facilities. It will also include criteria based policies for the determination of planning applications for the following types of waste management facilities: inert waste recycling, waste transfer and treatment, composting, anaerobic digestion, household waste recycling centres, residual waste treatment, landfill and water recycling centres. Specific policies will also cover the design of waste management facilities, landfill mining and safeguarding waste management facilities and water recycling centres.
- 2.10 The M&WLP will contain a forecast of the quantities of minerals to be planned for and a spatial strategy for minerals development. Policies relevant to the determination of applications for minerals development will cover the following topics: borrow pits for highway schemes, agricultural reservoirs, protection of core river valleys, cumulative impacts and phasing of workings, progressing working and restoration, aftercare, concrete batching and asphalt plants, energy minerals, safeguarding mineral resources, safeguarding mineral sites and safeguarding infrastructure.
- 2.11 The M&WLP will also include policies relevant to both minerals and waste management development covering the following issues: the presumption in favour of sustainable development, development management criteria, transport, climate change mitigation and adaption, The Brecks and agricultural soils.
- 2.12 The M&WLP will also allocate specific sites and areas for mineral extraction in Norfolk during the Plan period.
- 2.13 As the content of Norfolk's minerals and waste planning policy framework may change over time, please visit our website www.norfolk.gov.uk/nmwdp for the latest version.

Consultation stages on emerging development plan documents

- 2.14 At the very least, the community will be consulted on draft development plan documents at the following stages:

1. The Plan Preparation stage

This stage of the process will contain two rounds of public consultation referred to as the "Initial Consultation" and the "Preferred Options". In both rounds members of the public, along with statutory consultees, will be invited to comment over a six week period on a draft version of the Minerals and Waste Local Plan. The County Council will use the feedback from the "Initial Consultation" to inform its "Preferred Options". This will include clear reasons for selecting the preferred options, together with a summary of the alternatives that were considered. Both rounds of consultation will include a Sustainability Appraisal Report and a Habitats Regulations Assessment.

2. The Pre-Submission stage

The County Council will use feedback from consultation on the plan preparation stages to produce a Pre-Submission version of the development plan document (together with a final copy of the Sustainability Appraisal Report and Habitats Regulations Assessment Report). The Pre-Submission version of the DPD (and supporting documents) will be published to enable representations to be made on the 'soundness' and legal compliance of the document. The County Council will publicise the fact that representations on the Pre-Submission version of the DPD can be made over a defined period of at least 6 weeks.

At the end of the representations period, representations will be shown on the County Council's website. Representations will be considered by the County Council and sent, along with the Pre-Submission version of the DPD, supporting documents (such as Sustainability Appraisal and Habitats Regulations Assessment) and summaries of the main issues raised during both the plan preparation stages and the Pre-Submission representations period, to the Secretary of State, for consideration by an independent Planning Inspector in an examination of the DPD.

- 2.15 Following independent examination, the Secretary of State produces a report containing comments the County Council is required to reflect in a finally adopted Development Plan Document.

Methods of community involvement on emerging development plan documents

- 2.16 The tables below set out the community involvement methods to be used when consulting on Norfolk's emerging minerals and waste development plan documents. Table 1 refers to community involvement methods at the plan preparation stage and table 2 refers to community involvement methods at the Pre-Submission publication Stage. Further information on each of these community involvement methods is shown below the tables.

Table 1: Community involvement methods at the plan preparation stage				
Community Involvement method on draft local development documents		Method will be used = √	Community involved in the method:	
			General public	A
		Method may be used = ?	Those shown in Appendix 1	B
			Specific groups/individuals	C
			Hard to reach groups	D
1	Available for inspection	√	A	
2	Written consultation	√	B, C	
3	Internet	√	A	
4	Mass media	√	A	
5	One to one meetings	?	A (and possibly certain of those in B, C and D, if necessary by arrangement)	
6	Public exhibitions	?		
7	Public meetings	?		
8	Public questions at Committee	√		

Table 2: Community involvement methods at the Pre-Submission publication stage				
Community Involvement method on draft local development documents		Method will be used = √	Community involved in the method:	
			General public	A
		Method may be used = ?	Those shown in Appendix 1	B
			Specific groups/individuals	C
			Hard to reach groups	D
1	Available for inspection	√	A	
2	Written consultation	√	B, C	
3	Internet	√	A	
4	Mass media	√	A	
5	One to one meetings	?	A (and possibly certain of those in B, C and D, if necessary by arrangement)	
6	Public exhibitions	?		
7	Public meetings	?		
8	Public questions at Committee	√		

1. Available for inspection

The County Council will make draft local development documents available for inspection at County Hall in Norwich and at the main office of each of the eight local planning authorities in Norfolk.

2. Written consultation

The County Council will contact the list of consultees shown in Appendix 1, to provide information about consultation arrangements on Norfolk's draft minerals and waste local development documents, allowing them at least six weeks to comment.

3. Internet

The County Council will make Norfolk's draft minerals and waste local development documents, available for inspection on the County Council's website and will enable consultation responses to be made via a consultation website. Future use of the internet for community involvement purposes will at the very least accord with any related Government requirements.

4. Mass media

The County Council will arrange for statutory notices to be placed in local newspapers at the Pre-Submission stage. At key stages the County Council will issue press/radio releases.

5. One to one meetings with people and/or organisations

Where appropriate (and by arrangement), County Council staff will meet with organisations or individuals to discuss particular issues.

6. Public exhibitions/displays

Where appropriate, the County Council will hold public exhibitions.

7. Public meetings

Where appropriate, the County Council will hold public meetings as a means of allowing people to debate issues raised by a particular draft minerals and waste local development document.

8. Asking public questions at Committee

The protocol applicable to asking public questions at the committee most likely to consider draft minerals and waste local development documents (Environment, Development and Transport Committee) at the time of publication of this SCI is shown in Appendix 2. The most up-to-date position on asking public questions at committees is shown on the County Council's website: www.norfolk.gov.uk.

How comments on emerging local development documents will be taken into account

- 2.17 Comments received during the key consultation stages shown under paragraph 2.3 will be considered by the County Council and will in some cases result in changes to the contents of draft local development documents. Reports on the results of community involvement will be made available on the County Council's website, at County Hall in Norwich and at the main office of each of the eight local planning authorities in Norfolk.

List of consultees to be sent copies of draft local development documents

- 2.18 Appendix 1 lists the consultees on Norfolk's draft minerals and waste local development documents.

Area Action Plans

- 2.19 Currently, the County Council has not identified any areas for which an area action plan would be suitable. If work on the Minerals and Waste Local Plan Review identifies a need for an area action plan or plans then details would be included in an amended 'Norfolk Minerals and Waste Development Scheme'. Area action plans are development plan documents and any of the methods of community involvement set out in this section of the SCI are applicable.

Supplementary Planning Documents

- 2.20 Currently, the County Council has no plans to produce any supplementary planning documents to provide further guidance on issues or policies in a Development Plan Document. Community involvement on any supplementary planning documents will at the very least seek to ensure that the level of community involvement required by Government Regulations takes place. In most cases a supplementary planning document will not require a sustainability appraisal. If the County Council decides to produce a Supplementary Planning Document, the County Council will use, or consider using, the community involvement methods shown in table 1 and consult those shown in Appendix 1. A supplementary planning document must be adopted by council resolution.

Retention of information submitted to the County Council in response to emerging Plans

- 2.21 The information you provide to Norfolk County Council in response to a consultation, or a formal representations period, on a draft plan will be used in order to inform our plan. We will also use the information to contact you about any subsequent consultation or formal representations period on the plan. We will therefore continue to hold the information until the plan has been adopted and the 6 week time period for a legal challenge to the plan has expired. Based on the current timescale for the Minerals and Waste Local Plan Review this will be the Autumn of 2020. In the event of a legal challenge we will hold the information until the completion of the legal process.

3	Community involvement: Planning applications
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Introduction

- 3.1 Section 3 of the SCI includes information on community involvement on planning applications determined by the County Council.

Types of planning application determined by the County Council

- 3.2 At the time of publication of this SCI, the County Council determines two types of planning application:
- Planning applications for the County Council's own developments e.g. schools, libraries, fire stations and non-trunk roads.
 - Planning applications for minerals or waste development in the County.

Methods of community involvement on planning applications

Summary of all methods of community involvement on planning applications

- 3.3 The County Council will involve host communities on planning applications it determines in accordance with the duties placed on it by planning legislation. The results of any such consultation will be reported and taken into account in decisions made by, and on behalf of, the Council. Community involvement proposed includes:

1. Access to information

Making planning applications, including any supporting documentation, available for inspection, tracking and comment at local authority offices and electronically on the County Council's website: www.norfolk.gov.uk. Future use of the internet for community involvement purposes will at the very least accord with any related Government requirements.

2. Availability of officers

Planning officers are often available, without an appointment, to discuss matters relating to planning applications. However, to ensure that you are able to speak to the relevant case officer it is recommended that you book up to 3 working days ahead.

3. Consulting

District, parish and neighbouring councils (where relevant), the local member and relevant bodies in the authority's area (see fuller list of consultees in Appendix 3) will be notified of relevant planning applications by email.

4. Media

Inviting comments on planning applications through advertising in relevant newspapers, where statutorily required (see Appendix 4).

5. Notifying neighbours

Our standard approach for notifying neighbours and residents in the vicinity of the site that a planning application has been submitted, and inviting comments (see Appendix 4) is by a site notice (see section 12 below). At the officer's discretion we may also write to occupiers of immediate adjoining residential and commercial properties, informing them that a planning application has been submitted where the officer considers it necessary. The statutory time periods for responses to be received are within 21 days of the date of the notification letter on planning applications, and within 14 days in relation to subsequent minor amendments to a planning application. However, responses received after this time period will still be taken into account until a decision is made on the planning application.

6. Public and One-to-one meetings

Upon request, officers from the County Council will attend one public meeting in relation to a planning application. At a meeting officers will be able to advise the public on how to effectively engage within the planning process and facilitate discussion on issues surrounding the application. Officers will not, normally, attend meetings at the request of private individuals or organisations.

7. Pre-application discussions

Norfolk County Council invites prospective applicants to consult with the County Council during the early stages of formulating a development proposal before a planning application is submitted. Such consultations can be on a confidential basis where requested by an applicant, for example where commercial confidentiality must be preserved, at least initially.

For larger developments, once a proposal has reached the stage where a planning application is likely to be submitted, the County Council expects developers to engage with the public, for instance by holding local exhibitions. Where a planning application is for new development at an existing site (e.g. an extension), it is expected that draft proposals will be brought to a liaison meeting.

Benefits of pre-application discussions can include:

- Increased likelihood that submitted planning applications will address relevant planning issues.
- Reduced time taken by the County Council in determining planning applications.
- Increased chances of planning applications being approved.
- Improved understanding of what is proposed thereby enabling people to respond more easily and quickly to consultations.
- Allowing local concerns and expertise to influence aspects of a proposal.

8. Public exhibitions/displays

For major planning applications, the County Council will encourage developers to hold public exhibitions (preferably combined with community consultation at a pre-application stage). In accordance with Norfolk County Council's 'Adopted Local List of Validation Requirements', all major applications (developments that create over 1,000m² of floor space or where development is carried out on a site of over 1ha) will need to be submitted with their own Statement of Community Involvement, explaining how the views of the local community have been taken into account in the formulation of development proposals.

9. Public Inquiries

Site notices will be placed at the site to which the planning application relates and a press notice placed in the local newspaper(s) to publicise the date, time and location of the Public Inquiry.

10. Public speaking at committee

The most up-to-date position on public speaking at committees is shown on the County Council's website (at the time of publication of this SCI the position was as set out in Appendix 5).

11. Site Notice

A site notice will be placed at sites to which any planning application relates in order to inform people of the proposal and provide details on how to view the planning application (see Appendix 4).

Community involvement where planning applications are determined by the County Council

- 3.4 Most decisions as to whether or not to grant planning permission will be made by officers, under delegated powers given by the County Council. This allows members to focus on the most complex and contentious proposals. Decisions will be made by the planning committee in the following circumstances:

- Applications where a specified number of objections (currently three or more) have been received on material planning grounds, or where an objection has been received from a statutory consultee
- Applications accompanied by an Environmental Impact Assessment Statement
- Any decision that does not accord with the development plan.

The Scheme of Delegated Powers to Officers (Non-Executive Functions) is contained in Part 6.2 of the County Council's Constitution, which can be viewed on the Council's website at www.norfolk.gov.uk. The Planning (Regulatory) Committee meets approximately once a month at County Hall and details of the protocol for public speaking at this Committee are outlined in Appendix 5.

Community involvement where planning applications are determined by the Secretary of State following a Planning Appeal

- 3.5 All those persons or organisations who sent in comments, along with parish/town councils and local interest groups will be sent notification of Planning Appeals. The original comments will be copied and forwarded to the Planning Inspectorate.

Community involvement after a planning application is determined

- 3.6 The outcome of decisions on planning applications (in the form of a Decision Notice), whether made by officers under delegated powers or by committee, will be sent (via post or email) to all those who comment on the proposal i.e. those that contact the County Council with objections or support. Any other person wishing to view a copy of the Decision Notice will be able to do so by contacting the Council. The decision notices for applications determined since September 2011 can be viewed on the County Council's website: www.norfolk.gov.uk.

Retention of information submitted to the County Council in response to a consultation on a planning application

- 3.7 The information you provide to Norfolk County Council in response to a consultation on a planning application will be used in order to determine the application. It may also be used to determine an appeal or complaint lodged in relation to the application. We will therefore continue to hold the information until the time period for lodging an appeal or complaint via the local government ombudsman has expired; and in the event of an appeal or complaint being lodged, until the completion of that process. This means we cannot be exact on the period of time we will hold your information, but typically this will be 12 months from the date the planning decision is issued. Our current practice is to remove data from our records on specific dates in the year allocated for that task. This means that your information will be removed from our records on the date allocated following the expiry of the appeal/complaints process. We only use information supplied in relation to a consultation on an application for determining that application, this means that if you make a comment on an application you will not be directly notified of any future proposals on or in the immediate vicinity of the site, as was our previous practise.

Appendix 1

Consultees on Norfolk's minerals and waste Development Plan Documents

Please note, this list is not exhaustive and also relates to successor bodies where re-organisations occur.

Specific consultation bodies

The Coal Authority
The Environment Agency
Historic England
East of England Local Government Association
Natural England
The Secretary of State for Transport
Parish and town councils in Norfolk
District and borough councils in Norfolk
County, district, borough, town and parish councils adjoining Norfolk
Broads Authority
Relevant electricity and gas companies
Relevant sewerage and water undertakers
Relevant telecommunications companies
Homes and Communities Agency
Norfolk Police Authority

General Consultation Bodies

- (a) Voluntary bodies some or all of whose activities benefit any part of the authority's area;
- (b) Bodies which represent the interests of different racial, ethnic or national groups in the authority's area.
- (c) Bodies which represent the interests of different religious groups in the authority's area;
- (d) Bodies which represent the interests of disabled persons in the authority's area;
- (e) Bodies which represent the interests of persons carrying on business in the authority's area.

