

Norfolk County Council

Date: **Monday 27 September 2021**

Time: **10 am**

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

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

Advice for members of the public:

This meeting will be held in public and in person.

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

<https://youtu.be/nrvyrf6p9b4>

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

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

Prayers

To Call the Roll

AGENDA

- 1 To confirm the minutes of the meeting of the Council held on **Page 5**
24 May 2021 and 7 June 2021
- 2 **To receive any announcements from the Chair.**
- 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 to a greater extent than others in your division:

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body –
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

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

5 Questions to the Leader of the Council

Procedure Note attached

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6 Recommendations from Committees

6.1 Cabinet

Meetings held on 7 June 2021; 5 July 2021; 2 August 2021 and 6 September 2021.

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6.2 Audit

Meeting held on 29 July 2021

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7 Cabinet Report (Questions to Cabinet Members)

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Meetings held on 7 June 2021; 5 July 2021; 2 August 2021 and 6 September 2021.

Procedure Note attached

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8.	Committee Reports	
8.1	Scrutiny Committee Meetings held on 23 June 2021 and 21 July 2021	Page 57
8.2	Corporate Select Committee Meetings held on 12 July 2021 and 13 September 2021	Page 60
8.3	Infrastructure & Development Select Committee Meetings held on 14 July 2021 and 15 th September 2021	Page 64
8.4	People and Communities Select Committee Meetings held on 16 July 2021 and 17 September 2021 (that for 17 September 2021 will follow)	Page 68
8.5	Health Overview and Scrutiny Committee Meeting held on 15 July 2021 and 2 September 2021.	Page 70
8.6	Audit Committee Meeting held on 29 July 2021	Page 75
8.7	Norfolk Records Committee Meeting held on 23 July 2021	Page 80
8.8	Joint Museums Committee Meeting held on 23 July 2021	Page 82
8.9	Planning (Regulatory) Committee Meetings held on 18 June 2021 and 30 July 2021	Page 85
9	Proportional Allocation of Seats on Committees	Page 88
	Report by the Assistant Director of Governance	
10.	Appointments to Committees, Sub-Committees and Joint Committees (Standard item).	
	<ul style="list-style-type: none"> a. To note any changes made under delegated powers since the last meeting: <ul style="list-style-type: none"> (i) Cllr Brociek-Coulton to replace Cllr Rumsby on the Norfolk Joint Museums Committee. (ii) Cllr Julian Kirk to replace Cllr Michael Chenery on Norfolk Health Overview and Scrutiny Committee b. To consider any proposals from Group Leaders for changes to committee places or consequential positions. 	
11	Notice of Motions	Page 90

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|-----------|---|-----------------|
| 12 | Norfolk Youth Justice Annual Plan | Page 95 |
| | Report by Executive Director of Children's Services | |
| 13 | Pay Policy Statement 2021-22 | Page 144 |
| | Recommendation from the Head of Paid Service | |
| 14 | Local Government Boundary Commission Review | Page 151 |
| | Report by the Director of Governance | |
| 15 | To answer questions under Rule 8.3 of the Council Procedure Rules (if any received). | |

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

Agenda Published: 17 September 2021

Norfolk County Council
Minutes of the Annual General Meeting Held at 10am on
Monday 24 May 2021

Present:		
	ADAMS Timothy	KIRK Julian
	ANNISON Carl	LONG Brian
	AQUARONE Steffan	MACKIE Ian
	ASKEW Stephen	MASON BILLIG Kay
	BAMBRIDGE Lesley	MAXFIELD Ed
	BENSLY James	MIDDLETON Graham
	BIRMINGHAM Alison	MORIARTY Jim
	BLUNDELL Sharon	MORPHEW Steve
	BORRETT Bill	NEALE Paul
	BOWES Claire	OLIVER Judy
	CARPENTER Graham	OSBORN Jamie
	CARPENTER Penny	PECK Greg
	CLANCY Stuart	PENFOLD Saul
	COLMAN Ed	PLANT Graham
	CONNOLLY Ed	PRICE Ben
	CORLETT Emma	PRICE Richard
	DARK Stuart	PROCTOR Andrew
	DAUBNEY Nick	RICHMOND Will
	DAWSON Christopher	RILEY Steve
	DEWSBURY Margaret	ROPER Dan
	DOLBY Michael	Rumsby Chrissie
	DUFFIN Barry	SANDS Mike
	DUIGAN Phillip	SAVAGE Robert
	EAGLE Fabian	SHIRES Lucy
	ELMER Daniel	SMITH Carl
	FISHER John	SMITH Thomas
	FITZPATRICK Tom	SMITH-CLARE Mike
	GRANT Andy	STONE Barry
	GURNEY Shelagh	THOMAS Alison
	HEMPSALL Lana	THOMPSON Vic
	HORSBRUGH Michael Chenery of	VARDY Eric
	JAMES Jane	VINCENT Karen
	JAMIESON Andrew	WALKER Colleen
	JERMY Terry	WARD John
	JONES Brenda	WATKINS Brian
	KEMP Alexandra	WEBB Maxine
	KIDDIE Keith	WHITE Tony
	KIDDLE-MORRIS Mark	WHYMARK Fran
		WILBY Martin

Present: 77

Apologies for absence were received from Cllr Tony Adams, Cllr David Bills, Cllr Nigel Dixon, Cllr Rhodri Oliver, Cllr Matthew Reilly, Cllr Martin Storey

(Cllr Keith Kiddie in the Chair)

1 Election of Chair

1.1 Cllr G Plant moved, seconded by Cllr C Smith, that Cllr P Carpenter be elected Chair of the County Council for the ensuing year.

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

Cllr P Carpenter be elected Chair of the County Council for the ensuing year.

1.3 Cllr P Carpenter, having made the statutory declaration of acceptance of office, thanked the Council for the honour and privilege conferred upon her, introduced her daughter Clare who would be her consort for the year, and then formally took the Chair.

1.4 (Cllr P Carpenter in the Chair)

2 Minutes of the Previous Meeting

2.1 The minutes of the County Council meeting held on 19 April 2021 were confirmed as a correct record and signed by the Chair.

3 Election of Vice-Chair

3.1 Cllr E Colman moved, seconded by Cllr J Ward, that Cllr K Vincent be elected Vice-Chair of the Council for the ensuing year.

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

Cllr Karen Vincent be elected Vice-Chair of the Council for the ensuing year.

Cllr K Vincent, having made the statutory declaration of acceptance of office, thanked the Council for the honour and privilege conferred upon her.

4 Vote of Thanks to the Outgoing Chair

4.1 As Leader of Norfolk County Council, Cllr Andrew Proctor proposed a vote of thanks to the outgoing Chair, Cllr Keith Kiddie, thanking him for his representation of Norfolk County Council throughout the unprecedented situation during his term of office caused by the covid-19 pandemic. Cllr Proctor added that while Cllr Kiddie was unable to attend the events that a Chair would have attended during a normal year he had steered the Council through meetings held remotely with dedication and integrity.

- 4.2 Cllr Steve Morphew, Leader of the Labour Group, seconded the motion. Cllr Brian Watkins, Leader of the Liberal Democrat Group, Cllr Ben Price, Leader of the Green Group and Cllr Ed Maxfield, Leader of the Independent Group also paid tribute to the hard work of Cllr Kiddie, particularly during this year in which the country had suffered and worked through the Covid-19 pandemic.

- 4.3 Following the motion being carried, it was

RESOLVED

That the Council place on record its grateful thanks to Cllr Keith Kiddie and that he had been an excellent ambassador for the County.

- 4.4 In reply to the vote of thanks, Cllr Kiddie addressed the Council saying that it had been an honour and a privilege to serve as Chair of Norfolk County Council, albeit in a rather different manner than his predecessors.

While there were very few events that he could physically attend he was honoured to have attended the Battle of Britain commemoration, the Edith Cavell memorial, Remembrance Day service and the evensong memorial for HRH The Duke of Edinburgh. Almost everything else was done through remote working, normally via the Teams format. Despite all the IT concerns, the Council business was conducted in a highly professional manner, with very few delays. This was a credit to all his fellow councillors, from all political groups who had helped and supported him throughout the year and had readily embraced the format of remote working and had rapidly got to grips with all aspects of the new way, including the online voting process.

Cllr Kiddie added that none of this could have been possible without the help and support of Officers and the experts in the IT department. He paid especial thanks to his Executive Assistant, Sue Aylmer who had steered him through a very difficult year and helped to set up the video coverage of some of the chairman's events, notably the Christmas carol concert, which was great fun to do. Cllr Kiddie also thanked the Reverend Barbu, for his support through the year and gave especial thanks to the team from democratic services, who did so much, often at very short notice, to keep the process of the council meetings moving in such an apparently effortless fashion. Cllr Kiddie give special thanks to his deputy, Penny Carpenter, for her support during his time as Chair and wished her every success in her new role.