Other Consultation Bodies

Campaign to Protect Rural England
Civil Aviation Authority
Country Land and Business Association
Countryside projects
Defence Infrastructure Organisation
Environmental Services Association
Equality and Human Rights Commission
Friends of the Earth
Greenpeace
Health and Safety Executive
Highways England

Minerals and waste operators
Minerals and waste trade associations
Mineral Products Association
National Farmers Union
National Trust
Network Rail
Norfolk Coast Partnership
Norfolk Association of Local Councils
Norfolk Farming and Wildlife Advisory Group
Norfolk County Council Historic Environment Service
Norfolk Rural Community Council
Norfolk Wildlife Trust
Norfolk's Clinical Commissioning Groups
Norwich International Airport
Abellio Greater Anglia
Planning agents who work for the minerals and waste industry
The Ramblers
Royal Society for the Protection of Birds
Visit East Anglia
Visit Norfolk

Duty to Cooperate bodies

(as specified in the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011))

Environment Agency
Natural England
Local Nature Partnerships
Mayor of London (where applicable)
Civil Aviation Authority
Homes and Communities Agency
Clinical Commissioning Groups
The NHS Commissioning Board
Historic England
The Office of Rail Regulation
Highways Agency
Transport for London (where applicable)
Integrated Transport Authorities
Highway Authorities
Local Enterprise Partnerships
Marine Management Organisation
Local Planning Authorities

Appendix 2

Norfolk County Council's procedure for asking public questions at Committee – applicable to consideration of draft local development documents

For the up-to-date protocol on public speaking at committees please refer to the County Council's website: www.norfolk.gov.uk. The protocol for public speaking at Environment, Transport and Development Committee meetings as at the time of publication of this SCI is reproduced below.

Anyone who is a resident in Norfolk, a non-domestic ratepayer in Norfolk, or who pays Council Tax in Norfolk may ask a question through the Chairman about a matter for which the Committee or the Council has a responsibility for or that particularly affects Norfolk.

Public questions may be asked at Environment, Development and Transport Committee; one of the specific functions of EDT Committee is Planning and Development Strategy and Management.

The Head of Democratic Services may reject a question if it:

- a. Is not a matter for which the Council has a responsibility or particularly affects the County
- b. Is defamatory, frivolous or offensive or has been the subject of a similar question in the last 6 months or the same one already submitted under this provision
- c. Requires the disclosure of confidential or exempt information (as defined in the Council's Access to Information Procedure Rules)

Notice

A question may only be put if either:

- i. At least 2 working days' notice of the question is given in writing to the Head of Democratic Services; e.g. by 5pm on the Wednesday preceding a Service Committee meeting on Monday; or
- ii. The question relates to urgent matters and it has the consent of the Chairman to whom the question is to be put, and the content of the question is given to the Head of Democratic Services by 9.30am on the day of the meeting

Number and length of questions

The number of questions which can be asked will be limited to 1 question per person plus a supplementary.

No more than 1 question plus a supplementary may be asked on behalf of any organisation.

You may only ask 1 question and 1 supplementary question in any 6 month period

Questions are subject to a maximum word limit of 110 words. Questions that are in excess of 110 words will be disqualified.

A supplementary question may be asked without notice and should be brief (fewer than 75 words and take less than 20 seconds to ask). It should relate directly to the original

question or reply. The Chairman may reject any supplementary questions s/he does not consider compliant with this requirement.

The total time for public questions is 15 minutes.

Questions will be put in the order in which they are received.

Responses

The Chairman shall exercise their discretion as to the response given to the question and any supplementary questions.

If the person asking the question has indicated they will attend, responses to questions will be made available in the Committee Room in writing before the start of the meeting and copies of the questions and answers will be available to all in attendance.

If the person asking the question indicates they will not be attending the Committee, a written response will simply be sent.

The responses to questions will not be read out at the meeting.

The Chairman may give an oral response to a supplementary question or may require another Member or Officer to answer it. If an oral answer cannot be conveniently given, a written response will be sent to the questioner within 7 days of the meeting.

If the person who has given notice of the question is not present at the meeting or if any questions remain unanswered within the 15 minutes allowed for questions, a written response will be sent within 7 working days of the meeting.

Appendix 3

Consultees on planning applications

Community involvement will include notification of the district and parish councils, local members, and County Councillors and any relevant statutory bodies or consultees which could include one or more of the following:

Civil Aviation Authority
Country Land and Business Association
Countryside projects
Defence Infrastructure Organisation
Department for Environment, Food and Rural Affairs
Visit East of England
Environment Agency
Equality and Human Rights Commission
Friends of the Earth
Forest Enterprise (England)
Greenpeace
Health and Safety Executive
Highways England
Historic Buildings and Monuments Commission for England (Historic England)
Minerals and waste operators
Minerals and waste trade associations
National Farmers Union
National Trust
Natural England
Network Rail
Norfolk Wildlife Trust
Norfolk's Clinical Commissioning Groups
Planning agents who work for the minerals and waste industry
The Ramblers
Relevant electricity and gas companies
Relevant sewerage and water undertakers
Relevant telecommunications companies
Royal Society for the Protection of Birds
Secretary of State for Transport
Sport England

Appendix 4

Publicity on planning applications

The County Council will comply with the statutory publicity requirements, which vary according to the type of development/planning application:

Type of development	Publicity		
	Advertisement in local newspaper/s	Site Notice	Neighbour Notification ¹
All minerals and waste planning applications	✓	✓	✓
Major planning applications for development by the County Council	✓	✓	✓
Other (not major) planning applications for development by the County Council		✓	✓

It should be noted that it is the responsibility of the applicant to post the site notice(s) for applications for prior approval.

¹ At the discretion of Officers.

Appendix 5

Norfolk County Council's protocol for public speaking at Planning (Regulatory) Committee in relation to planning applications

For the up-to-date protocol on public speaking at committees please refer to the County Council's website: www.norfolk.gov.uk. The protocol for public speaking at Planning (Regulatory) Committee meetings as at the time of publication of this SCI is reproduced below.

At meetings of Norfolk County Council's Planning (Regulatory) Committee, the public are able to speak before decisions are made on planning applications.

Who can speak at meetings?

Anybody who wishes to object to, or support, a planning application which will be decided by Norfolk County Council's Planning (Regulatory) Committee. These meetings are usually held in one of our committee rooms at County Hall.

How do I state my point of view?

You must give written notice that you intend to speak about an item to the Head of Democratic Services 48 hours before the Committee meets, together with a short note of the points to be raised, if not previously done.

How long can I speak for – and when will I be called?

At the start of the meeting, the Committee Chair will ask members of the public if they wish to speak, and if so, to what items.

A total of 15 minutes of public speaking on each item is provided for, but in exceptional circumstances this may be amended at the discretion of the Chair of the Committee.

Objectors to the application will speak first, followed by District, Parish or Town Council representatives, and those from any other public body, and then the finally the applicant/agent or any supporters of the application.

Five minutes will be allowed for each group. Therefore, if you are one of a group of objectors or supporters, it would be extremely helpful if you could nominate one person to speak on your behalf.

It may be possible to change the order of the agenda in cases that have aroused particular public interest.

Will a decision be made at the meeting?

Most applications will be discussed and a decision made at the meeting, but occasionally the Committee may defer a decision, to allow time to visit the site, or to get further information.

Note that some applications of a non-controversial nature may not be reported to the Committee.

Glossary

(Note: terms in *italics* are explained elsewhere in the glossary)

Annual monitoring report - assesses the implementation of the *Local Development Scheme* and the extent to which policies in *Local Development Documents* are being successfully implemented.

Development plan – statutory documents described in the Planning and Compulsory Purchase Act 2004 (as amended) that set out the planning policies and proposals for the development and use of an areas. Decisions on planning applications must conform to the development plan unless material considerations indicate otherwise.

Development plan documents – set out the spatial planning policies and proposals for an area. DPDs are also referred to as local plans.

Local development document - the collective term for *Development Plan Documents*, *Supplementary Planning Documents* and the Statement of Community Involvement.

Local development scheme – describes the *Local Development Documents* which the authority intends to prepare and the timetable for their preparation.

Supplementary planning documents - provide supplementary information in respect of the policies in *Development Plan Documents*. They do not form part of the *Development Plan* and are not subject to independent examination. However, they are subject to *Sustainability Appraisal*.

Sustainability appraisal - An evaluation process for assessing the environmental, social, economic and other sustainability effects of plans a programmes. This is a statutory requirement.

Procedure for Questions to Service Committee Chairs

Questions to the Chairs of:-

- Policy and Resources Committee
- Adult Social Care Committee
- Business and Property Committee
- Children's Services Committee
- Communities Committee
- Digital Innovation and Efficiency Committee
- EDT Committee

The time allowed for questions will 10 minutes for each Chair.

1. The Chairman will begin Questions to Chairs by inviting members to indicate, by raising their hands, if they wish to ask a question of the Chairman of the Adult Social Care Committee.
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 9 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 Chair of the Adult Social Care Committee have ended, the Chairman will then invite questions to the Chair of the Business and Property Committee, following the procedure in 1-5 above

Report of the Policy and Resources Committee meetings held on 29 October 2018 and 26 November 2018

Items from the meeting of 29 October 2018

1 Living Well-Homes for Norfolk

- 1.1 The Committee received a report by the Executive Director of Adult Social Care that set out a proposal and a business case for accelerating the development of extra care housing in Norfolk that was agreed by Adult Social Services Committee on 8 October 2018. ASSC had agreed the principles of the programme and recommended that Policy and Resources Committee agree that NCC funds capital investment up to £29m over the life of the programme.

1.2 It was RESOLVED

That the Policy and Resources Committee agree that NCC funds capital investment up to £29m over the life of the programme.

2 Transforming the system for Special Educational Needs and Disability (SEND) in Norfolk

- 2.1 The Committee received a report by the Executive Director of Children's Services that requested capital and revenue borrowing in the region of £120million to transform the system of support for children with special educational needs and disabilities (SEND) in Norfolk. This would be achieved through the creation of new specialist provision and a programme to dramatically support and challenge mainstream inclusion.

2.2 RESOLVED

That the Policy and Resources Committee:

- 1. Supports and agrees that the County Council will make a step-change investment to transform the system for Special Educational Needs & Disability (SEND) in Norfolk;**
 - **creating new and expanded provision to meet the needs of all children and young people with SEND**
 - **enabling children's needs to be met more locally and reducing travel time**
 - **improving the level of inclusion in mainstream education and supporting schools to achieve positive outcomes for children with special educational needs.**

2. Agree capital investment of up to £100million (Phase 1), implemented over a three-year period to establish new specialist provision and to enable plans to return to a balanced budget for High Needs Block and SEN Transport, plus a further estimated £20million for associated residential / outreach and early intervention services, including Preparing for Adult Life (Phase 2).
3. Approve the initial investment of £4.8m of capital investment in the current financial year (2018/19) to allow the first phase 1 works detailed in paragraph 1.7 of the report to commence as quickly as possible.
4. Endorse the wider SEND transformation programme of work, to be reported in full to the CS Committee, to improve Education Health & Care Plan performance, mainstream school inclusion and raise overall parental confidence in Norfolk's SEND provision.
5. Agree the specific location of a proposed new special school in the Great Yarmouth area.
6. Agree the areas, across the County, for the location of up to 3 new special schools and in excess of 12 new specialist resource bases.
7. Agree the 3-year programme for capital development of special schools, specialist resource bases and other relevant provision.

3 Finance Monitoring Report

- 3.1 The Committee received a report by the Executive Director of Finance and Commercial Services that summarised the Period 5 (31 August 2018) forecast financial outturn position for 2018-19, to assist members to maintain an overview of the overall financial position of the Council.

3.2 RESOLVED

That the Policy and Resources Committee:

1. Note the period 4 forecast general fund revenue overspend of £5.696m (p4£5.634m), noting also that Chief Officers will take measures throughout the year to reduce or eliminate potential over-spends;
2. Note the forecast General Balances at 31 March 2018 of £19.536m, before taking into account any over/under spends;
3. Note the revised expenditure and funding of the current and future 2018-22 capital programme as set out in Appendix 3 of the report;
4. Approve additional capital funding for HR & Finance Systems Replacement discovery phase (£0.530m) and Capitalisation of costs currently in revenue budgets (£1.500m) as set out in Capital Appendix 2 paragraph 3 of the report.

4 Delivering Financial Savings 2018-19

- 4.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided details of the forecast outturn position in delivering the savings of £29.999m for the year that were agreed by the County Council as part of the 2018-19 budget setting process. The report commented on the exceptions to successful delivery which were rated RED or AMBER.

4.2 **RESOLVED**

That Policy and Resources Committee note:

- a. the total projected shortfall of £5.695m in 2018-19, which amounts to 19% of total savings;
- b. the budgeted value of 2018-19 savings projects rated as RED of £3.542m, of which £1.057m are forecast to be delivered;
- c. the budgeted value of 2018-19 savings projects rated as AMBER of £12.145m, of which £8.715m are forecast to be delivered;
- d. the budgeted value of GREEN and BLUE rated projects of £14.312m, where we are forecasting to deliver £14.532m.
- e. the forecast changes to assumptions and rescheduling of savings totalling £4.200m in 2019-20, £3.000m in 2020-21 and £2.500m in 2021-22, which have been reflected in budget planning.

5 **Strategic and Financial Planning 2019 to 2023**

- 5.1 The Committee received a report by the Executive Director of Finance and Commercial Services and the Strategy Director that summarised the Council's current budget planning position, including the forecast budget gap for 2019-20 to 2021-22, in support of the development of a robust, balanced budget for 2019-20.

5.2 **RESOLVED**

That Policy and Resources Committee:

1. Note the content of this report and the continuing progress of change and transformation of the County Council strategy and Norfolk Futures;
2. Note the Council's latest budget assumptions and pressures, and the resulting revised forecast budget gap of £45.980m, which has been updated by Policy and Resources Committee to reflect the latest available information and following Service Committee input in October (paragraph 3.4 and table 1 of the report);
3. Note the key areas of risk in relation to 2019-22 planning for the Council's budget, including any additional pressures and the

robustness of existing planned savings as set out in table 3 of the report, noting that any changes may impact on the overall budget gap and will require additional offsetting savings to be found;

4. Note the responsibilities of the Executive Director of Finance and Commercial Services under section 114 of the Local Government Finance Act 1988 and section 25 of the Local Government Act 2003 to comment on the robustness of budget estimates as set out in paragraph 3.13 of the report.

That Policy and Resources Committee:

5. With 9 votes in favour and 2 votes against.
Agree the proposed savings relating to Policy and Resources Committee's own budgets to be included in budget planning totalling £3.505m for the 2019-20 to 2021-22 budget round as set out in table 4 and paragraph 5.2 of the report, and agree that none of these savings are considered to require consultation as set out in paragraph 5.14 of the report;
6. With 9 votes in favour and 4 votes against.
Agree the new 2019-20 to 2021-22 savings that have been recommended by Service Committees as detailed in table 4 and their contribution to the overall budget position;
7. With 9 votes in favour and 4 votes against.
Agree the resulting level of savings assumed to be delivered in 2019-20 to 2021-22 based on the planned changes to assumptions and rescheduling of savings and the new savings proposed as set out in table 5 of the report.

That Policy and Resources Committee:

8. Agree that public consultation on budget proposals, including the level of council tax for 2019-20, be initiated for those savings which require it as set out in paragraphs 5.4 to 5.14 of the report;
9. Agree the budget planning timetable (section 6 of the report).

6 Corporately significant vital signs performance management report

- 6.1 The Committee received a report by the Strategy Director that presented up to date performance management information for corporately significant vital signs.

6.2 RESOLVED

That Policy and Resources Committee:

Note the performance data and recommended action.