5. Declarations of Interest

- 5.1 Cllr Thomas Smith declared an other interest as he was appointed by the County Council to the Governing Body for the Queen Elizabeth hospital in King's Lynn.

6. Chair's Announcements

- 6.1 Cllr Carpenter thanked Council for the honour and privilege conferred upon her and assured Council that she would do her best to represent the Council and the people of Norfolk during her year of office.

- 6.2 Cllr Carpenter said that she was sad to report that, Eve Collishaw, an ex-Councillor, had sadly passed away since Council last meet in April. She was Norwich's 100th Mayor. Eve Collishaw was first elected to the County on 1 May 1997 for the Taverham division, re-elected in 2001 and 2005 to the Conservative Group.

Council held a minute's silence as a mark of respect.

7 Any items of business which the Chair decides should be considered as a matter of urgency

- 7.1 There were no items of urgent business

8. Election of Leader of the Council until May 2025

- 8.1 Mr A Jamieson proposed, seconded by Mr I Mackie, that Mr A Proctor be elected Leader of the Council until May 2025.

- 8.2 There being no other nominations and upon being put to a vote it was RESOLVED that

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

- 8,3 The Leader formally announced the Deputy Leader and other Cabinet Members as follows:

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

The Leader also announced Deputy Cabinet Members as follows:

Deputy Cabinet Member for Adult Social Care, Public Health & Prevention	Cllr S Gurney
Deputy Cabinet Member for Children's Services	Cllr D Elmer

9 Questions to the Leader

9.1 Question from Cllr Steve Morphew

Cllr Morphew said that the County Council may have been forced into moving

away from holding virtual meetings perhaps prematurely and in a costly manner and asked the Leader to explain the financial cost and carbon impact of holding today's meeting and how the carbon impact was calculated.

The Leader responded that while he did not have the costs of holding this meeting to hand there were always costs associated with holding meetings in person and it was necessary to accept the position we were in in advance of the completion of refurbishment work at county hall in order to do what had to be done.

9.2 Question from Cllr Dan Roper

Cllr Roper asked if with the new Police and Crime Commissioner (PCC) in post the Leader would take this opportunity to robustly reaffirm the County Council position that it was in the best interest of Norfolk residents that the Norfolk Fire and Rescue Service remained a part of the County Council.

The Leader responded that when the new PCC had put himself forward as a nominee, he had made it clear that he would adopt this approach and that he would strive for a closer working relationship with the County Council. It was a proven point that County Council run Fire and Rescue Services were run better than those that were not, and this was the right approach for all concerned going forward.

9.3 Question from Cllr Paul Neale

Cllr Neale asked if with leading climate scientists condemning the use of plastic in waste incineration the Leader would instigate an immediate review of the County Council's contract for waste incineration with a view to replacing it with a contract that was fit for a climate emergency and true to the County Council's previous policy of avoiding waste incineration.

The Leader responded that the County Council's waste contract was set up to make sure that the Council disposed of waste in the best possible way; to try to change the arrangements at this time would not be in the best interests of Norfolk residents and he would not instigate a review.

9.4 Question from Cllr Ed Maxfield

Cllr Maxfield asked if with public services moving to a new normal following the pandemic the Leader could update the County Council on the work to prepare key services for devolution and for the possibility of unitary authorities to be put in place.

The Leader responded that the Devolution Bill that was proposed last year might not now work out as was originally anticipated. The Government was now more focused on other ways of levelling up services across the country and the County Council needed to ensure that it was prepared for all its public services to fit in with that wider agenda which included plans for a more integrated care system with the NHS.

9.5 Question from Cllr Carl Smith

Cllr Smith asked the Leader if he had expected the scale of success for the Conservative Party in Norfolk in the elections and to what he attributed that success.

The Leader said that the size of the election result had shown that a very significant majority of people of Norfolk had trust and confidence in a new Conservative Administration at Norfolk County Council and this was clear from talking with the electorate during the campaign.

9.6 Question from Cllr Alexandra Kemp

Cllr Kemp said that west Norfolk's ? had the largest carbon footprint in Norfolk, and it was therefore important to support modes of transport in west Norfolk that helped to reduce carbon dependence. She asked if the Leader would write to Tesco about the company having a social and environmental duty to restore community funding to support public transport in the King's Lynn area.

The Leader said that was unwilling to commit to write to anyone on any matter where he lacked a full understanding of the individual circumstances however, he supported the Council's application of Government transport policy for dealing with matters such as Cllr Kemp had raised.

9.7 Question from Cllr Maxine Webb

Cllr Webb asked about the pilot street schemes that were in place to help reduce air pollution and traffic danger around Norfolk schools and whether the Leader would support details about how such schemes could be rolled out to other parts of the county being shared widely with all Councillors.

The Leader said that he was happy to explore any new ideas where local schemes had the support of residents living in the area and there was evidence to show that there would be significant cost-effective improvements.

9.8 Question from Cllr Tim Adams

Cllr Adams referred to an Ombudsman finding against the County Council in respect of a 9 years old autistic child who was unable to access the education that she needed and asked what was being done to keep up with demand in this area and prevent a similar situation occurring again.

The Leader said that the County Council was doing all that it could to rectify the situation and to learn lessons from the Ombudsman's findings; however many of the matters raised in this case were of concern to all County Councils and required a national funding solution.

10. Recommendations from Cabinet meetings

- 10.1 It was noted that there were no recommendations from Cabinet because Cabinet had not met since the previous meeting of the Council in April 2021.

11. Committee Reports

11.1 Audit Committee meeting held on 22 April 2021

Cllr Ian Mackie moved the report.

Cllr Ben Price asked if the Chair of the Audit Committee agreed that climate

change and environmental sustainability and delivery against the environmental strategy should be placed at a higher priority and should be added to the corporate risk register and would he add this matter to the agenda for the next meeting.

In reply Cllr Mackie said that the Audit Committee was concerned with the corporate risks over which it had direct control. This matter was outside of the scope of the Audit Committee however there were departmental risk registers and the environmental impact of such risks was being considered at that level and this could be explained at the next meeting of the Audit Committee.

Council **RESOLVED** to note the report.

11.2 **Planning (Regulatory) Committee – Meeting held on 23 April 2021**

Cllr Brain Long moved the report. Council **RESOLVED** to note the report.

12 **Proportional Allocation of Seats on Committees**

12.1 Council received the report on the supplementary agenda by the Assistant Director of Governance setting out the overall allocations of committee places to political groups.

12.2 Cllr A Proctor moved the report. Council **RESOLVED** to **agree** the report.

13 **Appointments of Committees, Joint Committees, etc 2021/22.**

13.1 Council received the report by the Assistant Director of Governance (as set out on the supplementary agenda with updates provided in the meeting by the Group Leaders) that set out the membership of the Council's Committees and Joint Committees.

13.2 Council **RESOLVED** to make the following appointments:

13.3 **Scrutiny Committee**

Conservative (9)

Carl Annison
Lesley Bambridge
Graham Carpenter
Nick Daubney
Lana Hemsall (VCh)
Barry Duffin
Keith Kiddie
Mark Kiddle-Morris
Richard Price

Labour (1)

Steve Morphew (Ch)

Liberal Democrat (1)

Brian Watkins

Green (1)

Jamie Osborn

Independent (1)

Ed Maxfield

13.4 **Corporate Select Committee**

Conservative (9)

Stuart Clancy

Ed Colman (Ch)

Nick Daubney

Barry Duffin

Lana Hemsall

Jane James

Kay Mason Billig (VCh)

Vic Thompson

Karen Vincent

Labour (2)

Alison Birmingham

Terry Jermy (spokes)

Liberal Democrat (1)

Sharon Blundell

Green (1)

Ben Price

13.5 **Infrastructure and Development Select Committee**

Conservative (9)

James Bensly (VCh)

David Bills

Claire Bowes

Christopher Dawson

Will Richmond

Robert Savage

Barry Stone (Ch)

Vic Thompson

Tony White

Labour (2)

Chrissie Rumsby

Collen Walker (spokes)

Liberal Democrat (1)

Steffan Aquarone

Independent (1)

Jim Moriarty

13.6 **People and Communities Select Committee**

Conservative (9)

Claire Bowes
Ed Connolly
Michael Dalby
Fabian Eagle (Ch)
Mark Kiddle-Morris
Julian Kirk
Alison Thomas
Eric Vardy
Fran Whymark (VCh)

Labour (2)

Brenda Jones
Mike Smith-Clare(spokes)

Liberal Democrat (1)

Tim Adams

Green (1)

Paul Neale

13.7 **Planning (Regulatory) Committee**

Conservative (9)

Stephen Askew
Graham Carpenter
Christopher Dawson
Barry Duffin
Brian Long (Ch)
Will Richmond
Martin Storey
Eric Vardy (VCh)
Tony White

Labour (2)

Matthew Reilly
Mike Sands

Liberal Democrat (1)

Steve Riley

Green (1)

Paul Neale

13.8 **Panel of Substitutes for Regulatory Committees**

Conservative (9)

Carl Annison

Lesley Ambridge
James Bensly
David Bills
Nick Daubney
Lana Hemsall
Mark Kiddle-Morris
Kay Mason Billig
Robert Savage

Labour (1)
TBC

Liberal Democrat (1)
Steffan Aquarone

Green (1)
Ben Price

Independent (1)
TBC

13.9 **Health Overview and Scrutiny**

Conservative (6)
Penny Carpenter
Michael Chenery of Horsbrugh
Barry Duffin
Richard Price
Robert Savage
Alison Thomas

Named Substitutes (6)
Carl Annison
Michael Dalby
Christopher Dawson
Lana Hemsall
Jane James
Julian Kirk

Labour (1)
Brenda Jones

Named Substitute
Emma Corlett

Liberal Democrat (1)
Lucy Shires

Named Substitute (1)
Tim Adams

13.10 **Audit Committee**

Conservative (5)

Michael Dalby
Mark Kiddle-Morris
Ian Mackie (Ch)
Robert Savage (VCh)
Karen Vincent

Labour (1)

Terry Jermy

Liberal Democrat (1)

Saul Penfold

13.11 **Standards Committee**

Conservative (5)

Claire Bowes
Nigel Dixon
Mark Kiddle-Morris (Ch)
Kay Mason Billig
Tony White (VCh)

Named Substitutes (5)

Carl Annison
Michael Dalby
Barry Duffin
Jane James
Julian Kirk

Labour (1)

Mike Sands

Named Substitute (1)

Colleen Walker

Liberal Democrat (1)

Dan Roper

Named Substitute (1)

Steve Riley

13.12 **Pensions Committee**

Conservative (4)

Judy Oliver (Ch)
Will Richmond
Robert Savage
Martin Storey
(VCh is one of nominated reps)

Liberal Democrat (1)

Dan Roper

13.13 Employment Committee

Conservative (5)

Tony Adams

Carl Smith

Stuart Clancy

Graham Plant (VCh)

Andrew Proctor (Ch)

Labour (1)

Steve Morphew

Liberal Democrat (1)

Saul Penfold

13.14 Employment Appeals Panel

Conservative (8)

Tony Adams

Lesley Bambridge

Graham Carpenter

Stuart Clancy

Kay Mason Billig

Judy Oliver

Carl Smith

Tony White

Labour (1)

Steve Morphew

Liberal Democrat (1)

Sharon Blundell

Green (1)

Ben Price

13.15 Health and Wellbeing Board (3)

- * Cabinet Member for Adults, Public Health and Prevention
- * Cabinet Member for Children and Education
- Leader of the Council or their nominee – Lana Hempsall

*Statutory member of the Board

13.16 Norfolk Joint Museums Committee – 9

Conservative (6)

Barry Duffin

Jane James
Kay Mason Billig
Robert Savage
Karen Vincent
John Ward

Labour (1)
Chrissie Rumsby

Liberal Democrat (1)
Saul Penfold

Independent (1)
Ed Maxfield

13.17 Norfolk Records Committee – 3

Conservative (2)
Michael Chenery of Horsbrugh
Phillip Duigan

Labour (1)
Alison Birmingham

13.18 Eastern Inshore Fisheries Conservation Authority – 3

Conservative (2)
Tom Fitzpatrick
Michael Chenery of Horsbrugh

Liberal Democrat (1)
Tim Adams

13.19 Norfolk Police & Crime Panel – 3

Conservative (2)
Graham Carpenter
Will Richmond

Named Substitutes (2)
Julian Kirk
David Bills

Liberal Democrat (1)
Tim Adams
Named Substitute
Steve Riley

Plus each group has one named substitute

N.B The political group allocations to the Police and Crime Panel are calculated with reference to the requirement for the Panel to be politically balanced based

upon the overall political balance of Council seats in Norfolk. The 7 district councils each appoint 1 representative and the County Council makes its 3 appointments to ensure that the overall political balance is achieved. The County Council group allocations to the Panel will be confirmed once the results of the District Council elections have been analysed and District Council appointments to the Panel made.

13.20 Eastern Shires Purchasing Organisation Joint Committee - 2

Conservative (1)

Stuart Clancy

Labour (1)

Alison Birmingham

Council appointed Stuart Clancy as 1 of the 2 representatives on the ESPO Management Committee to also be on ESPO's Finance and Audit Committee and 1 of the 2 representatives to be the Shareholder representative on the Shareholder Board.

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

Martin Wilby
Named Substitute
David Bills

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

Tony White
Substitute - James Bensley

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

Tony White
Substitute - James Bensley

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

14.1 The Leader, Cllr Andrew Proctor proposed the following names for Chairs/Vice Chairs of Scrutiny & Select Committees

Scrutiny Committee

Chair: Steve Morphew

Vice-Chair: Lana Hempsall

Corporate Select Committee

Chair: Ed Colman

Vice-Chair: Kay Mason Billig

Infrastructure & Development Select Committee

Chair: Barry Stone

Vice-Chair: James Bensly

People & Communities Select Committee

Chair: Fabian Eagle

Vice-Chair: Fran Whymark

Planning (Regulatory) Committee

Chair: Brian Long

Vice-Chair: Eric Vardy

Norfolk Health Overview and Scrutiny Committee

Chair: Alison Thomas

Vice-Chair: to be appointed

Audit Committee

Chair: Ian Mackie

Vice-Chair: Robert Savage

Standards Committee

Chair: Mark Kiddle-Morris

Vice-Chair: Tony White

Pensions Committee

Chair: July Oliver

Vice-Chair: To be agreed (This is a District Council appointment)

Employment Committee

Chair: Andrew Proctor

Vice-Chair: Graham Plant

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

15 Appointment of Independent Persons

15.1 The Leader introduced the report on the agenda concerning the appointment of Independent persons.

15.2 Council **RESOLVED** to approve the recommendation from the Standard Committee Interview Member to appoint Christine MacDonald and Tracy Colman to be the County Council Independent Persons.

16 Notice of Motions

16.1 The following motion was proposed by Cllr Alexandra Kemp and seconded by Cllr Ed Maxfield.

Rebuilding the Queen Elizabeth Hospital, King's Lynn

West Norfolk cares passionately about its hospital. The nurses, doctors and

support staff at the QEH worked tirelessly throughout the pandemic at great personal cost, in this 41 year-old hospital, built to last 30 years, with a roof constructed of defective concrete, which started to cave in this December.

With the roof now being held up by 194 steel props across the hospital, the QE desperately needs a full and imaginative rebuild fit to serve the public in the twenty-first century. Unfortunately, the Govt has left the QE off the list to rebuild forty hospitals, but will rebuild hospitals that are not falling apart.

This Council appreciates that the QE cares for patients in Norfolk, South Cambs and South Lincolnshire and is a focus for people with complex health needs and frailty in a retirement area,

This Council also recognises its role and responsibility to drive up health services and outcomes within the new Integrated Care System, supports the effort of the management at the QE to secure funding and resolves to write to the Govt to ask it to fund the QE for an immediate rebuild.

The following amendment, which was agreed by Cllr Alexandra Kemp the proposer of the original motion, was proposed by Cllr Bill Borrett and seconded by Cllr Stuart Dark , and became the substantive motion:

West Norfolk cares passionately about its hospital. The nurses, doctors and support staff at the QEH worked tirelessly throughout the pandemic at great personal cost, in this 41 year-old hospital, built to last 30 years, with a roof constructed of defective concrete, which started to cave in this December.

With the roof now being held up by 194 steel props across the hospital, the QE desperately needs a full and imaginative rebuild fit to serve the public in the twenty-first century. Unfortunately, the Govt has left the QE off the list to rebuild forty hospitals, but will rebuild hospitals that are not falling apart.