7 Risk Management

- 7.1 The Committee received a report by the Executive Director of Finance and

Commercial Services that explained the corporate risks with significant changes since the last risk management report in July 2018, and other related matters, following the latest review conducted during September 2018.

7.2 RESOLVED

That Policy and Resources Committee accept the main changes to the corporate risk register since the previous report.

8 Norse Group Annual Report 2017-18

8.1 The Managing Director of the Norse Group Ltd outlined the results of the Norse Group Ltd for the financial year 2017-18.

8.2 RESOLVED

That the Policy and Resources Committee note the Norse Group Annual Report for 2017-18.

9. Annual Review of the Enforcement Policy

9.1 The Committee received a report from the Executive Director of Communities and Environmental Services that provided an annual review of the framework of the Enforcement Policy to ensure that the County Council worked in an equitable, practical and consistent manner in the way it delivered regulatory activities and law enforcement.

9.2 RESOLVED

That Policy and Resources Committee approve the CES Enforcement Policy (appendix 1 to the report) and its annex documents and agree to the ongoing review of the Policy on an annual basis.

Items from the meeting of 26 November 2018

10 Implications of the Autumn Budget 2018

10.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided an overview of the Chancellor's Autumn Budget 2018 and summarised the findings of the recent Hudson review: Local Government Finance: Review of Governance and Processes, which would have implications for local government and had resulted in announcements about the timing of the Local Government Finance Settlement.

10.2 RESOLVED

That Policy and Resources Committee:

1. **Note the implications of the Autumn Budget 2018 as set out in the report.**
2. **Note the date for the Local Government Finance Settlement.**
3. **Confirm that Service Committees will not be required to identify additional savings but note that any change to planned savings or removal of proposals will require alternative savings to be identified by the relevant Committee.**
4. **Commission officers to incorporate any changes arising from the Autumn Budget and Provisional Local Government Finance Settlement into budget planning in order to report this to Committees as part of budget setting in January 2019.**

11 Finance Monitoring Report

- 11.1 The Committee received a report by the Executive Director of Finance and Commercial Services that summarised the Period 6 (30 September 2018) forecast financial outturn position for 2018-19, to assist members to maintain an overview of the overall financial position of the Council.

11.2 RESOLVED

That Policy and Resources Committee:

1. **note the period 6 forecast general fund revenue overspend of £4.496m (p5 £5.696) noting also that Chief Officers will take measures throughout the year to reduce or eliminate potential over-spends;**
2. **note the forecast General Balances at 31 March 2018 of £19.536m, before taking into account any over/under spends;**
3. **note the revised expenditure and funding of the current and future 2018-22 capital programme as set out in Appendix 2 of the report;**
4. **support the development of the 2017-20 capital programme, including the capital strategy, prioritisation scoring method, and potential new schemes, as set out in Appendix 3 Capital Annex 2 of the report.**

12 Delivering Financial Savings 2018-19

- 12.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided details of the forecast outturn position in delivering the savings for the year that were agreed by the County Council as part of the 2018-19 budget setting process.

12.2 RESOLVED

That Policy and Resources Committee note:

1. **the total projected shortfall of £5.695m in 2018-19, which amounts to 19% of total savings;**

2. the budgeted value of 2018-19 savings projects rated as RED of £3.542m, of which £1.057m are forecast to be delivered;
3. the budgeted value of 2018-19 savings projects rated as AMBER of £12.145m, of which £8.715m are forecast to be delivered;
4. the budgeted value of GREEN and BLUE rated projects of £14.312m, where we are forecasting to deliver £14.532m.
5. the forecast changes to assumptions and rescheduling of savings totalling £4.200m in 2019-20, £3.000m in 2020-21 and £2.500m in 2021-22, which have been reflected in budget planning.

13 Norfolk Business Rates Pool Annual Report 2017-18 and 2019-20 Business Rates Pilot Bid

- 13.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided a summary of the financial benefits of the Norfolk Business Rates Pool, and the decisions taken to date in respect of allocating the pool's resources to economic development projects in Norfolk. The report also provided details of the work which was undertaken with Norfolk Leaders in submitting a bid to the Ministry of Housing, Communities and Local Government (MHCLG) for a 75% Norfolk Business Rates Pilot in 2019-20.

13.2 RESOLVED

That Policy and Resources Committee:

1. Notes the performance of the Norfolk Business Rates Pool and endorses the decisions taken by Norfolk Leaders in respect of:
 - a) allocation of the 2017-18 Pool resources; and
 - b) requesting that MHCLG allow the Norfolk Business Rates Pool to continue into 2019-20, in the event that Norfolk is unsuccessful in applying to become a pilot for 75% Business Rates retention.
2. Notes the update on the bid for 2019-20 Business Rates Pilot status.

14 People and Workforce Plan and Service Delivery Report

- 14.1 The Committee received a report by the Strategy Director that summarised the County Council's key priorities to ensure that the Council had a skilled and engaged workforce to meet the needs of Norfolk residents and communities now and in the future.
- 14.2 It was noted that an update report would be reported to the Committee twice a year. At Members' request when the People and Workforce Plan and Service Delivery document was next presented to the Committee it would start with a list of the key values and achievements.

14.2 RESOLVED

That Policy and Resources Committee commend the contents of the report.

15 Review of Whistleblowing Policy

15.1 The Committee received a report by the Acting Chief Legal Officer that provided a summary of the proposed changes to the Council's Whistleblowing Policy following a review against the latest legislation, guidance and best practice. The policy met national standards.

15.2 RESOLVED

That Policy and Resources Committee:

- 1. Agree that the policy will be promoted, and progress, outcomes and lessons learned reported to the County Leadership Team and to this committee for annual review.**
- 2. Agree that the terms of Reference for the Audit Committee will be updated to include responsibility for receiving assurance on the effectiveness of the policy.**
- 3. Approve the revised Whistleblowing Policy 2018, which fully meets national standards.**

16 Notifications of Exemptions Under Contract Standing Orders

16.1 The Committee received a report by the Executive Director of Finance and Commercial Services that set out the exemptions that had been made up to 13 September 2018 under paragraph 9.11 of Contract Standing Orders and that were over £250,000 and therefore needed to be notified to the Policy and Resources Committee.

16.2 RESOLVED

That Policy and Resources Committee:

As required by paragraph 9.12 of the Council's Contract Standing Orders, Policy and Resources Committee note the exemptions that have been granted under paragraph 9.11 of Contract Standing Orders by the Head of Procurement and Head of Law in consultation with the Chairman of Policy and Resources Committee that are over £250,000.

17 Appointments to Outside Organisations – Urgent Decision

17.1 The Committee noted that following consultation with Group Leaders, the Managing Director agreed that Cllr Carpenter replaced Cllr Thirtle as the Council's representative on the Council of Governors of James Paget

University Hospitals NHS Foundation Trust.

Mr Andrew Proctor
Chairman, Policy and Resources Committee

Report of the Adult Social Care Committee Meetings held on 8 October and 5 November 2018.

A – Items from the meeting of 8 October 2018

1. Executive Director's Update

- 1.1 The Executive Director of Adult Social Care updated the Committee on:
- Work to develop the Carers' Charter for Norfolk
 - Extra winter money announced by the Secretary of State to help the NHS free up beds; Norfolk would receive approximately £4m from the funding
 - The findings of the Adult Social Care peer review which found services were safe, with good collaboration with NHS colleagues. There was more work to do with transfers of care and developing a "home first" culture
 - Social Care recruitment had not changed over the past month; social work vacancies were at 39 full time equivalent and vacancies for occupational therapy had stayed the same. There was low use of agency workers and work had started on recruitment of social work apprentices
 - The Autism Strategy had been reviewed by the Autism All Age Partnership Board; they would sign it off before it went to the Health & Wellbeing Board and Adult Social Care Committee in early 2019

2. Chairman's Update

- 2.1 The Chairman updated the Committee on:
- Findings from the peer review which found political leadership to be strong
 - Sustainability and Transformation Partnership meetings since the Committee last met; an update would be given at the next Health and Wellbeing Board meeting
 - There was concern raised about the delay in bringing the Autism Strategy to Committee. The Chairman noted that co-production could cause timescale delays as other bodies had their own timetables to meet

3. Update from Members of the Committee about internal and external bodies

- 3.1 Updates were heard from Mrs B Jones, Mr M Sands, Mrs S Young, Mr H Thirtle and Vice-Chair Mrs S Gurney

4. Adult Social Care Finance Monitoring Report Period 10 (January) 2017-18

- 4.1 The Committee considered the financial monitoring report based on information to the end of August 2018, showing variations from the budget, progress against planned savings and a summary of the use of the improved better care fund (iBCF).

With 8 votes for and 5 abstentions the Committee **RESOLVED** to **AGREE**

- a) The forecast outturn position at Period 5 for the 2018-19 Revenue Budget of a £1.990m overspend
- b) The planned use of reserves totalling £6.038m, which was below the original level agreed

5. Risk Management

- 5.1 The Committee received the risk report with risks shown on an exception basis; since the last meeting the risk register had been reviewed by the Senior Management Team and the Risk Management Officer.
- 5.2 With 8 votes for, 3 against and 2 abstentions the Committee **RESOLVED** to:
- a) **AGREE** to the closure of Risk RM019
 - b) **AGREE** to the change in the title and description for Risk RM023
 - c) **AGREE** to the increase in the target risk score from 6 - 9 for Risk RM14247 for the target likelihood of meeting the risk by the target date
 - d) **NOTE** Adult Social Services' input into Risk RM022 which was on the corporate Risk Register

6. Living Well – Homes for Norfolk

- 6.1 The Committee considered the report outlining the strategy for a range of housing options to help people maintain independence and have appropriate supported housing available in the right locations, at the right time and with the right characteristics to support the department fulfil its vision of keeping people independent
- 6.2 The Committee unanimously **AGREED**:
- a) To set up a housing programme to encourage and speed up the delivery of extra care housing in Norfolk:
 - b) On privately owned land, setting up a capital contribution process to support the development of extra care housing.
 - c) On publicly owned land, following the most appropriate process when bringing forward extra care schemes. This may include the establishment of a developer/provider framework or individual procurement process depending on the source of the land and stakeholders involved.
 - d) To fund programme costs of £150k per year
 - e) To **RECOMMEND** to the Policy and Resources Committee that Norfolk County Council funds capital investment up to £29m over the life of the programme

7. Strategic and Financial Planning 2019-20 to 2021-22

- 7.1 The Committee received the report giving an update on detailed planning to feed into NCC's budget process for 2019-20 and Adult Social Care Committee's specific proposals for savings for developing options agreed at the Committee meeting in September 2018, to be considered and recommended to Policy & Resources Committee
- 7.2
- 1) with 8 votes for, 4 against and 1 abstention, the Committee **RESOLVED** to **CONSIDER** the continuing progress of change and transformation of adult social care services
 - 2) with 8 votes for and 5 against, the Committee **RESOLVED** to **NOTE** the Council's latest budget assumptions and pressures, including revised council tax planning assumptions, and the resulting revised forecast budget gap of £45.322m, which had been updated by Policy and Resources Committee to reflect the latest available information and following Service Committee input in September 2018 (paragraph 4.3 and table 1 of the report)
 - 3) with 8 votes for and 5 against the Committee **RESOLVED** to **APPROVE** the proposed savings for the 2019-20 budget round for recommendation to Policy and Resources Committee in October (table 6 of the report), in particular confirming

those savings that were recommended to require consultation as set out in paragraph 6.4 of the report

- 4) with 8 votes for, 4 against and 1 abstention, the Committee **RESOLVED** to **CONSIDER** the key areas of risk in relation to 2019-22 budget planning for the Committee's budgets, including any extra/more pressures and the robustness of existing planned savings as set out in table 4 of the report, **NOTING** that any changes may impact on the overall budget gap and would require extra/more offsetting savings to be found
- 5) with 8 votes for, 4 against and 1 abstention, the Committee **RESOLVED** to **AGREE** the budget planning timetable (section 7 of the report)

B – Items from the meeting of 5 November 2018

1. Executive Director's Update

- 1.1 The Executive Director of Adult Social Services provided updates to the Committee:
 - The recruitment to social work vacancies had improved, with 27 vacancies this month compared with 43 previously reported. A new cohort from the Norfolk Institute for Practice Excellence (NIPE), had contributed to this
 - Staff from social care teams had been named as finalists in a national awards scheme
 - The £4.1m Government one-off funding would continue for a further year
 - An additional £10m funding had been announced for 2019-20 to be shared between Adults' and Children's Social Care; statutory guidance on use of the funding had not been received
 - The Executive Director gave an update on the waiting lists at SCCE
 - A workshop held with primary care had begun to determine the vision of primary care and social care integration
 - The Living Well – Homes for Norfolk programme was due to be launched with the use of up to £29m capital funding to expand housing following agreement by Policy and Resources Committee
 - Results from the peer review for services for older people would be reported at the Committee meeting in January 2019

2. Chairman's Update

- 2.1 The Chairman reported that:
 - The Health and Wellbeing Board Strategy had almost full sign-up
 - The Sustainability and Transformation Partnership had discussed the ambition of the integrated care strategy; a joint Clinical Commissioning Group body had been set up for all of Norfolk
 - Policy & Resources Committee supported the Living Well proposal at their meeting
 - The STP was proceeding well; there was a prevention workstream headed by the Director of Public Health, a primary care workstream headed by the Executive Director of Adult Social Services, and an acute workstream with the hospitals

3. Update from Members of the Committee about internal and external bodies that they sit on

- 3.1 Updates were heard from Mrs B Jones, Mrs P Carpenter, Mr G Peck and Vice-Chair Mrs S Gurney

4. Norfolk Safeguarding Adults Board (NSAB) Annual Report 2017-18

- 4.1 The Committee received the annual report of the Norfolk Safeguarding Adults Board, summarising their work during 2017-18. The recent transfer of case recording systems meant data collection needed to be redesigned to allow comparative data to be drawn.
- 4.2 The Committee unanimously:
- a) **AGREED** the content of the report
 - b) **AGREED** to proactively share this report with partner organisations with whom they had contact and actively encourage their involvement with NSAB's work

5. Winter Resilience Planning

- 5.1 The Committee considered the report setting out the department's arrangements for the winter period 2018-19. The Winter Room Director for Norfolk and Waveney discussed Home First, promoting independence and the "help us to help you stay well" approach being planned for the winter period.
- 5.2 The Committee unanimously
- a) **AGREED** the Adult Social Services Winter Plan (at Appendix A of the report)
 - b) **AGREED** the priorities for allocating additional one-off monies as set out in section 4 of the report and **DELEGATED** final sign-off to the Executive Director in consultation with the Chair of the Committee

6. Adult Social Care Finance Monitoring Report Period 6 (September) 2018-19

- 6.1 The Committee discussed the report containing financial monitoring information based on information to the end of September 2018. The Finance Business Partner, Adult Social Services added that £42m financial funding for winter pressures would now allow a balanced budget position to be presented to Policy & Resources Committee.
- 6..2 With 7 votes for, 1 against and 3 abstentions, the Committee **RESOLVED to AGREE**
- a) The forecast outturn position at Period 6 for the 2018-19 Revenue Budget of a £1.108m overspend
 - b) The planned use of reserves totalling £6.184m, which was below the original level agreed

7. Market Position Statement 2018/19

- 7.1 The Committee discussed the report outlining the Market Position Statement 2018-19
- 7.2 The Committee considered and unanimously **APPROVED** the Market Position Statement 2018/19 for publication

Bill Borrett
Chair, Adult Social Care Committee

Report of the Business and Property Committee Meetings held on 09 October 2018 and 06 November 2018.