The Council welcomes the campaigns being run by the Eastern Daily Press and the one being run by the Local MP James Wild to highlight the urgent need for a decision. Council congratulates the Secretary of State for Health and the Government for the money for the rebuilding of the James Paget Hospital in Great Yarmouth, which suffers from the same structural problems.

In the same way as this funding was provided Council urges the Secretary of State for Health to urgently approve a new build hospital for Kings Lynn to replace the Queen Elizabeth and to fast track its build and design.

This Council appreciates that the QE cares for patients in Norfolk, South Cambs and South Lincolnshire and is a focus for people with complex health needs and frailty in a retirement area,

This Council also recognises its role and responsibility to drive up health services and outcomes within the new Integrated Care System, supports the effort of the management at the QE to secure funding and resolves to write to the Govt to ask it to fund the QE for an immediate rebuild.

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

16.2 **Climate Change**

The following motion was proposed by Cllr Jamie Osborn and seconded by Cllr Ben Price.

- i) This Council recognises the dangerous and accelerating effects of climate change and ecological destruction for Norfolk.
- ii) Council resolves to declare a Climate Emergency as other councils and the UK Parliament have done.
- iii) Council recognises that climate change in Norfolk is inextricably tied with social and economic inequalities which mean that climate change will disproportionately affect certain groups.
- iv) Council recognises the evidence from scientists that, in order to meet legally-binding climate change targets, Norfolk must reduce its CO2 emissions by a minimum of 13.5% year on year.
- v) Council resolves to ask Cabinet to adopt a carbon budget tool to allow Norfolk to track its emissions profile to 2030 and facilitate the adoption of measures by the council, the council's partners, Government, and the public to help meet evidence-based carbon-reduction targets.

Following debate and upon being put to a vote, with 24 votes in favour, 52 votes against and 0 abstention the motion was **LOST**.

10.3 **Rebuilding the Queen Elizabeth Hospital, King's Lynn**

This third motion on the agenda was withdrawn since it had been incorporated into that which was carried regarding the first motion at paragraph 10.1 of these minutes.

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

17.1 No questions were received.

The meeting ended at 12.20 pm.

Chairman



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Norfolk County Council
Minutes of the Extraordinary General Meeting Held at 2pm on
Monday 7 June 2021

Present:		
	ADAMS Timothy	KIRK Julian
	ADAMS Tony	LONG Brian
	ANNISON Carl	MACKIE Ian
	AQUARONE Steffan	MASON BILLIG Kay
	ASKEW Stephen	MAXFIELD Ed
	BAMBRIDGE Lesley	MORIARTY Jim
	BENSLY James	MORPHEW Steve
	BILLS David	OLIVER Judy
	BIRMINGHAM Alison	OSBORN Jamie
	BLUNDELL Sharon	PECK Greg
	BORRETT Bill	PENFOLD Saul
	BOWES Claire	PLANT Graham
	CARPENTER Graham	PRICE Ben
	CARPENTER Penny (Chair)	PRICE Richard
	CLANCY Stuart	PROCTOR Andrew
	COLMAN Ed	RICHMOND Will
	CORLETT Emma	REILLY Mathew
	DAUBNEY Nick	RILEY Steve
	DAWSON Christopher	ROPER Dan
	DEWSBURY Margaret	RUMSBY Chrissie
	DOLBY Michael	SANDS Mike
	DUFFIN Barry	SAVAGE Robert
	DUIGAN Phillip	SMITH Carl
	EAGLE Fabian	SMITH-CLARE Mike
	ELMER Daniel	STOREY Martin
	FISHER John	THOMAS Alison
	FITZPATRICK Tom	THOMPSON Vic
	GURNEY Shelagh	VARDY Eric
	HEMPSALL Lana	VINCENT Karen
	HORSBRUGH Michael Chenery of	WALKER Colleen
	JAMIESON Andrew	WARD John
	JERMY Terry	WATKINS Brian
	JONES Brenda	WEBB Maxine
	KEMP Alexandra	WHITE Tony
	KIDDIE Keith	WHYMARK Fran
		WILBY Martin

Present: 71

1 Apologies

- 1.1 Apologies for absence were received from Cllr Ed Connolly, Cllr Stuart Dark, Cllr Nigel Dixon, Cllr Andy Grant, Cllr Jane James, Cllr Mark Kiddle-Morris, Cllr Graham Middleton, , Cllr Paul Neale, Cllr Rhodri Oliver, Cllr Lucy Shires and Cllr Barry Stone.

2 Chair's Announcements

- 2.1 There were no chair announcements.

3 Declarations of Interest

- 3.1 Cllr John Fisher declared an "other interest" as he was a member of Norfolk Wildlife Trust and Friends of the Earth who had lobbied on the Western Link Road item.
- 3.2 Cllr Ben Price declared an "other interest" as he had donated money in support of "Stop the Western Link" crowd funding.

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

- 4.1 There were no items of urgent business

5 Norwich Western Link -Referral of Cabinet decision to Award £100m+ Contract

- 5.1 In her opening remarks the Chair pointed out that there were two recommendations in the Council report.
- 5.2 The Chair said that the first recommendation related to the decision which Cabinet had made that morning in respect of the Norwich Western Link, to which Councillors had a link in the executive summary of the Council report. The Constitution required that a decision which committed the Council to spend more than £100m must be referred to Full Council, and that was why this meeting was called and why this matter was put before the Council at this time. The Constitution required only that the matter was "referred" to Full Council, but the Cabinet was also asking that Council endorses its decision. The Chair reminded Councillors that the decision was and remained an executive decision, and if Council agreed to endorse Cabinet's decision that did not mean that the decisions made by Cabinet this morning became a decision of Full Council.
- 5.3 The Chair said that the second recommendation was in respect of the forward capital programme. In order for the scheme to proceed, the conclusion of the procurement process needed to be reflected in the forward capital programme.
- 5.4 The Chair said that she would call on the Leader of the Council to introduce the report and to formally move the recommendations contained therein and then call on Group Leaders to speak to the recommendations and propose any amendments.

- 5.5 The Leader in formally moving the recommendations contained in the report (seconded by Cllr Wilby) summarised the reasons why the Cabinet had reached its decisions and asked Full Council to endorse those decisions.
- 5.6 The Leader said that the building of the Norwich Western Link would support the Council's commitment to reduce carbon emissions, it would improve road networks and supply chain connectivity across the whole county, reduce congestion delay, take traffic away from the city and rural roads, support local communities, unlock sustainable development where people wanted to live and work and speed up attendance times for blue light services across Norfolk. There would also be biodiversity net gains for all applicable wildlife habitats from a scheme aimed at enhancing and protecting the local and built environment including the creation of new woodland. Where there were environmental concerns, these would be addressed with the contractor design team and assessed as part of the environmental impact element of the planning application.
- 5.7 The Leader also said that the outline business case for the project was based on more detailed and robust estimates than was the case in the past. The project would bring into Norfolk nearly £170 million of investment which was a massive leverage on the local contribution of nearly £30 million and a sign of the government's confidence in Norfolk.
- 5.8 In seconding the motion in support of the recommendations Cllr Wilby said that local communities, district councils, emergency services, local employers and MPs had expressed strong support for the project. The case to be put to the Department for Transport for this vital piece of infrastructure for Norfolk would show a significant reduction in carbon emissions from vehicles over the 60-year appraisal period. There would also be improvements in existing wildlife habitats and the creation of new ones across a wide geographical area to the west of Norwich beneficial to a wide range of wildlife including bats, birds, amphibians and pollinators. Guidance would be sought from environmental bodies to develop and design mitigation measures as part of the planning application process. There would also be complementary sustainable transport measures put in place in support of walking, cycling and the use of public transport. The new road would improve road safety with 515 fewer accidents involving a motor vehicle over the 60 years period and an average reduction of nine accidents a year. There would also be £315 million worth of travel time benefits over six years. The concerns expressed at a local liaison meeting held last week about the impact on protected species of bats would be addressed as part of the environmental impact assessment which would be submitted with the planning application.
- 5.9 **The substantial motion on the table was:**
- 1. To endorse the decision taken by Cabinet to refer its decision made on 7 June 2021 to Full Council as required by the Council's Financial Regulations set out in its Constitution at App 15 para 3.6.1.**
 - 2. To agree to include £186.836m in the forward capital programme, funded from £167.605m of DfT Grant and £19.231m local**

contribution, underwritten by the County Council which would be funded through additional prudential borrowing.

5.9 Cllr Morpew, seconded by Cllr Watkins, moved the following amendment:

‘Add new recommendation 3

3. a) To defer consideration to Full Council on 19 July and

b) refer the Cabinet recommendations to the Scrutiny Committee to review

c) request Scrutiny Committee to report back to the Council meeting on 19 July with any comments they feel help Council in considering the recommendations from Cabinet.’

5.10 Cllr Morpew said that the amendment made no value judgement on this huge project which had generated a lot of public interest. There would be significant risks along the way for this project as technical studies were commissioned, and the evidence was tested and scrutinised. The amendment provided an opportunity for Councillors to better understand and test the implications and details of the two stages of this project in advance of the next meeting of Council in July 2021. Cllr Morpew added that there should also be a scrutiny role for the Corporate Select Committee and the Infrastructure and Development Select Committee given the breadth of the topic and the need to allow the Scrutiny Committee time to also consider other important issues.

5.11 Cllr Watkins said that the decisions taken by the Council today would have widespread environmental implications for the whole of Norfolk and define the Council at a time when there was a growing threat from climate change to our future way of life. The decisions to be taken on the Norwich Western Link were being rushed through when clearly so many important questions remained unanswered. There was very good evidence to question the Council's ability to deliver this project in accordance with its stated objectives and to do so within the stated cost parameters. The Administration would do well to remember the harsh bitter lessons that should have been learned from the incinerator issue just a few short years ago when it refused to listen to voices of reason and common sense preferring instead to carry on with a project that was doomed to failure and for which the Council paid a very high financial price. Proper scrutiny was needed of the outline business case even at this late stage before a final decision was reached.

5.12 As proposer of the original motion, Cllr Proctor said that he did not accept the amendment.

5.13 Following debate and upon it being put to a recorded vote (Appendix A), with 23 votes in favour, 45 votes against and 3 abstentions, the amendment was **LOST**.

5.14 Cllr Osbourn, seconded by Cllr Price, moved the following amendment:

5.15 To ask Cabinet to reconsider its decision with the following information publicly supplied:

- 1. The calculations used to quantify the projected carbon impacts of the project, including carbon from construction and land use**

change.

2. Detailed evidence for the claims regarding traffic flows related to the scheme and changes since the 2015 NATS modelling on which the SOBC was based.
3. Evidence of legal advice sought by the council regarding the carbon implications of the scheme, their mitigation and legal risks associated with the scheme's carbon impacts.
4. Evidence of how carbon emissions and biodiversity loss are to be considered within the risk register.
5. Scientific evidence of the efficacy of "green bridges".
6. Evidence of how ancient and veteran trees could be included in Biodiversity Net Gain calculations.
7. Detailed evidence of how the contractors selected to input into and deliver the scheme have been assessed for their environmental management.
8. A Habitats Regulation Assessment, and evidence of legal advice sought by the council regarding how the River Wensum SAC status has changed since 2005.
9. Evidence of how the findings of the contractors' report into high level of barbastelle bat presence and activity on or close to the proposed route of the road have been considered.
10. Detailed evidence of the impact of the construction period on biodiversity.
11. An Equalities Impact Assessment for the scheme.
12. Detailed evidence of the financial risks of proceeding with the scheme in the face of likely legal challenges and delays.

- 5.16 In moving the amendment Cllr Osborn said that it drew attention to just some of the information that the Council should examine before it reached a decision on this matter. Evidence was required to show how building the Western Link Road would reduce carbon emissions and impact on traffic flows. Evidence was also needed to test the contradictory assumptions about how biodiversity mitigation would work. These assumptions were not backed up in the report with links to hard evidence. Before reaching a decision of this magnitude Councillors should wait to see the written answers to the many detailed and important questions that were asked of the Leader at this morning's meeting of Cabinet and look to examine the detailed workings behind the evidence. Comparisons should also be made with scientific evidence that could be obtained from the UEA that showed Norfolk's above average carbon emissions were due to the dominance of car transport as more new roads were built, for example, in broadland where there had been a large spike in carbon emissions following the opening of the Broadland Northway. The Council could open itself to serious financial and legal challenges which significantly raised the cost of the project and important questions about the future status of the River Wensum.
- 5.17 As proposer of the original motion, Cllr Proctor said that he did not accept the amendment.
- 5.18 Cllr Ben Price in seconding the amendment, said that today's Cabinet decisions had lacked an evidence-based approach and had pushed back responsibility onto the contractor whose sole interest would be to deliver the project. This

undermined an earlier commitment to this Council made in April 2019 that because of the serious impacts of climate change globally and the need for urgent action in Norfolk the Council's environment policy from November 2019 would adopt an evidence-based approach to climate change. The legal and financial implications of the project needed more careful assessment. The Western Link Road was not supported by Norwich City Council.

- 5.19 Following debate and upon it being put to a recorded vote (Appendix B), with 23 votes in favour, 47 votes against and 1 abstention, the amendment was **LOST**.
- 5.20 The substantive motion was then debated and, following a summing up by the Leader of the Council, the matter was put to a recorded vote (Appendix C). **With 50 votes in favour, 20 votes against and 1 abstention, the motion was CARRIED and Council RESOLVED to:**
- 1. To endorse the decision taken by Cabinet to refer its decision made on 7 June 2021 to Full Council as required by the Council's Financial Regulations set out in its Constitution at App 15 para 3.6.1.**
 - 2 To agree to include £186.836m in the forward capital programme, funded from £167.605m of DfT Grant and £19.231m local contribution, underwritten by the County Council which would be funded through additional prudential borrowing.**
- 5.21 The Chair then ended by thanking everyone who had attended the meeting.

The meeting ended at 4.50 pm.

Chairman



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Norfolk County Council

Date: 7 June 2021

ITEM NUMBER 5: RECORDED VOTE A (Amendment by Cllr Morphey seconded by Cllr Watkins)

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy	x			LONG Brian		x	
ADAMS Tony		x		MACKIE Ian		x	
ANNISON Carl		x		MASON BILLIG Kay		x	
AQUARONE Steffan	x			MAXFIELD Ed	x		
ASKEW Stephen		x		MORIARTY Jim	x		
BAMBRIDGE Lesley		x		MORPHEY Steve	x		
BENSLY James		x		OLIVER Judy		x	
BILLS David		x		OSBORN Jamie	x		
BIRMINGHAM Alison	x			PECK Greg		x	
BLUNDELL Sharon	x			PENFOLD Saul	x		
BORRETT Bill		x		PLANT Graham		x	
BOWES Claire		x		PRICE Ben	x		
CARPENTER Graham		x		PRICE Richard		x	
CARPENTER Penny			x	PROCTOR Andrew		x	
CLANCY Stuart		x		RICHMOND Will		x	
COLMAN Ed		x		Reilly Matthew	x		
CORLETT Emma	x			RILEY Steve	x		
DALBY Michael		x		ROPER Dan	x		
DAUBNEY Nick		x		RUMSBY Chrissie	x		
DAWSON Christopher		x		SANDS Mike	x		
DEWSBURY Margaret		x		SAVAGE Robert		x	
DUFFIN Barry		x		SMITH Carl		x	
DUIGAN Phillip		x		SMITH-CLARE Mike	x		
EAGLE Fabian		x		STOREY Martin		x	
ELMER Daniel		x		THOMAS Alison		x	
FISHER John		x		THOMPSON Vic		x	
FITZPATRICK Tom		x		VARDY Eric		x	
GURNEY Shelagh		x		VINCENT Karen			x
HEMPSALL Lana		x		WALKER Colleen	x		
HORSBRUGH Michael Chenery of		x		WARD John		x	
JAMIESON Andrew		x		WATKINS Brian	x		
JERMY Terry	x			WEBB Maxine	x		
JONES Brenda	x			WHITE Tony		x	
KEMP Alexandra	x			WHYMARK Fran		x	
KIDDIE Keith			x	WILBY Martin		x	
KIRK Julian		x					

For	23
Against	45
Abstentions	3

Norfolk County Council

Date: 7 June 2021

ITEM NUMBER 5: RECORDED VOTE B (Amendment by Cllr Osborn seconded by Cllr Ben Price)