A– Items from the meeting of 09 October 2018

1. **Verbal update from Members of the Committee about Member Working Groups or bodies that they sit on**
 - 1.1 Updates were heard from the Chairman and Cllr F Eagle
2. **Forward plan**
 - 2.1 The Committee
 1. **REVIEWED** the Forward Plan at Appendix A
 2. **AGREED** the delegated decisions
3. **Finance monitoring**
 - 3.1 The Committee received the report with information on the revenue budget position for services reporting to Business & Property Committee for 2018-19.
 - 3.2 The Committee **AGREED**:
 - a) The 2018 – 19 revenue position for this Committee
 - b) The 2018 – 19 to 2020 - 21 capital programme for this Committee
 - c) The 2018 - 19 reserves position for this Committee
4. **Strategic and Financial Planning 2019-20 to 2021-22**
 - 4.1 The Committee considered the report providing an update on the Committee's detailed planning to feed into the Council's budget process for 2019-20.
 - 4.2. The Committee:
 - 1) **CONSIDERED** the content of the report and the continuing progress of change and transformation of Business & Property services
 - 2) **AGREED** the Council's latest budget assumptions and pressures, and the resulting revised forecast budget gap of £45.322m, which had been updated by Policy and Resources Committee to reflect the latest available information and following Service Committee input in September (paragraph 4.3 and table 1 of the report)
 - 3) **AGREED** the revised council tax planning assumptions set out in table 2 of the report
 - 4) **APPROVED** the proposed savings for the 2019-20 budget round for recommendation to Policy and Resources Committee in October 2018 (table 5 of the report), in particular, **CONFIRMING** those savings that were recommended to require consultation as set out in paragraph 6.4 of the report
 - 5) **CONSIDERED** key areas of risk in relation to 2019-22 budget planning for the Committee's budgets, including any additional pressures and the robustness of existing planned savings as set out in table 4 of the report, **NOTING** that any changes may impact on the overall budget gap and would require additional offsetting savings to be found
 - 6) **AGREED** the budget planning timetable (section 7 of the report)

5. Performance management

- 5.1 The Committee received the report based upon the revised Performance Management System, which was implemented as of 1 April 2016.
- 5.2 The Committee **REVIEWED** and **COMMENTED** on the performance data, information and analysis presented in the body of the report and **DETERMINED** that the recommended actions identified were appropriate.

6. Risk Management

- 6.1 The Committee reviewed the report showing the latest departmental level risks as at October 2018 following the latest review conducted in September 2018. The carbon reduction target had been met as of September & would be reviewed in December 2018
- 6.2 The Committee **CONSIDERED** and **AGREED**:
- a) The reconciliation report in Appendix A of the report, which is designed to detail any significant changes to the Committee's corporate and department level risks
 - b) Risk RM14200 - Failure to meet NCC Carbon Reduction Target presented for information purposes to provide Members with sight of the latest carbon reduction percentage figure at Appendix B of the report
 - c) The summary of current corporate and departmental level risks for this Committee in Appendix C of the report
 - d) The list of possible actions, suggested prompts and challenges presented for information in Appendix D of the report
 - e) The background information to put the risk scoring into context, shown in Appendix E of the report

7. Update on the business and intellectual property centre

- 7.1 The Committee received the report on progress made with the British Library to develop and deliver a Norfolk based Business and Intellectual Property Centre (BIPC) in the Norfolk and Norwich Millennium Library.
- 7.2 The Committee **NOTED** the content of the report.

8. Disposal acquisition and exploitation of properties

- 8.1 The Committee considered proposals in the report to exploit properties surplus to operational requirements, pro-actively release property assets with latent value where operational needs could be met from elsewhere and strategically acquire property to drive economic growth and wellbeing in the County
- 8.2 The Committee:
- (i) **FORMALLY DECLARED** the land at Jeffery Close, King's Lynn surplus to County Council requirements and instructed the Head of Property to dispose of the land. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee was authorised to accept the most beneficial offer and report the fact at a subsequent B&P Committee meeting
 - (ii) **FORMALLY DECLARED** the Land at Burlingham Barn. Lingwood and Burlingham surplus to County Council requirements and instructed the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance &

Commercial Services and Chair of Business and Property Committee was authorised to accept the most beneficial offer and report the fact at a subsequent Business and Property Committee meeting

- (iii) **AGREED** to the acquisition of a lease with Norwich City Council for the Castle Museum and Art Gallery, Norwich for 25 years at a rent of a peppercorn (if demanded) and instructed the Head of Property to agree the final details of the lease in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee
- (iv) **AUTHORISED** the Executive Director of Finance & Commercial Services and Head of Property arrange for Norfolk County Council to enter in to a lease with Swift TG Maintenance Limited for Hanger 3 at Scottow Enterprise Park
- (v) **AUTHORISED** the Executive Director of Finance & Commercial Services and Head of Property arrange for Norfolk County Council to enter in to a lease with Swift Technology Group Limited for Hanger 2 at Scottow Enterprise Park and agree to the change of break clause provision to any time on 12 months-notice
- (vi) **REVIEWED** its previous decision to declare Elm Road, Thetford surplus and:
 - **ASKED** that action on this site was **DEFERRED** until the end of 2018 to allow the community & community groups to come forward with business plans, which would include a full purchase price of the value, for the Committee to appraise
- (vii) **INSTRUCTED** the Head of Property that in the event of no acceptable offer to dispose of the Trimmingham campsite. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee was authorised to accept the most beneficial offer and report the fact at a subsequent Business and Property Committee meeting

9. Exclusion of the Public

The Committee **agreed** to exclude the public on the grounds that the reports “County Farms Estate Management Update”, “Repton Property Developments Ltd; Update”, “Disposal of King Street Stores”, “Corporate Property Disposal Programme” and “Exempt Minutes” involved the likely disclosure of exempt information as defined by Paragraphs 3 & 3.5 of Part 1 of Schedule 12A to the Act Local Government Act 1972, and public interest in maintaining the exemption outweighed the public interest in disclosing the information.

9.1 County Farms Estate Management Update

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

The Committee **AGREED** the recommendations as set out in the report.

Repton Property Developments Limited; Update

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

The Committee **AGREED** the recommendations as set out in the report.

Disposal of king street stores

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

The Committee **AGREED** the recommendations as set out in the report.

Corporate property disposal programme

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

The Committee **AGREED** the recommendations as set out in the report.

B – Items from the meeting of 06 November 2018

Member Briefings and site Visits

Updates were heard from Cllr I Mackie and the Chairman

Forward Plan and delegated decisions

The Committee:

1. **REVIEWED** the Forward Plan at Appendix A of the report.
2. **NOTED** the delegated decisions taken by Officers

Finance Monitoring Report

The Committee received the report with information on the revenue budget position for services reporting to Business & Property Committee for 2018 -19

The Committee **AGREED**

- a) The 2018-19 revenue position for this Committee
- b) The 2018-19 to 2020 - 21 capital programme for this Committee
- c) The 2018-19 reserves position for this Committee

Rural Issues Update

The Committee discussed the report providing an update on rural economic development, key funding programmes managed or brokered by Norfolk County Council, and an overview of key current strategic developments and initiatives with implications for rural businesses and communities in Norfolk.

The Committee:

- i. **Agreed** the approach outlined in the document for collaborative working and influencing to support rural businesses and communities.
- ii. **Supported** the approach outlined to respond to relevant Government consultations in collaboration with the Rural Strategy Steering Group.
- iii. **Endorsed** our approach to lobbying for transition and future funding

Disposal and Acquisition and exploitation of Properties

The Committee discussed and considered the proposals outlined in the report aimed at supporting Norfolk County Council priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County.

The Committee:

- (i) Formally **AGREED** to the leasing of the roof area of Northgate Community Primary

School, Great Yarmouth to Solar for Schools CBS Limited for a term of 25 years at a rent of a peppercorn per year (if demanded).

- (ii) Formally **DECLARED** the Land at Church Lane, Potter Heigham surplus to County Council requirements and **INSTRUCT** the Head of Property to dispose of the property to an affordable housing developer (Housing Associations and other registered social landlords). In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee was **AUTHORISED** to accept the most beneficial offer and report the fact at a subsequent B&P Committee meeting.
- (iii) Formally **DECLARED** the Land at Market Lane, Salthouse surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property to an affordable housing developer (Housing Associations and other registered social landlords). In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee was **AUTHORISED** to accept the most beneficial offer and report the fact at a subsequent B&P Committee meeting.
- (iv) **AGREED** to the transfer of the Land abutting Barnby Road, Scottow Enterprise Park at nil consideration to Coltishall Barnby Residents Company Ltd

or

In the event of a substantive objection the land to be transferred to Buxton with Lamas Parish Council.

Exclusion of the Public

The Committee **AGREED** to exclude the public for discussion of the reports “Norwich Airport Industrial Estate”, “County Farms Update”, “Repton Property Developments Ltd – Verbal Update” and “Exempt Minutes” on the grounds that they involved the likely disclosure of exempt information as defined under paragraphs 3 & 3.5 of Part 1 of Schedule 12A of section 100A of the Local Government Act 1972, and public interest in maintaining the exemption outweighed public interest in disclosing the information.

Norwich Airport Industrial Estate

The Committee considered and discussed the report by the Executive Director of Finance and Commercial Services

The Committee **AGREED** the recommendations as set out in the report

County Farms Update

The Committee considered and discussed the report by the Executive Director of Finance and Commercial Services

The Committee **AGREED** the recommendations as set out in the report

Repton Property Developments Ltd – Verbal Update

A verbal update was given by the Head of Property.

The Committee **AGREED** the recommendations as set out in the report

**Cllr B Stone, Chairman,
Business and Property Committee**

Report of the Children's Services Committee Meeting held on 16 October 2018 and 13 November 2018

A Report from the meeting held on 16 October 2018

1. Budget Monitoring Period 5 (August)

- 1.1 The Committee received the report which set out the period 5 financial forecast for Children's Services, and the programme of transformation and improvement that was continuing. It included the financial resources to deliver the Safer Children and Resilient Families Strategy of Norfolk Futures and the forecast revenue expenditure for 2018/19.
- 1.2 The Committee **RESOLVED** to;
- i. Note the forecast overspend of £3.958m for General Fund Children's Services
 - ii. Note the forecast use of Children's Services General Fund reserves and provisions
 - iii. Note the forecast overspend of £6.389m for Dedicated Schools Grant (DSG) Children's Services that would need to be offset by
 - a £4.268m against DSG balances and recovered in future years
 - b £2.121m against the General Fund
 - iv. Note the amendments to and reprofiling of the Children's Services Capital Programme.

2. Strategic and Financial Planning 2019-20 – 2021-22

- 2.1 The Committee received the report which provided an update on the Service Committee's detailed planning to feed into the Council's budget process for 2019-20. The report included Children's Services Committee's specific proposals for savings in the context of the approach to developing options that was agreed at the Committee's meeting in September. The report also provided the latest information about the Council's overall budget planning position, including the forecast budget gap for 2019-20 to 2021-22.
- 2.2 The Committee **RESOLVED** to;
- 1) Consider the content of the report and the continuing progress of change and transformation of Children's Services
 - 2) Note the Council's latest budget assumptions and pressures, and the resulting revised forecast budget gap of £45.322m, which had been updated by Policy and Resources Committee to reflect the latest available information and following Service Committee input in September (paragraph 4.3 and table 1).
 - 3) Note the revised council tax planning assumptions set out in table 2;

- 4) Approve the proposed savings for the 2019-2020 budget round for recommendation to Policy and Resources Committee in October (table 7), in particular, confirming those savings that are recommended to require consultation as set out in paragraph 6.13.
- 5) Consider and identify any further key areas of risk in relation to 2019-22 budget planning for the Committee's budgets, including any additional pressures and the robustness of existing planned savings as set out in table 4, noting that any changes may impact on the overall budget gap and will require additional offsetting savings to be found;
- 6) Note the budget planning timetable (section 7).

3. Exclusions in Norfolk Schools

3.1 The Committee received the report which identifies data as collected in Norfolk and make some comparisons with the most recent national data where possible.

3.2 The Committee **RESOLVED** to;

- Note the contents of the report and the associated presentation
- Provide comments, as detailed above, to steer the direction of the Local Authority work to support the education system in Norfolk in being more inclusive and meet the needs of all pupils.

4. Social Work Assessment Performance

4.1 The Committee received the report which summarised how the new Children's Services and Social Work Senior Leadership Teams' concerted focus, working alongside frontline teams and managers, and despite continued significant operational pressures, has resulted in recent improvements in assessment being completed in time.

4.2 The Committee **RESOLVED** to;

- **NOTE** the recent improvements in Social Work assessment timescales and actions taken to achieve and sustain this improvement going forward.

5. Joint Consultative Committee revision to terms of reference

5.1 The Committee received the report which set out the proposals to amend the terms of reference of the Joint Consultative Committee (JCC) which reflect the changing education landscape, and the complexities of the LA as employer within that context.

5.2 The Committee **RESOLVED** that;

- The terms of reference were approved for consideration at the first revised JCC.
- That membership of the revised JCC is made up of four members of Children's Services Committee.
- That the Chair of Children's Services Committee continues to be one of the four members of the revised JCC arrangement and that three other members are nominated for membership. These would be Judy Oliver and Ron Hanton, with one to be decided.

6. Risk Management

6.1 The Committee received the report which provided the Committee with the Children's departmental risk register, as at October 2018, following the latest review conducted in September 2018. The reporting of risk is aligned with, and compliments, the performance and financial reporting to the Committee.

6.2 The Committee **AGREED** to defer the report until the January meeting. Cllr Corlett agreed to raise her item on digital exclusion with the Executive Director, at Cllr Dark's suggestion, outside of the meeting.

7. Committee Forward Plan and update on decisions taken under delegate authority

7.1 The Committee received the report which set out the forward plan for the Committee to enable Members to shape future meetings, agendas and items for consideration.

7.2 The Committee **AGREED** the Forward Plan.

B Report from the meeting held on 13 November 2018

1. Performance Monitoring Report

1.1 The Committee received the report which Executive Director of Children's Services which focused primarily on the data as at end of September 2018.

1.2 The Committee **RESOLVED** to;
Review and comment on the performance data, information and analysis presented in the vital sign report cards and concluded that the recommended actions were appropriate.

2. Budget Monitoring Report

2.1 The Committee received the report which set out the Period 6 (September) financial forecast for Children's Services, and the programme of transformation and improvement that is continuing. The report explained the financial resources to deliver the Safer Children and Resilient Families Strategy of Norfolk Futures and the forecast revenue expenditure for 2018/19.

2.2 The Committee NOTED;

- (i) the forecast overspend of £7.349m for General Fund Children's Services
- (ii) the forecast use of Children's Services General Fund reserves and provisions
- (iii) £6.508m of the £6.534m Dedicated Schools Grant Children's Services will need to be offset by

- a. £4.314m against Locally Managed Schools' balances and recovered in future years
- b. £2.220m against the General Fund

(iv) the amendments to and reprogramming of the Children's Services Capital Programme

3. Schools' Capital Programme 2017-2020

3.1 The Committee received the report which builds on the May 2018 report, identifying emerging capital priorities for 2019 onwards.

3.2 The Committee **RESOLVED** to;

- Note changes to the capital programme since May 2018; and
- Endorse the emerging priorities for further consideration.