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy	x			LONG Brian		x	
ADAMS Tony		x		MACKIE Ian		x	
ANNISON Carl		x		MASON BILLIG Kay		x	
AQUARONE Steffan	x			MAXFIELD Ed	x		
ASKEW Stephen		x		MORIARTY Jim	x		
BAMBRIDGE Lesley		x		MORPHEW Steve	x		
BENSLY James		x		OLIVER Judy		x	
BILLS David		x		OSBORN Jamie	x		
BIRMINGHAM Alison	x			PECK Greg		x	
BLUNDELL Sharon	x			PENFOLD Saul	x		
BORRETT Bill		x		PLANT Graham		x	
BOWES Claire		x		PRICE Ben	x		
CARPENTER Graham		x		PRICE Richard		x	
CARPENTER Penny			x	PROCTOR Andrew		x	
CLANCY Stuart		x		RICHMOND Will		x	
COLMAN Ed		x		Reilly Matthew	x		
CORLETT Emma	x			RILEY Steve	x		
DALBY Michael		x		ROPER Dan	x		
DAUBNEY Nick		x		RUMSBY Chrissie	x		
DAWSON Christopher		x		SANDS Mike	x		
DEWSBURY Margaret		x		SAVAGE Robert		x	
DUFFIN Barry		x		SMITH Carl		x	
DUIGAN Phillip		x		SMITH-CLARE Mike	x		
EAGLE Fabian		x		STOREY Martin		x	
ELMER Daniel		x		THOMAS Alison		x	
FISHER John		x		THOMPSON Vic		x	
FITZPATRICK Tom		x		VARDY Eric		x	
GURNEY Shelagh		x		VINCENT Karen		x	
HEMPSALL Lana		x		WALKER Colleen	x		
HORSBRUGH Michael Chenery of		x		WARD John		x	
JAMIESON Andrew		x		WATKINS Brian	x		
JERMY Terry	x			WEBB Maxine	x		
JONES Brenda	x			WHITE Tony		x	
KEMP Alexandra	x			WHYMARK Fran		x	
KIDDIE Keith		x		WILBY Martin		x	
KIRK Julian		x					

For	23
Against	47
Abstentions	1

Norfolk County Council

Date: 7 June 2021

ITEM NUMBER 5: RECORDED VOTE C (the substantive motion)

	For	Against	Abstain		For	Against	Abstain
ADAMS Timothy		x		LONG Brian	x		
ADAMS Tony	x	x		MACKIE Ian	x		
ANNISON Carl	x	x		MASON BILLIG Kay	x		
AQUARONE Steffan		x		MAXFIELD Ed		x	
ASKEW Stephen	x			MORIARTY Jim		x	
BAMBRIDGE Lesley	x			MORPHEW Steve		x	
BENSLY James	x			OLIVER Judy	x		
BILLS David	x			OSBORN Jamie		x	
BIRMINGHAM Alison		x		PECK Greg	x		
BLUNDELL Sharon	x			PENFOLD Saul		x	
BORRETT Bill	x			PLANT Graham	x		
BOWES Claire	x			PRICE Ben		x	
CARPENTER Graham	x			PRICE Richard	x		
CARPENTER Penny			x	PROCTOR Andrew	x		
CLANCY Stuart	x			RICHMOND Will	x		
COLMAN Ed	x			Reilly Matthew		x	
CORLETT Emma		x		RILEY Steve	x		
DALBY Michael	x			ROPER Dan	x		
DAUBNEY Nick	x			RUMSBY Chrissie		x	
DAWSON Christopher	x			SANDS Mike		x	
DEWSBURY Margaret	x			SAVAGE Robert	x		
DUFFIN Barry	x			SMITH Carl	x		
DUIGAN Phillip	x			SMITH-CLARE Mike		x	
EAGLE Fabian	x			STOREY Martin	x		
ELMER Daniel	x			THOMAS Alison	x		
FISHER John	x			THOMPSON Vic	x		
FITZPATRICK Tom	x			VARDY Eric	x		
GURNEY Shelagh	x			VINCENT Karen	x		
HEMPSALL Lana	x			WALKER Colleen		x	
HORSBRUGH Michael Chenery of	x			WARD John	x		
JAMIESON Andrew	x			WATKINS Brian		x	
JERMY Terry		x		WEBB Maxine		x	
JONES Brenda		x		WHITE Tony	x		
KEMP Alexandra		x		WHYMARK Fran	x		
KIDDIE Keith	x			WILBY Martin	x		
KIRK Julian	x						

For	50
Against	20
Abstentions	1

Procedure for Leader's Question Time

In order to give as many people as possible the opportunity to put a question to the Leader, questions should be asked succinctly and in a business-like manner. They should not be preceded by lengthy preambles. Similarly, answers should be given succinctly, to make sure there is sufficient time for a reasonable number of questions to be dealt with. The Chair will be prepared to intervene if they consider this principle is not being adhered to.

Agenda Item 5 – Questions to the Leader of the Council

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

1. Questions to the Leader must be relevant to matters for which the Council has powers or duties. Members do not need to give prior notice of what they plan to ask and the Chair's ruling as to relevance of questions will be final. If the Leader cannot give an immediate answer or feels that a written answer would be more helpful or appropriate, then the questioner will receive a written reply and this will be published to all members and to the public via the minutes. The Leader may ask Cabinet Members to answer questions where appropriate.
2. The Chair will begin Leader's Question Time by inviting the Leader of the Labour Group to ask the first question. All Group Leaders may delegate the asking of their question to another member of their Group. There is no right to ask a supplementary question.
3. After the first question has been answered, the Chair will invite the Leader of the Liberal Democrat Group to ask a question.
4. When the second question has been answered the Chair will invite the Leader of the Green Group to ask a question.
5. When the third question has been answered, the Chair will invite and select a member of the Independent Group to ask a question.
6. When the fourth question has been answered, the Chair will invite a Member of the Conservative Group to ask a question.
7. When the fifth question has been answered, the Chair will invite Cllr Alexandra Kemp (Non-aligned Member) to ask a question.
8. If the 15 minutes has not expired, the Chair will then invite questions from Group Members in the following order:

Labour Group
Liberal Democrat Group
Green Group
Independent Group

Conservative Group

Following round:

Labour Group

Liberal Democrat Group

Green Group

Conservative Group

9. The session will be timed by Democratic Services officers. If a question is being asked at the point time is up, the Chair will allow the question to be completed and the answer to be given.

Recommendations from the Cabinet Meetings held on 7 June, 5 July, 2 August and 6 September 2021

A: Meeting held on Monday 7 June 2021

1 Annual Treasury Management Outturn Report 2020-21

- 1.1 Cabinet received the report providing information on the Treasury Management activities of the County Council for the period 1 April 2020 to 31 March 2021, demonstrating that treasury activities had continued to comply with the strategy set out prior to the financial year, and that appropriate controls had been maintained despite the restrictions and changes to working practices throughout the year resulting from the Covid pandemic.
- 1.2 Cabinet **RESOLVED** to:
1. **Endorse** and **recommend** to County Council the Annual Treasury Management Outturn Report 2020-21 as set out in Annex 1 of the report

[Please click here to view the reports considered by Cabinet at its meeting on 7 June 2021 and the minutes of that meeting](#)

B: Meeting held on 5 July 2021:

1. Finance Monitoring Report 2021-22 P2: May 2021

- 1.1 Cabinet received the report giving a summary of the forecast financial position for the 2021-22 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2022, together with related financial information.
- 1.2 Cabinet **RESOLVED** to:
1. To **recommend** to County Council the addition of **£6.787m** to the capital programme to address capital funding requirements as set out in detail in capital appendix 2 of the report, paragraph 4 as follows:
 - Older People Estate Transformation £5.000m (Appendix 2 paragraph 4.2)
 - Structural repairs to King's Lynn Museum £0.600 (Appendix 2 paragraph 4.3)
 - Better Broadband for Norfolk £0.050m (Appendix 2 paragraph 4.4)
 - Greenways to Greenspaces £0.350m (Appendix 2 paragraph 4.5)
 - Dereham Fire Station (Phase 2) £0.434m (Appendix 2 paragraph 4.6)
 - Emergency Response Vehicles £0.300m (Appendix 2 paragraph 4.7)
 - Card payments Programme £0.053m (Appendix 2 paragraph 4.8)
 2. Subject to County Council approval of recommendation 1 above, to delegate:
 - 2.1) To the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any) and the award criteria; to

shortlist bidders; to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme); to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary;

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

2.3) To each responsible chief officer authority to:

- (in the case of two-stage design and build contracts) agree the price for the works upon completion of the design stage and direct that the works proceed; or alternatively direct that the works be recompeted
- approve purchase orders, employer's instructions, compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope
- subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme or programme budget.
- That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.

3. To delegate decisions relating to the use of the extended Covid Local Support Grant to the Director of Community Information and Learning, in consultation with the Leader, as described in Appendix 1 of the report paragraphs 5.6 and 5.7.