4. Annual Review of the Norfolk County Council Adoption Agency

4.1 The Committee received the report which details the performance of the adoption service and include information such as performance in recruiting adopters and performance in finding adoptive families for children.

4.2 The Committee **ENDORSED** the Statement of Purpose for the Norfolk Adoption Service for year 2018/19.

5. Statement of Purpose of Norfolk's Fostering Services Annual Review

5.1 The Committee received the report which contained the statement of purpose which every fostering service had a statutory duty to publish. The report also focused on a performance review of the service.

5.2 The Committee **ENDORSED** the Statement of Purpose.

6. Annual Review of Norfolk's Residential Children's Homes

6.1 The Committee received the report which highlighted to Members the performance of and outcomes achieved by Norfolk's Residential Children's Homes Service, identifying the key performance outcomes achieved this year.

6.2 The Committee **RESOLVED** to;

- Scrutinise the information within the report.
- Challenge the service on the performance and outcomes achieved.
- Recommend the approval of the Statements of Purpose and Functions for all the Local Authority children's homes to Full Council to comply with the Care Standards Act 2000.

7. Recruitment and Retention – Social Workers

7.1 The Committee received the report which demonstrated improvements in increasing NCC's social worker capability against challenging workforce backdrop. The report provides an overview of the national picture in relation to recruiting and retaining

social workers and how NCC bench mark to provide an overall picture of the current challenges.

7.2 The Committee **NOTED** the report.

8. Committee Forward Plan and update on decisions taken under delegate authority

8.1 The Committee received the report which set out the forward plan for the Committee to enable Members to shape future meetings, agendas and items for consideration.

8.2 The Committee **AGREED** the Forward Plan.

Stuart Dark

Chairman, Children's Services Committee

Report of the Communities Committee Meetings held on 10 October and 7 November 2018

A: Meeting held on Wednesday 10 October 2018.

1 Urgent business

- 1.1 The Head of Libraries agreed to pass on the Committee's congratulations to Great Yarmouth Community Library who had won a Gold medal in the Great Yarmouth in Bloom competition and had been chosen as the overall winner.

2 Verbal update/feedback from Members of the Committee regarding any Member working groups or bodies they sit on.

- 2.1 Mr B Long advised that he attended a session with Change Grow Live (CGL) Norfolk and had found it very interesting to hear about their ethos and the work provided by the service.
- 2.2 Mr Long had also attended an emergency planning event titled "operation springboard" where he had worked on an exercise about tidal surge and dramatic weather events. He said that several representatives from District Councils had also attended the event which he had found very valuable in getting everyone thinking about what to do in the event of an emergency.
- 2.3 Mr K Kiddie advised that, as the Armed Forces Champion, he had attended a Norfolk Armed Forces Covenant meeting at RAF Marham. The meeting had followed up on the work of the Covenant and had also agreed a forward work programme. The meeting had also agreed to start the process of finding a replacement for the current Chairman, Tony Tomkinson, who would be standing down from the role in April 2019.
- 2.4 The Chairman advised that she had attended a recent Norfolk Association of Local Councils (NALC) meeting on behalf of Communities Committee. She advised that the meeting had learned that there had been an increase in the number of parish councils attending training sessions. NALC ran approximately 200 websites on behalf of Parish Councils, although this service would be transferring to Broadland Digital soon. The Chairman also advised that the NALC Annual General Meeting would be taking place on 22 November which she would be Chairing as Dr Ian Gibson had resigned from his appointment as President. They would be seeking to appoint a new President.

3 Annual Review of the Enforcement Policy.

- 3.1 The Committee considered the report by the Executive Director of Community & Environmental Services setting out how the Enforcement Policy, which was subject to annual review by Members, had been reviewed and updated to reflect recent changes to legislation and guidance and now included a new enforcement protocol for Blue Badge Enforcement.

- 3.2 The Committee **RESOLVED** to **confirm** the revised CES Enforcement Policy and its annex documents meet the requirements of Communities Committee services, prior to final approval by the Policy & Resources Committee. (Policy & Resources Committee is the approval body for the policy).
- 4 Development of Norfolk Fire and Rescue Integrated Risk Management Plan 2020-2023.**
- 4.1 The Committee considered the report by the Executive Director, Community and Environmental Services updating it on the work being done to develop the new Integrated Risk Management Plan (IRMP) and providing an opportunity to consider and shape the scope of the work that would be carried out over the next 18 months to enable a new IRMP to be approved by the County Council in early 2020.
- 4.2 The Committee appointed the following Members to the IRMP Task and Finish Working Group:
- Ms C Rumsby
Mrs M Dewsbury (Chair)
Mr H Humphrey
Ms S Butikofer
Ms S Squire
Mr N Dixon
- 4.3 The Committee **RESOLVED** to:
- **Approve** the scope of work to develop an IRMP for 2020 onwards, as set out in paragraph 2.2.2 of the report.
 - **Establish** a Member Task and Finish working group to support and oversee the IRMP development process.
 - **Approve** the proposed terms of reference for the Member Task and Finish working group, as set out in appendix A of the report, including the addition in paragraph 9.2.1 above.
- 5 Strategic and Financial Planning 2019-20 to 2021-22**
- 5.1 The Committee considered the report by the Executive Director of Community & Environmental Services providing it with an update on the Council's budget setting process and setting out details of the actions required by Service Committees to enable the Council to set a balanced budget for 2019-20. The report detailed the link between the Council Strategy, the Norfolk Futures transformation programme and the development of transformation and savings plans relevant to Communities Committee.
- 5.2 Upon each recommendation being put to a separate vote, the Committee **RESOLVED** to:
- a) **Unanimously note** the content of the report and the continuing progress of change and transformation of Communities services;
 - b) **Unanimously note** the Council's latest budget assumptions and pressures and the resulting revised forecast budget gap of £45.322m,

which has been updated by Policy & Resources Committee to reflect the latest available information and following Service Committee input in September (paragraph 4.3 and table 1 of the report);

- c) **Unanimously note** the revised council tax planning assumptions as set out in table 2 of the report;
- d) **With 9 votes in favour, 4 votes against and 0 abstentions, the Committee approved** the proposed savings for the 2019-20 budget round for recommendation to Policy & Resources Committee in October (table 5), in particular confirming those savings that are recommended to require consultation as set out in paragraph 6.4.
- e) **Unanimously note** and identify any further key areas of risk in relation to 2019-22 budget planning for the Committee's budgets, including any additional pressures and the robustness of existing planned savings as set out in table 4, noting that any changes may impact on the overall budget gap and will require additional offsetting savings to be found;
- f) **Unanimously note** the budget planning timetable (section 7).

6 Mobile Library Services.

- 6.1 The Chairman received a petition from Ms S Butikofer, on behalf of the Liberal Democrat Group, on the impact of cuts to the library service, particularly in rural areas.
- 6.2 The Committee considered the report by the Executive Director of Community and Environmental Services setting out the outcomes of the route planning exercise and alternative delivery work and looking at the impacts and possible options required to deliver the planned financial savings.
- 6.3 Upon the recommendations in the report being put to a vote, with 10 votes in favour, 3 votes against and 0 abstentions, the Committee **RESOLVED** to:
 - 1. **Adopt** the proposals in section 2.1 and 2.2 of the report to reduce costs by £100k and agree not to replace 2 mobile libraries vehicles.
 - 2. **Agree** the proposal to save the remaining £100k through operational efficiencies.

7 Performance Management

- 7.1 The Committee considered the report by the Executive Director of Community and Environmental Services setting out the management report based upon the revised Performance Management System, which was implemented on 1 April 2016. This is the second report to provide data against the new 2018/19 Vital Signs list derived from measures contained within the 'plans on a page' previously presented to and agreed by Committee.
- 7.2 The Committee **RESOLVED** to
 - **Note** the performance data, information and analysis presented in the report.

8 Risk Management

8.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing Members with the Communities Committee departmental risks, as at October 2018, following the latest review conducted during September 2018. The reporting of risk is aligned with, and complements, the performance and financial reporting to the Committee.

8.2 The Committee **RESOLVED** to **Note**

- a) The reconciliation report (Appendix A) which details the significant changes to the Communities department level risks;
- b) The departmental level risk register containing risks for this Committee in Appendix B;
- c) The list of possible actions, suggested prompts and challenges presented for information in Appendix c;
- d) The background information to put the risk scoring into context, shown in Appendix D.

9 Finance Monitoring

9.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing it with financial monitoring information for the services reporting to Communities Committee for 2018-19.

9.2 The Committee **RESOLVED** to **note**:

- a) The 2018-19 revenue budget and forecast out-turn position for this Committee.
- b) The Capital programme for the Committee.
- c) The balance of reserves brought forward to 2018-19 and the planned use of reserves

10 Forward Plan and Decisions taken under delegated authority

10.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out the Forward Plan for Communities Committee, together with the relevant decisions taken under delegated powers by the Executive Director (or his team) within the Terms of Reference of Communities Committee.

10.2 The Committee agreed to add the following item to the Forward work programme.

- Results of mobile library pilots – January 2019

10.3 The Committee **RESOLVED** to **note**:

The Forward Plan at Appendix A of the report.

B: Meeting held on Wednesday 7 November 2018

1 Norfolk Armed Forces Community Covenant Strategy and Action Plan

- 1.1 Mr K Kiddie, Armed Forces Champion, informed the Committee that Norfolk County Council had recently been awarded the Bronze Award by the Ministry of Defence in acknowledgement of its employee recognition scheme. Mr Kiddie said he was very proud that Norfolk had been recognised as one of the most friendly Armed Forces counties in the country and he thanked officers and Members for their continued support.

The Committee congratulated everyone involved in the achievement of the Bronze Award.

- 1.2 The Committee considered the report by the Executive Director of Community & Environmental Services providing it with the mid-year progress report on Norfolk's Independent Armed Forces Covenant Board's Strategy and Action Plan 2017/2019. The report also set out the Board's emerging forward strategy for 2019/2021 which was being developed following its successful first conference in June 2018, which was attended by Members of Communities Committee and representatives from local partner agencies and charities, the armed forces and the Ministry of Defence (MOD).

- 1.3 Mr T Tomkinson, Chairman of the Armed Forces Covenant Board advised the Committee that he would be retiring at the end of his term as Chairman of the Board in March 2019. He paid tribute to the support from officers at Norfolk County Council, particularly Caroline Money, Merry Halliday and Bev Herron who had provided excellent assistance to both himself as Chairman as well as the work of the Covenant Board.

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

1. Note the progress against the current Norfolk Armed Forces covenant Action Plan 2017/19.
2. Note the scope of the Board's emerging forward strategy for 2019/21.

2 Norfolk Community Learning Services

- 2.1 The Committee considered the report by the Executive Director, Community and Environmental Services providing an update on the performance and continuing improvement journey of Norfolk Community Learning Services (NCLS).

- 2.2 The Committee **RESOLVED** to:

- **Acknowledge and commend** the continued progress of Norfolk Community Learning Services.
- **Approve** the amended terms of reference for the NCLS Steering Group.

3 Smarter Information and Advice

3.1 The Committee considered the report by the Executive Director of Community & Environmental Services setting out how the Smarter Information and Advice programme aimed to make it easier for people to find trusted, reliable information and advice to make better decisions that improved their physical, emotional and financial independence and wellbeing. The report provided the Committee with an overview of the aims, objectives and progress within the Smarter Information and Advice workstream.

3.2 The Committee **RESOLVED** to:

- **Note** the approach and strategic direction of the Smarter Information and Advice workstream.

4 Recommendations from the Road Safety Member Task and Finish Group

4.1 The Committee considered the report by the Executive Director of Community and Environmental Services presenting the findings from the member Task and Finish Group on road safety and outlining a series of recommendations which set the strategic direction going forward.

4.2 The Committee **RESOLVED** to:

1. As a Council, develop a wider strategy for road safety based on the safe system approach.
2. Recommend the adoption of the Safe System Approach to partner agencies with a new partnership approach to take it forward.
3. Support the Highways Department to continue the prioritisation of maintenance programmes whilst seeking opportunities for safety improvements through developer and maintenance schemes.
4. Support the Highways Department to identify sources of funding to enhance and innovate local safety schemes in accordance with the new Safe Systems Approach.
5. Seek to agree a shared approach to the management of speed which considers limited resources – aspire to shift efforts to proactive prevention and not just reactive responses.
6. Highways engineers support members to prioritise the use of their highways budget on schemes across their division.
7. Integrate Highways and Road Safety communications to promote a single Safe Systems Approach.
8. Withdraw Vital Signs and introduce a new package of data and intelligence that identify local risks and include data from a range of partner agencies.
9. Members will be informed of bids submitted by Norfolk County Council to the Safety Camera Partnership funding pot.
10. Norfolk Association of Local Councils (NALC) Parish Council coordinator and Highways continue to communicate effectively with town and parish councils.
11. A review of the campaigns and communications strategy in road safety.

5 Annual Review of Public Health Strategy

- 5.1 Following emails received by some Members from Diabetes UK seeking support in campaigning the NHS to fund flash glucose monitors, the Director of Public Health advised that the matter was being referred to the Health Overview and Scrutiny Committee who would be deciding whether to add the subject to its formal agenda. A statement to that effect was being prepared and would be circulated as soon as it was available.
- 5.2 The Committee considered the report by the Executive Director of Community and Environmental Services presenting the progress made in delivering the Norfolk Public Health Strategy and outlining the approach and operational priorities for 2019.
- 5.3 The Committee **RESOLVED** to
- **Note** and agree progress made in relation to the delivery of the 4-year Public Health Strategy.
 - **Agree** the strategic priorities, commissioning intentions and budget plan outline over the next three years.
 - **Approve** the proposed savings for 2019-20 as set out in Appendix 5 of the report, to meet the reduction in the ringfenced Public Health Grant.

6 Finance Monitoring

- 6.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing it with financial monitoring information for the services reporting to Communities Committee for 2018-19.
- 6.2 The Committee **RESOLVED** to **note**:
- a) The 2018-19 revenue budget and forecast out-turn position for this Committee.
 - b) The Capital programme for the Committee.
 - c) The balance of reserves brought forward to 2018-19 and the planned use of reserves

7 Forward Plan and Decisions taken under delegated authority

- 7.1 The Committee considered the report by the Executive Director of Community and Environmental Services setting out the Forward Plan for Communities Committee.
- 7.2 The Committee agreed to add the following item to the Forward work programme.
- Rough sleeping and homelessness
- 7.3 The Committee **RESOLVED** to **note**:
- The Forward Plan at Appendix A of the report.

Margaret Dewsbury
Chairman, Communities Committee

Report of the Digital Innovation and Efficiency Committee meeting held on 14 November 2018

1 Finance monitoring

- 1.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided the Committee with information on the budget position for services reporting to Digital Innovation and Efficiency Committee. The report also provided information on the use of reserves and details of the capital programme.

1.2 RESOLVED

That the Committee note:

- 1. The 2018 - 19 revenue position for this Committee.**
- 2. The 2017 - 18 to 2020 – 21 capital programme for this Committee.**
- 3. The 2018 – 19 reserves position for this Committee.**

2 IMT Performance Indicators

- 2.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided operational dashboard information based on the vital signs performance indicators that fell under the remit of this Committee. All IMT indicators were reported as on target (green) with the exception of “Incidents resolved within SLA”.

2.2 RESOLVED

That the Committee are content with the existing use of IMT Performance Indicators and note the information provided in the report.

3 LoRaWAN conference & Hackathon Update

- 3.1 The Committee received a report by the Executive Director of Finance and Commercial Services about how The Things Network Conference which was held in Norwich on 15th/16th October 2018 had provided an opportunity for officers to explore the technology and understand what others were doing to promote the use of long range wide area network technology LoRaWAN.
- 3.2 In addition, the report explained how the County Council had partnered with ‘The Things Network’ to conduct a Hackathon on a series of challenges for teams to explore if the LoRaWAN technology could solve them.
- 3.3 The idea behind a Hackathon was to create an environment where programmers and developers of all ages and abilities could get together to exchange ideas, develop technological breakthroughs, and create innovative new applications. A Hackathon provided an invaluable source of information to supply chain companies and gave them guidance and direction as to what areas of innovation the County Council were looking for. The challenges were set using local Hackathons to find solutions to a

mixture of public sector needs that Norfolk County Council wanted to see solved utilising the Public LoRaWAN Network.

- 3.4 Because of the successful use of Hackathons at the Conference, the Committee was keen to support local Hackathons being held throughout Norfolk.
- 3.5 The Committee also gave its support to the work that was being done with schools to encourage pupils of 8-14 years of age to participate in a series of Step into Tech Hackathon challenge events where teams of school pupils explored how LoRaWAN technology could be used to find technological solutions to issues that they found of interest. This approach had already led pupils at a school in the Dereham area to successfully design a device which monitored air pollution in the vicinity of that school.
- 3.6 In addition, the Committee supported the setting up of a local digital market place which would provide a valuable new online platform for bringing together a single place for ideas and initiatives. A successful digital market place would stimulate technological solutions to issues of relevance to the County Council and when linked with other initiatives within the County Council's economic development agenda would bring jobs into Norfolk and provide for more investment in the local economy.

3.7 **RESOLVED**

That the Committee note the information provided in the report and support the initiatives that were being taken.

4 **Innovative Use of Technology for Highways**

- 4.1 The Committee received a report by the Executive Director of Community and Environmental Services that explained how the Highways Service were exploiting digital and technological innovations that delivered efficiencies, service improvements and a better way of working. The report provided examples of these technological developments and highlighted areas of work that were being considered for the future.
- 4.2 Members were pleased to hear about a pilot project mentioned in the report that would see low-cost road surface temperature sensors embedded in roads in Great Yarmouth to gather data up until the end of the winter season in April next year. The data from those sensors would be used to determine whether the town could be treated less than currently, saving salt, reducing the effect on the environment, fuel and driver time.
- 4.3 It was noted that due to its urban nature significant parts of Great Yarmouth were likely to be warmer than gritting areas elsewhere. Suitable locations to install the trial sensors would be identified using thermal mapping data and Google Street View. A long range, low power wireless platform would be used to provide the necessary data coverage across Great Yarmouth. Suppliers had expressed an interest in working with Norfolk County Council, including supplying sensors on loan for free, so the trial could be done.

4.4 **RESOLVED**

That the Committee:

- 1. Approve the field trial of roadside sensors.**
- 2. Direct officers to return to Committee with the results and potential options if successful.**
- 3. Consider the results of the trial at a future meeting to decide on next steps.**

5 Better Broadband for Norfolk Programme update

- 5.1 The Committee received a report by the Executive Director of Community and Environmental Services that provided an update on progress with the Better Broadband for Norfolk project.
- 5.2 Members were informed that currently 92% of homes and businesses had access to download speeds of 24Mbps+ per second. The Better Broadband for Norfolk (BBfN) programme was set to deliver 95% coverage across the county by the end of March 2020, but the Council was not content to stop there. The Council was committed to making sure that every home and business in Norfolk had access to Superfast Broadband. Some of the remaining “not-spots” were the most time-consuming and costly to reach, but because the County Council had secured an extra £11m of funding further steps would be taken to plug the gaps.
- 5.3 The Committee noted that activities and timescales associated with the current procurement were due to be completed during February 2019.

5.4 RESOLVED

That the Committee note:

- 1. Details regarding the current procurement described in section 1 of the report.**
- 2. Progress of the current rollout described in section 2 of the report.**

6 Counter Fraud Hub

- 6.1 The Committee received a report by the Executive Director of Finance and Commercial Services that explained how the County Council had engaged with other Local Authority colleagues in Norfolk in reviewing the Cipfa / BAU counter fraud system and services used in London to develop the scope and cost for a counter fraud hub for Norfolk. The report explained how a soft market review had identified a new Cabinet Office Fraud Hub system as the compelling option for Norfolk.
- 6.2 After having carefully considered the suitability of a Cabinet Office Fraud Hub system for Norfolk, Members supported the County Council going to the next stage in the preparation of a business case.

6.3 RESOLVED

That the Committee:

- 1. Direct officers to assess the suitability of the Cabinet Office NFI Fraud Hub system for Norfolk’s needs and its financial benefit potential (in conjunction with district and borough colleagues).**

2. **Delegate authority to the Head of IMT in consultation with the chair and deputy chair of this committee, to implement the Cabinet Office System if the cost is less than £100k and has an expected return on investment of less than 3 years.**

7 Local Full Fibre Network Bid

- 7.1 The Committee received a report and a PowerPoint presentation by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services about the progress being made by Norfolk County Council on behalf of the County of Norfolk in seeking DCMS Local Full Fibre Network Programme funding.

7.2 RESOLVED

That the Committee:

1. **Continue to develop the bid with DCMS and keep all Norfolk partners informed of progress.**
2. **Delegate authority to commit necessary bid development and project management resources to the Head of Information Management & Technology in consultation with the Chair and Deputy Chair of the Digital Innovation and Efficiency Committee.**

8 Use of Technology in Education

- 8.1 The Committee received a report by the Executive Director of Finance and Commercial Services and Executive Director of Children's Services that explained how the County Council intended to make better use of digital technology to increase engagement with parents and provide for quicker decisions while at the same time ensuring efficiency savings and adopting to customer changing digital behaviours.

- 8.2 Members were assured that the use of new digital technology would not imply the withdrawal of other forms of communication between the parent and the Council.

8.3 That the Committee approve the proposal for:

1. **Parent Portal Implementation for 2 Year old funding, Free School Meals and Education Health and Care Plans.**
2. **Parent Portal implementation for Children Centres online registrations.**
3. **Integration of a parent portal with My Norfolk accounts for Single Sign On phase 1.**

9. Forward Plan and decisions taken under delegated authority

- 9.1 It was noted that no decisions had been taken under delegated authority since the previous meeting.

9.2 RESOLVED

That the Committee note the forward work programme at Appendix A to the report and that no decisions were taken under delegated authority since the previous meeting.

10 The Digital Innovation Centre at County Hall

- 10.1 At the end of the meeting Members were given an opportunity to take part in a tour of the Innovation Centre in the mezzanine area of County Hall. Members were able to see for themselves how the Innovation Centre was a “living lab” that enabled staff to test new business systems, consumer technology, internet of things and assistive technology all from one place.

Tom FitzPatrick
Chairman

Report of the Environment, Development and Transport Committee Meetings held on 12 October and 9 November 2018

A - Items from the meeting of 12 October 2018

1. Chairman's Announcements

- 1.1 The Committee paid tribute to Adrian Gunson, who had been a Councillor on Norfolk County Council for over 40 years and been involved in the initial plans for the Norwich Distributor Road.

2. Statement of Community Involvement

- 2.1 The Committee considered the report outlining Norfolk County Council's Statement of Community Involvement, reviewed in accordance with Norfolk County Council's adopted Minerals & Waste Development Scheme timetable to keep it up-to-date.
- 2.2 The Committee **RECOMMENDED** to Full Council to resolve to formally adopt the 2018 Norfolk Statement of Community Involvement (Appendix 1 to the report)

3. Fly Tip Campaign

- 3.1 The Committee received the report providing an update on fly tipping and proposing a co-ordinated campaign to bring together stakeholders and the Norfolk Waste Partnership to deliver interventions based on best practice elsewhere in the Country.
- 3.2 The Committee **SUPPORTED** the delivery of a co-ordinated campaign to address the illegal dumping of waste delivered by working with stakeholders and as part of the Norfolk Waste Partnership.

4. Annual review of enforcement policy

- 4.1 The Committee received the report outlining changes to the reviewed and updated Enforcement Policy. The only major change was to the blue badge protocol
- 4.2 The Committee **CONFIRMED** the revised Community and Environmental Services Enforcement Policy and its annex documents meet the requirements of Environment, Development and Transport Committee services, prior to final approval by the Policy & Resources Committee who are the approval body for the policy.

5. Strategic and financial planning

- 5.1 The Committee considered the report giving an update on the Service Committee's detailed planning to feed into the Council's budget process for 2019-20.
- 5.2 1) The Committee unanimously **AGREED** to **CONSIDER** the content of the report and the continuing progress of change and transformation of Environment Development and Transport services
- 2) The Committee unanimously **AGREED** to **NOTE** the Council's latest budget

assumptions and pressures, and the resulting revised forecast budget gap of £45.322m, which had been updated by Policy and Resources Committee to reflect the latest available information and following Service Committee input in September (paragraph 4.3 and table 1 of the report)

- 3) The Committee unanimously **AGREED** to **NOTE** the revised council tax planning assumptions set out in table 2 of the report
- 4) With 9 votes for and 4 abstentions, the Committee **RESOLVED** to **AGREE** to **APPROVE** the proposed savings for the 2019-20 budget round for recommendation to Policy and Resources Committee in October (table 5 of the report), in particular confirming those savings that were recommended to require consultation as set out in paragraph 6.4 of the report
- 5) The Committee unanimously **AGREED** to **CONSIDER** further key areas of risk in relation to 2019-22 budget planning for the Committee's budgets, including any additional pressures and the robustness of existing planned savings as set out in table 4 of the report, noting that any changes may impact on the overall budget gap and would require additional offsetting savings to be found
- 6) The Committee unanimously **AGREED** to **NOTE** the budget planning timetable (section 7 of the report)

6 Annual Local Levy Setting for the Regional Flood and Coastal Committee

- 6.1 The Committee received the report seeking Norfolk County Council's position on the annual Local levy vote for the Eastern Regional Flood and Coastal Committee
- 6.3 The Committee **AGREED** to put forward a 3% increase as Norfolk County Council's preferred position on the annual Local Levy at the Eastern Regional Flood and Coastal Committee meeting in October 2018

7 Consultation on shale gas

- 7.1 The Committee discussed the report outlining the Department for Business, Energy & Industrial Strategy consultation document seeking views on the criteria to be used for inclusion of shale gas production under the nationally significant infrastructure regime.
- 7.2 The Committee **AGREED** to respond to the consultations in the report in line with the comments listed in Appendix A and Appendix B attached to the report.

8. Recommendations of Greater Norwich Development Partnership (GNDP) Board

- 8.1 The Committee considered the report outlining the recommendation from the Greater Norwich Development Partnership Board meeting on the 26 September 2018
- 8.2 The Committee **AGREED** to:
 - **NOTE** progress on the production of the Greater Norwich Local Plan; and
 - **ENDORSE** the consultation on new and revised site proposals

9 Norwich Western Link Update and Consultation Proposal

- 9.1 The Committee discussed the report providing an update on the progress of the Norwich Western Link project and the work undertaken since October 2017.
- 9.2 The Committee:
 1. **NOTED** the progress with the project
 2. **AGREED** in principle to plan for the non-statutory consultation on shortlisting of

options which will be subject to detailed approval at the November 2018 Committee meeting

10 Concessionary travel scheme for older and disabled people

- 10.1 The Committee received the report giving detail on the English National Concessionary Travel Scheme (ENCTS) and the situation on the ENCTS in Norfolk.
- 10.2 The Committee **NOTED** the contents of this report and the shortfall in concessionary funding, **AGREED** to seek support from Norfolk's MPs and **ASKED** the Chairman to write to MPs with evidence of figures that Norfolk was short, and to put Norfolk's case to Chris Grayling, MP, for a fairer settlement to cover the full costs of the English National Concessionary Travel Scheme for Norfolk, and for a full review of the system

11. A47 Blofield to Burlingham Dualling Scheme

- 11.1 The Committee considered the report outlining details for the proposal for the A47 Blofield to Burlingham Dualling Scheme.
- 11.2 The Committee:
 - (a) **SUPPORTED** the principle of dualling the A47 between Blofield and Burlingham subject to the detailed issues and comments set out in the report being resolved with Highways England
 - (b) **AGREED** to highlight the suggestion for footbridges for pedestrians and cyclists in the response to the consultation, in addition to the items raised in the report
 - (c) **AGREED** that the Executive Director Community and Environmental Services agree the final response in consultation with the Chair and Vice Chair of Environment, Development and Transport Committee under delegated authority

12. Performance Management

- 12.1 The Committee received the report based upon the revised Performance Management System implemented as of 1 April 2016 and providing data against the 2018/19 Vital Signs list from measures contained within the 'plans on a page'.
- 12.2 The Committee **REVIEWED** and **COMMENTED** on the performance data, information and analysis presented in the body of the report and **DETERMINED** that the recommended actions identified are appropriate

13. Risk Management

- 13.1 The Committee considered the report giving information from the latest Environment Development and Transport Committee risk register as at October 2018, following the latest review conducted in September 2018.
- 13.2 The Committee **CONSIDERED**:
 - a) The changes to EDT departmental risks since the last Risk Management report was reported to this Committee in July 2018, in Appendix A of the report
 - b) The risks reported by exception in Appendix B of the report
 - c) The summary of EDT departmental risks in Appendix C of the report
 - d) The list of possible actions, suggested prompts and challenges presented for information in Appendix D of the report
 - e) The background information to put the risk scoring into context, shown in Appendix E of the report

14. Finance monitoring

14.1 The Committee received the report providing financial monitoring information for the services reporting to this Committee for 2018-19.

14.2 The Committee **NOTED**:

- a) The 2018-19 revenue budget the Environment, Development and Transport Committee and the current forecast outturn position
- b) The Capital programme for this Committee.
- c) The balance of reserves brought forward to 2018-19.

15. Forward plan and decisions taken under delegated authority

15.1 The Committee:

1. **REVIEWED** the Forward Plan at Appendix A and identified some additions
2. **NOTED** the delegated decisions set out in Section 2 of this report.

B - Items from the meeting of 9 November 2018

1. Urgent Business

1.1 Funding of £420m had been announced by Government for Local Authorities for pothole repairs; current indications using the single funding formula were that the County Council would receive about £13m. This would allow more funding to be put into pothole repairs in the Fen Area as well as the whole of Norfolk

1.2 In the Summer 2018 National Highways and Transport Survey, 113 Local Authorities took part and Norfolk County Council came fourth out of 28 County Councils who took part, up from seventh in 2017. The Chairman and Committee thanked the highways team and staff for their performance, especially bearing in mind issues caused by the 'Beast from the East' and bad weather over the winter of 2017-18.

2. Norfolk Western Link – Options Proposal

2.1 The Committee considered the report outlining proposals to enable the project to proceed to an Options Consultation on a shortlist of Norwich Western Link options

2.2 As per the amended plan seen and agreed in the meeting:

1. With 11 votes for, 1 vote against, and 1 abstention, the Committee **RESOLVED** to **APPROVE** the proposed four shortlisted options for the Norwich Western Link
2. With 11 votes for and 2 abstentions, the Committee **RESOLVED** to **PROCEED** with a non-statutory public consultation on these shortlisted options

3. Norfolk Strategic Infrastructure Plan refreshed for 2018

3.1 The Committee received the report on the Norfolk Strategic Infrastructure Delivery Plan, pulling together information on the key strategic infrastructure projects needed to deliver economic growth in Norfolk and detailing Norfolk's infrastructure priorities to the government and its agencies.