4. To note the period 2 general fund forecast revenue **balanced position**, noting also that Executive Directors will continue to take measures to reduce or eliminate potential over-spends where these occur within services;

5. To note the COVID-19 grant funding available of **£53.767m**, including £19.274m brought forward from 2020-21;

6. To note the period 2 forecast 100% savings delivery in 2021-22, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;

7. To note the forecast General Balances at 31 March 2021 of **£23.763m**.

8. To note the expenditure and funding of the revised current and future 2021-25 capital programmes.

[Please click here to view the reports considered by Cabinet at its meeting on 5 July 2021 and the minutes of that meeting](#)

C: Meeting held on 2 August 2021

1. Local Transport Plan

- 1.1 Cabinet received the report setting out the Local Transport Plan, a statutory document required by the Transport Act 2000 (as amended by the Local Transport Act 2008), setting out the county council's overall approach to transport, including development and delivery of schemes as part of the council's capital programme.
- 1.2 Cabinet **RESOLVED** to **recommend** to Full Council that the Local Transport Plan set out in Appendix A of the report is adopted.

2. Norfolk Youth Justice Plan 2021-24

- 2.1 Cabinet received the report setting out the Norfolk Youth Justice Plan, produced to outline the actions, risks and opportunities identified to ensure that the desired outcomes for young people and the victims of their crime are achieved by Norfolk Youth Offending Team and the Norfolk Youth Justice Board partnership in 2021-24, and setting out the key priorities for the 2021-24 period.
- 2.2 Cabinet **RESOLVED** to **recommend** the Norfolk Youth Justice Plan 2021-24 to Full Council for approval.

3. Finance Monitoring Report 2021-22 P3: June 2021

- 3.1 Cabinet received the report giving a summary of the forecast financial position for the 2021-22 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2022, together with related financial information.
- 3.2 Cabinet **RESOLVED**:
 1. To recommend to County Council the addition of **£68.324m** to the capital programme to address capital funding requirements as set out in detail in capital appendix 2, paragraph 4 as follows:
 - £68.324m for 2021-22 Highways projects funded through external sources, including the Department for Transport for £61.411m and S106 for £4.681m (further details are available in Capital Appendix 2 paragraph 4.2)
 - the amendment of the allocation of £0.600m capital project proposed in July 21 Cabinet to £0.020 to facilitate the 2 year programme of structural monitoring at Kings Lynn Museum and to allocate the unutilised £0.580m to the Shire Hall Victorian Court dry rot mitigation works. (Further details are available in Capital Appendix 2 paragraph 4.3)
 2. Subject to County Council approval of recommendation 1 above, to delegate:
 - 2.1) To the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any) and the award criteria; to shortlist bidders; to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme); to award contracts; to

negotiate where the procurement procedure so permits; and to terminate award procedures if necessary;

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

2.3) To each responsible chief officer authority to:

- (in the case of two-stage design and build contracts) agree the price for the works upon completion of the design stage and direct that the works proceed; or alternatively direct that the works be recomputed
- approve purchase orders, employer's instructions, compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope
- subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme or programme budget.
- That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.

3. To approve the creation of a Norwich Western Link capital reserve funded through capital receipts to fund the non-grant funded element of the Norwich Western Link, with a first contribution of £2.861m from the sale of land at Hopton. (Appendix 2 paragraph 3.6)
4. To note the Cabinet paper requesting approval for £2.046m capital funding for the Independent Living Capital Programme at Stalham. This £2.046m is part of the £29m Independent Living Programme approved by the Council in October 2018.
5. To note the period 3 general fund forecast revenue **balanced position**, noting also that Executive Directors will continue to take measures to reduce or eliminate potential over-spends where these occur within services;
6. To note the COVID-19 funding available of **£69.190m**, including £19.274m brought forward from 2020-21;
7. To note the period 3 forecast 100% savings delivery in 2021-22, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
8. To note the forecast General Balances at 31 March 2022 of **£23.763m**.
9. To note the expenditure and funding of the revised current and future 2021-25 capital programmes

[Please click here to view the reports considered by Cabinet at its meeting on 2 August 2021 and the minutes of that meeting](#)

D: Meeting held on 6 September 2021

1. £1m Road Safety Community Fund

- 1.1 Cabinet received the report proposing the introduction of a new Road Safety Community Fund (RSCF) which would aim to deliver 100 new road safety schemes in local communities over the next four years.
- 1.2 Cabinet **RESOLVED:**
1. To agree to recommend to Full Council an increase in the capital programme to include the allocation of £1m capital funding to establish a new Road Safety Community Fund (RSCF) to enable delivery of 100 community identified local road safety schemes across Norfolk.
 2. To agree that the RSCF will be delivered over four years and will focus on different geographical areas for each of these four years, as set out in paragraph 2.6 of the report.

2. £10m Highways Maintenance Pothole Fund

- 2.1 Cabinet received the report seeking approval to recommend the fund to Full Council and setting out the proposed distribution of the £10m Highways Maintenance Pothole Fund for 2021/22 (£2.5m allocated) and the proposed reporting process for future years.
- 2.2 Cabinet **RESOLVED:**
- 1) To recommend to Full Council to increase the Capital programme by £10m to create a Pothole Maintenance Fund.
 - 2) To approve the distribution of the £2.5m allocation for 2021/22 from the £10m Highway Maintenance Pothole Fund, as detailed in Appendix A of the report.
 - 3) To agree that the future reporting arrangements for this fund should form part of the Annual Highways Capital Programme Report to Cabinet.

3. Finance Monitoring Report 2021-22 P4: July 2021

- 3.1 Cabinet received the report giving a summary of the forecast financial position for the 2021-22 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2022, together with related financial information.
- 3.2 Cabinet **RESOLVED:**
1. To recommend to County Council the addition of **£4.521m** to the capital programme to address capital funding requirements as set out in detail in capital Appendix 3, paragraph 4.2 of the report as follows:
 - £2.173m for the 2021-22 Highways project for the Foundry Bridge junction funded by the Department for Transport
 - £2.348m for the 2021-22 Highways project for the St. Stephens-Red Lion-Castle Meadow funded by the Department for Transport
 2. Subject to County Council approval of recommendation 1 above, to delegate:

- 2.1) To the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any) and the award criteria; to shortlist bidders; to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme); to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary;
- 2.2) To the Director of Property authority (notwithstanding the limits set out at 5.13.6 and 5.13.7 of Financial Regulations) to negotiate or tender for or otherwise acquire the required land to deliver the schemes (including temporary land required for delivery of the works) and to dispose of land so acquired that is no longer required upon completion of the scheme;
- 2.3) To each responsible chief officer authority to:
 - (in the case of two-stage design and build contracts) agree the price for the works upon completion of the design stage and direct that the works proceed; or alternatively direct that the works be recompleted
 - approve purchase orders, employer's instructions, compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope
 - subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme or programme budget.
 - That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.
3. To approve the allocation of capital receipts from the sale of Carrow House for the Norwich Western Link capital reserve. (Appendix 3 paragraph 3.6 of the report).
4. To approve the delegation of authority to the Executive Director of Adult Social Services to approve the utilisation Provider Risk and Resilience Fund (as described in Appendix 1, note 5.13 of the report) to support Adult Social Care (ASC) providers when the situation arises and in line with the criteria established for this fund.
5. To approve the delegation of the authority to the Director of Community Information and Learning in consultation with the Leader to approve the utilisation of the Council's Hardship Board fund which was set up to address the unexpected consequences of the pandemic (as described in Appendix 1, note 5.11 of the report)

6. To note the period 4 general fund forecast revenue **balanced position**, noting also that Executive Directors will continue to take measures to reduce or eliminate potential over-spends where these occur within services;
7. To note the COVID-19 funding available of **£71.280m**, including £19.274m brought forward from 2020-21;
8. To note the period 4 forecast 100% savings delivery in 2021-22, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
9. To note the forecast General Balances at 31 March 2022 of **£23.763m**.
10. To note the expenditure and funding of the revised current and future 2021-25 capital programmes.

Cllr Andrew Proctor
Chairman, Cabinet

**Recommendation from the
Audit Committee Meeting held on
27 July 2021**

- 1. Local Audit & Accountability Act 2014 – External Auditor Appointments.**
- 1.1 The committee considered the position for the appointment of external auditors for the period 2022/23. The current appointments will expire after the 2021/22 audit and new or continuation of existing appointments need to be confirmed by 31 December 2022 to ensure compliance with the regulations as set out in Local Audit & Accountability Act 2014.
- 1.2 The committee agreed the requirements and timescales as set out in the Local Audit & Accountability Act 2014 and noted the advantages and disadvantages of the available options for procuring an External Auditor (Local Auditor) as required by the Act and with regard to securing value for money; and **RESOLVED** to:

Recommendation to Council:

To commend to Full Council to direct the Executive Director of Finance and Commercial Services to formally 'opt in' with the Government's designated appointing person (in this case PSAA), as allowed under Section 17 of the Act, as the preferred option offering the greatest potential economic and efficiency savings.