3.2 The Committee **AGREED** to welcome and support the production of the Norfolk Strategic Infrastructure Delivery Plan, together with its annual reviewed and endorse the strategic and inclusive approach to infrastructure planning.

4. Update on Recycling Norfolk's Disused Railways

- 4.1 The Committee discussed the report outlining plans to bring disused railways and under-used parts of the transport network back into full use as cycling and walking routes.
- 4.2 The Committee **RESOLVED** to:
1. **NOTE** the development of the feasibility work and support the bid for a capital contribution to the project
 2. **AGREE** public consultation on the pilot route proposals
 3. **AGREE** the use of the term Greenway to refer to these types of facility in the future

5. Recycling Centre Sites and Service Provision

- 5.1 The Committee considered the report with a proposal for a location to replace the Mile Cross Recycling Centre in Norwich, which would close in 2021.
- 5.2 The Committee:
1. **SUPPORTED** continued negotiations to agree terms for the acquisition of the preferred site to replace Mile Cross Recycling Centre and ask Business and Property Committee to approve the acquisition
 2. **SUPPORTED** the schemes being put forward for the capital programme to replace Ketteringham Recycling Centre, expand Sheringham Recycling Centre and replace Wymondham Recycling Centre
 3. **SUPPORTED** an additional reuse shop at Wereham Recycling Centre alongside the reuse shops planned for Wells, Bergh Apton, and Snetterton
 4. **APPROVED** the installation of defibrillators across all 20 recycling centres

6. Residual Waste Contract Arrangements

- 6.1 The Committee received the report outlining proposals to extend or replace existing arrangements to treat residual waste due to end in 2020, to allow the County Council to fulfil its statutory responsibility for managing waste as a Waste Disposal Authority
- 6.2 The Committee
1. **AGREED** to extend existing contractual arrangements to treat waste by one year to 2021
 2. **SUPPORTED** continuing the inter authority agreement with Suffolk County Council by one additional year to 2021
 3. **NOTED** that in 2017/18 199,281 tonnes were sent to incineration and 4,191 tonnes was sent to landfill
 4. **AGREED** that the Chairman would send a letter on behalf of the committee to the department on their good work as outlined in the report

7. Finance Monitoring

- 7.1 Members considered the report containing financial monitoring information for the services reporting to the Committee for 2018-19.
- 7.2 The Committee **NOTED**
- a) The 2018-19 revenue budget for the Environment, Development and Transport Committee and the current forecast outturn position
 - b) The Capital programme for this Committee
 - c) The balance of reserves brought forward to 2018-19.

8. Forward Plan and decisions taken under delegated authority

8.1 Cllr Clancy suggested that Officers carried out research/a desktop study in anticipation of a Highways England Scheme related to the Acle Straight; the Committee **AGREED** that this work should be carried out.

8.2 The Committee **REVIEWED** and **AGREED** the forward plan

9. Member Working Group Terms of Reference

9.1 The Committee considered the report setting out a proposal to establish the Task and Finish Group requested by Full Council to consider the issues of banning balloons and Chinese lanterns and single use plastic products

9.2 The Committee

- **AGREED** to appoint 6 Members to the Task and Finish Group
- **APPOINTED** Mr S Clancy as Chair of the Task and Finish Group
- **APPOINTED** Mr B Spratt, Mr T White, Mrs S Squire, Mr T Jermy as Task and Finish Group Members
- **AGREED** that a Member would be appointed from the Liberal Democrats in place of Mr T East

**Martin Wilby, Chairman,
Environment Development & Transport Committee**

Report of the Norfolk Health Overview and Scrutiny Committee meeting held on 18 October 2018

1 Access to Palliative and End of Life Care

1.1 The Committee received a suggested approach by Maureen Orr, Democratic Support and Scrutiny Team Manager, to a report from NHS commissioner and provider partners within Norfolk and Waveney Sustainability Transformation Partnership (STP) about the levels of specialist and generalist palliative and end of life care commissioned and provided for adults in Norfolk in comparison with guidance on the levels of care required. The Committee received a PowerPoint presentation from the NHS speakers on this subject. The Committee also heard from several members of the public.

1.2 The following key points were noted:

- The speakers said that there were some 10,500 deaths in a year in the Norfolk and Waveney area and approximately three-quarters of these were of people who had a palliative/ end-of-life care need.
- To meet NICE guidelines steps were being taken to address issues of variation in service provision, however, there remained at present an unequal provision of hospice and specialist palliative care in-patient facilities across the county and no beds available in the Great Yarmouth and Waveney area.
- The speakers were currently working on a Norfolk and Waveney STP Ambitions for Palliative and End of Life Care Delivery Plan 2017 – 2020 which would be circulated to members when it became available. The outcomes from today's discussions would be addressed as part of that plan, and the plan would include a delivery programme for when action should be taken.
- The speakers said that Great Yarmouth and Waveney CCG was in the final submission phase of a procurement process for NHS community services that would include end-of-life care. Because of the risk of legal challenge, the speakers were unable to discuss the procurement process any further than was set out in the presentation.
- The configuration of palliative and end of life care varied significantly from locality to locality. Priscilla Bacon Lodge in Norwich provided 16 specialist NHS in-patient beds for those patients who required focused care. Tapping House, in King's Lynn, provided up to seven NHS beds and NHS beds were also available at St Elizabeth Hospice and St Nicholas Hospice in Suffolk, and in acute hospitals for patients who needed end of life care under the supervision of clinicians.
- In all areas, apart from Great Yarmouth and Waveney, a hospice at home team was in place, offering the care of a hospice but in the community.
- In reply to questions, the speakers said that they recognised that access to end-of-life care outside of normal working hours was a strategic issue of significant concern. People with complex needs, such as cancer, depended heavily on out of hours services to provide advice, treatment and support to manage medical, emotional and practical problems as they emerged.
- The latest procurement process for NHS community services recognised that

the needs of those at the end of life and their families and carers could not be met in a standard 9–5 model of service delivery.

- A night-time service was available in the King's Lynn area after 6 pm based on a virtual ward.
- In the central area there were usually 3 night-time nurses on duty.
- The speakers assured the Committee that specialist palliative and end-of-life care was provided by multi-disciplinary teams and that members of these teams had undergone recognised specialist palliative care training. The aim of this training included providing patients with physical, psychological, social and spiritual support.
- Members suggested that the shortage of hospice provision was a sign of a lack of patient choice and that aspirant hospices should be fully supported in their attempts to get started. In reply, the speakers said that while they were willing to do all that they could to help hospices; hospices should be supported within the context of the NHS and partner organisations putting in place a more integrated community care model and not only for reasons of widening patient choice.
- The speakers said that at a time of increasing pressures on NHS spending, NHS end-of-life care did not necessarily have to be provided in a traditional hospice and going forward might potentially be provided in a more cost-effective way in private care homes or by providing a wider range of hospice care at home, and by other services that provided end-of-life care.
- Members were of the view that it would be helpful for them to see for themselves a range of the palliative and end-of-life services that were available.
- The speakers said that end-of-life care teams had a long tradition of delivering services both in acute hospitals and community settings, so they were used to the concept of integrated care and "bridging the gap" and influencing care in both environments.
- Members said that to better understand the progress that was being made in the Norfolk and Waveney area they needed to see a "gap analysis" of current provision compared to the national framework and the STP Delivery Plan.

1.3 The Committee agreed:

To note that *Norfolk and Waveney (N&W) STP Ambitions for Palliative and End of Life Care Delivery Plan 2017 – 2020* was expected to be made available to Members by December 2018.

That Members should receive the gap analysis for what needed to be done in Norfolk and Waveney to meet the requirements of the *Ambitions for Palliative and End of Life Care: a national framework for local action 2017-2020*.

To ask the Norfolk and Waveney STP representatives to provide written answers to questions in Section 4 of the covering report presented to the Committee that were not addressed during the meeting.

Members should be invited to visit existing Palliative and End of Life Care services to get a better understanding of the issues, including hospices, hospice at home, and other services that provided end-of-life care.

To revisit the subject at a future meeting when Members had received the gap analysis against the national framework and the N&W STP Delivery Plan, and

when Great Yarmouth and Waveney CCGs' procurement of NHS community service (including end of life care) was complete.

Issues for that meeting would include (not exclusively):

- Night time service
- Consistency of services
- Advocacy for families
- Choice of place of care
- Input from Norwich Consolidated Charities.

2 Forward Work Programme

2.1 The Committee agreed the Forward Work Programme with the following additions:

For the agenda on 17 January 2019:

- The Queen Elizabeth Hospital NHS Foundation Trust – action in response to Care Quality Commission report.
- Norfolk and Suffolk NHS Foundation Trust – action in response to the Care Quality Commission report

For the agenda on 28 February 2019:

- Children's Speech and Language Therapy - to follow up on the action plan from the independent review of the central and west Norfolk service and to address with issues raised during Members visit with the SENSational Families Group.
- Notes from the Members visit with SENSational Families Group at Harford Community Centre on 20 September 2018 to be circulated to Members of NHOSC.

For the agenda on 11 April 2019:

- Access to NHS dentistry in Norfolk – follow up to the report to NHOSC on 24 May 2018 on access in West Norfolk, and examination of the situation in the rest of Norfolk.

**Michael Chenery of Horsbrugh
Chairman**

Report of the Health and Wellbeing Board Meeting held on 31 October 2018

1. Chairman's Opening Remarks

- 1.1 The Chairman updated the Board on
- The Better Care Fund Quarter 2 submission which had been signed off by the Chair and Vice Chairs Group on behalf of the Board and submitted to NHS England
 - The Annual Refresh 2018-19 of the Local Transformation Plan for Norfolk & Waveney (Children and Young People's Mental Health) which had been delegated to the Chair and Vice Chairs Group to consider before the 31 October 2018 deadline
 - The Carers' Charter had been presented to Full Council in October 2018 and adopted with cross party support.

2. Our Joint Health and Wellbeing Strategy 2018-22

- 2.1 The Board received the report outlining the commitment by Health and Wellbeing Board (HWB) partners through formal sign-up to the Strategy, and next steps for implementation.
- 2.2 The Health and Wellbeing Board:
1. **NOTED** the outcome of partner organisations' sign up to the Strategy
 2. **AGREED** the next steps with implementation & **COMMITTED** to action to take this forward:
 - **Developing and agreeing our high-level implementation plan** - which will inform our action & prioritisation and enable us to focus on the added value that collaboration through the Health and Wellbeing Board brings
 - **Developing and agreeing an outcomes framework** - so we can monitor our progress towards achieving our priorities

3. Norfolk & Waveney Sustainability and Transformation Partnership (STP): a) Update

- 3.1 The Board discussed the report with an update on the Norfolk and Waveney Sustainability and Transformation Partnership (STP), focussing on progress of key pieces of work since the last report in July 2018.
- 3.2 The Health and Wellbeing Board
1. **CONSIDERED** and **COMMENTED** on the report
 2. Agreed to **IDENTIFY** actions that the Health & Wellbeing Board/member organisations could take to speed up progress on delivering the changes necessary to deliver sustainable services
 3. **SUPPORTED** the engagement around the mental health review

4. Norfolk & Waveney Sustainability and Transformation Partnership (STP): b) Winter Planning; Urgent & Emergency Care

- 4.1 The Board considered the report containing an update on the focus and work of the STP Urgent and Emergency (UEC) workstream focussed on winter planning and resilience
- 4.2 The Health and Wellbeing Board **NOTED** and **COMMENTED** on the operational and transformation work that was underway to manage the STP-wide operational plans, to provide system coordination and improved grip.
- 5. Norfolk and Waveney Sustainability and Transformation Partnership:
c) Prevention Winter Plan**
- 5.1 The Board considered the report setting out the top 5 priorities of the Sustainability & Transformation Partnership Prevention workstream focussing on system delivery outcomes for winter system sustainability & seeking commitment from the Health and Wellbeing Board to support and contribute to them.
- 5.2 The Health and Wellbeing Board **SUPPORTED** the 'Top 5 for prevention' priorities developed by the STP Prevention workstream
- 6. Norfolk & Waveney Sustainability and Transformation Partnership (STP):
d) Adult Social Care Winter Plan**
- 6.1 The Committee received the report detailing the Norfolk Adult Social Services winter plan which set out the department's arrangements for the winter period 2018-19.
- 6.2 The Health and Wellbeing Board **AGREED** the Adult Social Services Winter Plan
- 7. Homes and Health**
- 7.1 The Board considered the report confirming the creation of the District Councils' Sub Committee of the Board and its priority in the first year, homes and health.
- 7.2 The Health and Wellbeing Board **AGREED**
1. That this Group was **formally established as the District Council's Sub Committee** of the Health and Wellbeing Board, with a view to meeting at least twice a year
 2. That this Sub Committee **prioritises homes and health for 2019** and reviews the position at the end of the first year, ahead of planning for winter 2019
 3. To focus on **three priority areas** and support cross partner working on:
 - **Warm and healthy homes** - To promote how to stay well in winter, provide energy and money saving advice and install central heating systems to fuel poor households
 - **Workforce joint working** - Pilot location of housing staff within Multi-Disciplinary Teams to identify needs in homes and increase knowledge of housing solutions to support health and care needs based on joint learning
 - **Discharge from hospital** - work together to establish a single & sustainable model and to extend the district offer to include discharge from mental health and community hospitals

Mr Bill Borrett
Chairman, Health and Wellbeing Board

Report of the Norfolk Joint Museums Committee meeting held on 2 November 2018

1 The 2018-19 Cohort of Museums Trainees

- 1.1 Members were introduced to the 2018-19 cohort of museums trainees who delivered a huge range of impressive projects and programmes across the county. Each of the trainees explained the wide range of work that they undertook for the NMS. The NMS trainees came from a wide range of backgrounds. Planning for the 2019/20 intake was currently underway.

2 Area Museums Committees

- 2.1 The Joint Committee received reports from meetings of the King's Lynn and West Norfolk and Norwich Area Museums Committees.
- 2.2 From the King's Lynn and West Norfolk report, the Joint Committee's attention was drawn to the latest programme of museum activities at the Lynn Museum that attracted a young and diverse audience.
- 2.3 From the Norwich report, the Joint Committee's attention was drawn to the success of *The Paston Treasure: Riches and Rarities of the Known World* exhibition at the Castle Museum. This once in a lifetime exhibition which ran until 23 September 2018 was the result of years of research, undertaken jointly with the Yale Center for British Art and was one of the most ambitious exhibitions ever displayed at Norwich Castle with over 50 lenders, including international loans from the USA and the Netherlands.
- 2.4 Members spoke about the untapped commercial opportunities that might be available to the NMS from the film recording of major exhibitions. In reply, the Assistant Director Community and Environmental Services (Culture & Heritage), said that producing DVD film recordings of major exhibitions was now standard practice within the NMS. A film recording of the Paston Treasure would be entered into a national competition for a prestigious award. The NMS would be happy to consider further how film recordings of major exhibitions could be made more widely available to the public and to report back to a future meeting of the Committee on this matter.
- 2.4 Members welcomed the forthcoming centenary exhibition, *The Armistice: Legacy of the Great War in Norfolk*, a major centenary exhibition commemorating the end of the First World War, which ran until 6 January 2019. Posters, photographs, archives and interactive displays complemented the diverse objects drawn from around the county for this uniquely Norfolk exhibition.
- 2.5 The Committee's attention was drawn to the work of Dr John Davies, Chief Curator and Project Director and Angela Riley, Project Manager, who had successfully led the Heritage Lottery Fund application for the *Norwich Castle: Gateway to Medieval England* project.
- 2.6 Members were informed that Dr John Davies would be retiring from the museums service at the end of November 2018 after 27 years of service and that Dr Robin

Hanley, Assistant Head of Museums, would be stepping into the role of leading the *Norwich Castle: Gateway to Medieval England* project.

- 2.7 The Committee placed on record their thanked to Dr Davies for his support and contribution to the NMS and praised both him and Colly Mudie, Norwich Learning Manager, and others who were also retiring from the NMS for their contribution to the work of the Committee, the Norfolk Museums Service and the Castle Keep Project.

3 Finance Monitoring Report for 2018/19

- 3.1 The Joint Committee received a report that covered the NMS forecast budget out-turn for 2018/19 and detailed the latest monitoring position of the revenue budget, capital programme, reserves and provisions.

- 3.2 Members suggested that in adapting to climatic change the NMS should not only give careful thought to the environmental conditions required for the display of museum objects but should also consider the impact on admission policies and approaches to museum attendances.

- 3.3 The Joint Committee **resolved** to note –

The latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2018/19.

4 Risk Management report

- 4.1 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at October 2018.

- 4.2 Members were given an update on progress with the management of risk within the NMS. Members were informed of the positive progress which was made against the risks on the register and of a new risk that was added to the register to stress the importance of the NMS successfully delivering Arts Council England business plans, including the Arts Council's requirements around the Creative Case for Diversity which was the subject of a presentation at the end of the meeting.

- 4.3 The Joint Committee **resolved** to note –

1. **The new risk RM14364 - Failure to deliver Arts Council England business plan 2018-22 that was set out in Appendix A to the report.**
2. **That risks were split into active risks (included in Appendix A to the report) and dormant risks (included in Appendix B to the report).**

5 Norfolk Museums Service – Performance & Strategic Update Report

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

- 5.2 During discussion, the following key points were noted:

- The Joint Committee was pleased to hear that the NMS had secured the second round Heritage Lottery Fund support for the Norwich Castle: Gateway to Medieval England project which brought the total funding for the project from the National Lottery to £9.2m.
- Securing this level of funding had required a strong team effort from staff, volunteers and partners.
- As well as major National Lottery funding, the Castle Keep project had received funds from a wide range of partners and from the public who had raised money through the 'Keep Giving' campaign and an 'Adopt an Object' scheme. The NMS remained deeply grateful to these funders and stakeholders including the additional support from the Norwich Freeman's Charity as well as the support of the University of East Anglia, the project's new official Academic Partner.
- The developed Castle Keep was due to open to the public in 2020.
- The summer of 2018 was particularly challenging for the NMS because the hot weather had made outdoor activities more attractive than visiting a museum. This was reflected in the visitor figures that were included in the report. The NMS remained hopeful, however, of achieving c400,000 visitors across the 10 museum for 2018/19 and of mainlining school visits at around the 45,000+ level.
- It was suggested that visitor figures might be increased by developing links between the history curriculum of American schools and local history subjects (such as the life of Thomas Paine) and by targeting NMS publicity material of interest to Americans at those Parish Councils that were situated close to American military bases. The Committee were informed that this approach had worked well when it was done in the past.
- The Committee's attention was drawn to a major national Summit that would be hosted by The New Anglia Cultural Board in Norwich on 8/9 November 2018, supported by Arts Council England and the New Anglia LEP.

5.3 The Joint Committee resolved:

- 1. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project.**
- 2. To note the position for the current financial year 2018/19, including delivery against the Arts Council England and Heritage Lottery Fund programmes.**
- 3. To note that Members of the Committee were invited to attend a formal leaving event at the Castle Museum on Friday 30 November 2018 for Dr John Davies.**

6 The Arts Council England Creative Case for Diversity

- 6.1 Jo Warr, Head of Development, NMS, gave the Joint Committee a PowerPoint presentation on the Arts Council England Creative Case for Diversity.**
- 6.2 The Creative Case for Diversity was Arts Council England's new approach to diversity and equality; a way of exploring how organisations such as the NMS could enrich the work they did by embracing a wide range of influences and practices. The Arts Council England definition of diversity encompassed responding to issues around race, ethnicity, faith, disability, age, gender, sexuality, class and economic disadvantage and any social and institutional barriers that prevented people from participating in and enjoying cultural activities.**
- 6.3 Members were informed that this represented a major shift in perspective from Arts**

Council England, from regarding diversity as something that had to be done to comply with equality legislation to understanding its creative potential and the ways in which it could promote cultural activities. Members spoke about how the NMS could respond positively to this new approach by using museum collections to tell new museum stories that gave a greater understanding of issues linked to diversity and in so doing attract a wider audience of visitors.

John Ward
Chairman

Report of the Norfolk Records Committee Meeting held on 2 November 2018

1. Matters Arising

- 1.1 The Committee paid tribute to Baroness Hollis, who had been a major force in the City of Norwich, and Wyndam Northam, who had been a member of the Norfolk Records Committee in the past.

2. Adoption of Co-opted members

- 2.1 The Committee **AGREED**
- to appoint Mr R Begley, Professor C Rawcliffe and Mr A Steynor as co-opted Members on the Norfolk Records Committee for the ensuing Council Year
 - to appoint Dr V Morgan as Observer on the Norfolk Records Committee for the ensuing Council year
- 2.2 It was **confirmed** that
- Revd C Read would continue as the representative of the Bishop of Norwich on the Norfolk Records Committee for the ensuing Council Year
 - Dr A Metters would continue as the representative of the Norfolk Record Society on the Norfolk Records Committee for the ensuing Council Year
 - Mr R Jewson would continue as Custos Rotulorum on the Norfolk Records Committee for the ensuing Council year

3. Metadata Migration and Management

- 3.1 The Committee received the report outlining information on metadata in the archive management system and giving proposals on options for future archive management.
- 3.2 The Committee **APPROVED** Option C as detailed in the report and **SUPPORTED** the submission of a bid for capital funding from Norfolk County Council.

4. Finance and Risk Report

- 4.1 The Committee considered the report showing the forecast financial out-turn & revenue budget for the Norfolk Record Office for 2018/19, reserves and provisions, and update on the service risk register. It also gave an update on future budget challenges for Norfolk County Council and proposals relating to the Committee to help manage them.
- 4.2 The Committee **NOTED**:
- Forecast position of the revenue budget, reserves and provisions for 2018/19
 - Management of risk for 2018/19
 - That the consultation was proceeding on this proposal and awaited the outcome in January 2019

Performance Report – 1 April 2018 to 30 September 2018

The Committee received the report outlining the performance and activities of the Norfolk Record Office and performance against the service plan from 1 April – 30 September 2018

The Committee **NOTED** performance against the 2018/19 service plan

Christopher Kemp
Chairman, Norfolk Records Committee

Report of the Planning (Regulatory) Committee Meeting held on 26 October 2018

- 1 C/7/2015/7018: Kirby Cane Quarry, Yarmouth Road, Kirby Cane, Bungay.**
- 1.1 Proposal and applicant: Variation of conditions 2, 3, 8, 16 and 18 of planning permission C/7/2013/7010 to extend duration of extraction and restoration until 31/12/25, allow for revised plans and plant details (part retrospective) and increase in quantity of imported aggregates, with increased depth of working and revised restoration: LP Pallett Quarry.
- 1.2 C/7/2015/7019: Kirby Cane Quarry, Yarmouth Road, Kirby Cane, Bungay, NR35 2HJ.**
- 1.3 Proposal and applicant: Variation of conditions 1, 4 and 18 of planning permission C/7/2013/7008 to extend duration of extraction and restoration until 31/12/2025, with increased depth of working and revised restoration: LP Pallett Quarry Ltd.
- 1.4 The Committee received the reports by the Executive Director of Community and Environmental Services and considered them concurrently.
- 1.5 With regard to application number **C/7/2015/7018** the Executive Director of Community and Environmental Services was authorised to:
- i. Grant planning permission subject to the conditions outlined in section 12 of the report.
 - ii. Discharge conditions (in discussion with the Chairman and Vice-Chairman of the Committee) where those detailed in the report 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 (in discussion with the Chairman and Vice-Chairman of the Committee) to deal with any non-material amendments to the application that may be submitted.
- 1.6 With regard to application number **C/7/2015/7019** the Executive Director of Community and Environmental Services was authorised to:
- i. Grant planning permission subject to the conditions outlined in section 12 of the report.
 - ii. Discharge conditions (in discussion with the Chairman and Vice-Chairman of the Committee) where those detailed in the report 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 (in discussion with the Chairman and Vice-Chairman of the Committee) to deal with any non-material amendments to the application that may be submitted.

2 C/7/2018/7005: Quarry of Beacon Hill, Loddon Road, Norton Sub Course.

- 2.1 Proposal: Variation of Conditions 9 (dust scheme) and 11 (protection of existing trees) of planning permission C/7/2012/7017. Cemex UK.
- 2.2 The Committee received the report by the Executive Director of Community and Environmental Services seeking planning permission for the variation of Conditions 9 (dust scheme) and 11 (protection of existing trees) of planning permission C/7/2012/7017.
- 2.3 The Executive Director of Community and Environmental Services was authorised to:
 - i. Grant planning permission subject to the conditions outlined in section 13 of the report.
 - ii. Discharge conditions (in discussion with the Chairman and Vice-Chairman of the Committee) where those detailed in the report 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 (in discussion with the Chairman and Vice-Chairman of the Committee) to deal with any non-material amendments to the application that may be submitted.

Colin Foulger
Chairman, Planning (Regulatory) Committee

Notice of Motions

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

1. Proposed by Andrew Jamieson, seconded by Graham Plant

This Council welcomes the additional funding announced by the Chancellor in the 2018 autumn budget. However, despite this NCC still faces significant challenges over the next three years to balance its budget. We recognise that NCC is one of the highest recipients of Revenue Support Grant (RSG) in the Country, due to the relatively lower levels of council tax which can be raised locally. With the expected loss of some £39m in 2021 this presents a 'cliff edge' which, despite planning for, will be difficult to manage.

We fully appreciate that Local Government must contribute towards reducing the national debt, however this must be balanced with our ability to forward plan to deliver our services in a sustainable way.

Therefore, this council resolves to write to The Chancellor, The Secretary of State for Housing, Communities and Local Government, and all Norfolk MPs to ask that they consider phasing the reduction to zero RSG over three more years to 2024 to allow for sustainable forward planning and financial deliverability.

2. Proposed by Steve Morphew, seconded by Mike Smith-Clare

Council believes that other than where the Monitoring Officer is investigating an alleged breach of the code of conduct or in the event of an investigation by law enforcement authorities, all information about and contained in councillor emails should remain confidential.

Council therefore resolves

1. To request the Head of Democratic Services to draft a provision to be included in the Council constitution to ensure no officer can give authority for any third party to inspect or access such information without the specific written consent of each councillor involved.

2. Where that is not achievable because of Data Access requests. Freedom of Information requests or the need for technical staff to have access to maintain the email system, that such circumstances should be defined as part of the new provision in the Constitution.

3. To consider this new provision at Council in April 2019 and meanwhile to adopt these principles in the event of any further requests for access to councillor email information meanwhile.

3. Proposed by Steffan Aquarone, seconded by Dan Roper

Government advice on public consultations is that consultation documents should be clear about the consultation process, what is being proposed, the scope to influence and the expected costs and benefits of the proposals.

Statements by judges in legal cases on public consultations have said:

In R (Derbyshire County Council) v Barnsley, Doncaster, Rotherham and Sheffield Combined Authority [2016] “at least the major proposals in the scheme should be identified and be made the subject of the consultation, with adequate ... material provided to explain it so as to permit of sensible response.”

In R v London Borough of Haringey (2014) the courts say that there is an obligation to let consultees know, “what the proposal is and exactly why it is under positive consideration” and telling them enough (which may be a good deal) to enable them to make an intelligent response.”

Recent public consultations by the council have left much to be desired in terms of the level of information provided causing public confusion and anger. The people of Norfolk are right to expect better openness and transparency from the County Council.

There has also been an inconsistent approach taken in recent consultations where one was stopped and restarted due to incorrect information being provided and one wasn't when the same circumstances happened.

The Council resolves to instruct officers to undertake a review of the council's public consultation processes to ensure that the council is following good practise which should include a requirement that where the council changes the information it provides during a consultation process that the consultation is stopped and then restarted so that the full and correct information can be provided.

4. Proposed by Tim East, seconded by Brian Watkins

Norfolk is so much more than a car county. Census figures show that 18.8% of households in Norfolk (70k) do not own a car and there were 27.3 million passenger journeys on Norfolk buses in 2016/17.

Nearly 90% of those who took part in the 2018 Transport for Norwich survey rated investment in public transport as 'important' or 'very important', Measures to tackle congestion was rated as 'important' or 'very important' by 87%. Not surprising when it is estimated that Norwich drivers waste an average 26hrs a year in peak hour congestion.

The Government's recent announcement that Norwich should be getting some of Transforming Cities Fund which aims to fund “coherent programmes of interlinking

interventions which will transform connectivity in key commuter routes in major city regions” Is very welcome.

However, this opportunity must not be squandered. The proposals must be of sufficient quality and the money is only available until 2021- 22.

The Council’s application to the Transforming Cities Fund says Norwich’s Park and Ride network is critical to reducing car commuting, but its contribution to tackling congestion is constrained by Park and Ride not connecting with other bus services or picking up in key suburban locations.

The Council’s application states that Park and Ride based express services will stop at mobility hubs at 10-minute frequencies as shown on the map (attached at Appendix A). This is critical to making the network an integrated one and to reducing air pollution across the city.

Castle Meadow, a major bus interchange, had NO₂ levels of 56 mg/m³ in 2016, exceeding EU targets. This is harmful to health and is completely unacceptable.

This council resolves that by the end of 2021-22 public transport hubs that connect major parts of Norwich and its surrounding area in a similar way to that set out in map 9 (Appendix A) of the council’s application to the Transforming Cities Fund will have been implemented and be fully functioning.

5. Proposed by Emma Corlett, seconded by Julie Brociek-Coulton

Council notes:

- the vital contribution that Norfolk foster carers and adoptive parents make to keep Norfolk's children safe, cared for and nurtured.
- the time commitment needed to undertake the relevant training courses prior to taking on these vital roles
- the policy that Norfolk County Council has in place to support its own staff, including time off to attend essential training and development for foster carers and adoptive parents

Council further notes the wider societal responsibility of every Norfolk citizen to our children and young people.

Council therefore **resolves** to

- use our influence as individual councillors and community leaders to encourage people to come forward to become foster carers and adopters with Norfolk County Council
 - use our collective influence to encourage Norfolk employers to introduce policies that allow foster carers and adoptive parents paid leave to attend induction courses and training
 - work collaboratively with the LEP, Federation of Small Business, Chamber of Commerce and Trade Unions to raise the profile of the needs of foster carers and adoptive parents, promote working practices and policies that support people in this caring role, for the benefit of Norfolk's children.
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Map 9 Mobility hubs

Item 9
Motion 4 -
APPENDIX A