**Ian Mackie
Chairman**

Report from the Cabinet
Meetings held on 7 June, 5 July, 2 August and 6 September 2021

A: Meeting held on Monday 7 June 2021

1 Norwich Western Link

- 1.1 Cabinet received the report providing an update on work to date, summarising the development of the outline business case and recommending its submission to the Department for Transport. This important submission would take the project closer to delivery and support Norfolk and the region in realising the benefits of the Norwich Western Link (NWL) as described in the report and as discussed by Cabinet Members.
- 1.2 Cabinet **RESOLVED** to:
1. Agree to the continued delivery of the project and to the submission of the Outline Business Case to the Department for Transport (DfT), to secure a total of c.£169m of government funding for the project for Norfolk.
 2. Following the outcome of the procurement process for the project, to agree to award the contract to the bidder that has achieved the highest score in accordance with the evaluation criteria, and to delegate to the Executive Director of Community and Environmental Services in consultation with the Cabinet Member for Highways, Infrastructure & Transport, the authority to approve the finalisation and signing of the contract
 3. Agree to the commencement of the non-statutory pre-planning application consultation in the autumn of 2021 and to delegate to the Cabinet Member for Highways, Infrastructure & Transport in consultation with the Executive Director of Community and Environmental Services, the authority to approve the details for that consultation, which will be based on the design solution developed by the successful bidder (see item 3 of the report).
 4. Authorise the Executive Director of Community and Environmental Services to take all appropriate actions necessary for the purpose of negotiating the terms and conditions to acquire by agreement (in advance of the CPO) the land and new rights over land which are needed to allow the construction, operation and maintenance of the NWL.
 5. Agree to acquire land required for the delivery of the NWL project by negotiated agreement and if this is not achievable in the timescales required, to agree in principle to the Council's use of compulsory purchase powers, and for authority to be delegated to the Executive Director of Community and Environmental Services to proceed with preparatory work (including land referencing and requisitions for information) to facilitate the drafting of, and all necessary steps to prepare for the making, publication and submission to the DfT for confirmation, of a compulsory purchase order (CPO) in support of the NWL project (noting that a further Cabinet resolution will be sought in due course, to authorise the making, publication and submission of the CPO and confirming the final details therein).
 6. Agree in principle to the Council's making of a side roads order (SRO) under the Highways Act 1980 to authorise works necessary in connection with the delivery of the NWL project, and to the subsequent making, publication and

submission of the SRO to DfT for confirmation, and for authority to be delegated to the Executive Director of Community and Environmental Services to proceed with preparatory work to facilitate the drafting of, and all necessary steps to prepare for the making, publication and submission of the SRO to the DfT for confirmation (noting that a further Cabinet resolution will be sought in due course, to authorise the making, publication and submission of the SRO and confirming the final details therein).

7. Delegate to the Executive Director of Community and Environmental Services, the authority to approve purchase orders, employer's instructions, compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme budget.

2 Authority to enact capital programme

- 2.1 Cabinet received the report detailing an ambitious series of investments in the county's future approved set out in the capital programme approved by council. Cabinet was asked to take the necessary executive decisions for the programme to be enacted.

Cabinet RESOLVED:

A To undertake a programme of capital works for which Council has agreed a budget, as further set out in the paper Capital strategy and programme 2021-22 (the "Programme Paper") approved by Cabinet on 1 February 2021.

B To delegate:

- B1) To the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any) and the award criteria; to shortlist bidders; to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme); to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary;
- B2) To the Director of Property authority (notwithstanding the limits set out at 5.13.6 and 5.13.7 of Financial Regulations) to negotiate or tender for or otherwise acquire the required land to deliver the schemes (including temporary land required for delivery of the works) and to dispose of land so acquired that is no longer required upon completion of the scheme;
- B3) To each responsible chief officer authority to:
 - (in the case of two-stage design and build contracts) agree the price for the works upon completion of the design stage and direct that the works proceed; or alternatively direct that the works be recompeted
 - approve purchase orders, employer's instructions, compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme or programme budget.

C That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.

3. Norfolk Armed Forces Covenant Annual Report

Cabinet received the report providing Cabinet with the year-end progress report on Norfolk's independent Armed Forces Covenant Board's Strategy and Action Plan 2019/22, setting out the Board's forward strategy for 2021/2022 and providing an update on national policy developments.

3.1 Cabinet RESOLVED to:

1. Note the local and national developments set out in Section 1 of the report, particularly the Government's progress towards legislating a new duty of due regard for local authorities, requiring them to consider the impact of their policies on the armed forces community, and that a further report setting out any associated implications and considerations arising from this will be brought to Cabinet once further information is available.
2. Review and comment on the progress made in 2020/2021 to deliver the Norfolk Armed Forces Covenant Action Plan 2019/2022, as summarised in section 2 of the report.
3. Endorse the Armed Forces Covenant Board's forward strategy for 2021/2022, as set out in Section 3 of the report.

4. Joint Committee for Transforming Cities Fund Projects – Revision to Terms of reference

4.1 Cabinet received the report setting out changes proposed to the joint member arrangements for delivering Transport for Norwich Schemes in the Transforming Cities programme and revised Terms of Reference for the Joint Committee for Transforming Cities Fund Projects proposing to expanding the existing committee's remit to provide guidance and oversight of Transport for Norwich Strategy development and proposing to change the name of the committee to "Transport for Norwich Joint Committee".

4.2 Cabinet RESOLVED to:

- Agree the revised terms of reference for the Transforming Cities Joint Committee as set out in Appendix A of the report.

5. Annual Treasury Management Outturn Report 2020-21

5.1 See "recommendations from Cabinet Meetings" report.

6. Finance Monitoring Report 2020-21 Outturn

6.1 Cabinet received the report giving a summary of the financial outturn for the 2020-21 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2021, together with related financial information.

- 6.2 Cabinet **RESOLVED** to:
1. Approve the appointment of Harvey Bullen, Director of Financial Management, as a director of Legislator 1656 Limited and of Legislator 1657 Limited in accordance with Financial Regulations, to replace Simon George, Executive Director of Finance and Commercial Services, as set out in paragraph 2.2 of the report
 2. Approve the write-off 4 debts over £10,000 totalling £133,905.59 due to the exhaustion of one estate and the dissolution of three companies where there is no further possibility of recovery, as set out in Appendix 1 paragraph 9.10 of the report
 3. Note that the revenue outturn for 2020-21 is a balanced budget;
 4. To note the General Balances at 31 March 2021 have increased to **£23.763m**, after transfers of **£4.056m** from non-Covid related savings and underspends in Finance General
 5. To note the year end reserves of **£154.1m** which are subject to confirmation of the tax income guarantee and any final year end audit adjustments.
 6. To note the COVID-19 costs of **£103.837m**, grant funding received of **£132.701m**, and total transfers to Covid risk and grant reserves of **£54.437m** resulting in net in year unsupported Covid-19 costs of **£25.573m**, as set out in in table 4d of the report

7. Reports of the Cabinet Member and Officer Delegated Decisions made since the last Cabinet meeting:

- 7.1 Cabinet **RESOLVED** to **note** the Delegated Decisions made since the last Cabinet meeting.

B: Meeting held on 5 July 2021

1. **Matters referred to Cabinet by the Scrutiny Committee, Select Committees or by full Council.**
- 1.1 Scrutiny Committee had called in the decision made by Cabinet on 6 June 2021 at item 8, "Norwich Western Link". Scrutiny Committee discussed this at their meeting of the 23 June 2021. They decided not to refer this back to Cabinet and decisions made at the Cabinet meeting of 6 June 2021 had been enacted.
2. **Proposed Framework for Voluntary Community & Social Enterprise (VCSE) Infrastructure Support**
- 2.1 Cabinet received the report discussing the Infrastructure Grant shared between Voluntary Norfolk, Community Action Norfolk and Momentum; the report set out proposals to extend the funding to £250,000 per annum for 2 years to provide enhanced capacity for support in these key areas in recognition of the increased demand that will be placed on the sector in the forthcoming 2 years, and to add an additional, single, one off "support grant" pot of £150,000 to be managed as part of the overall infrastructure grant, to provide grant funding capacity.
- 2.2 Cabinet **RESOLVED** to:

1. Approve the outcomes to form the basis of the infrastructure grant for the forthcoming 3 years from Oct 2021 to Oct 2024, as set out in para 1.5 of the report.
2. Agree an increase in the VCSE grant from £172k to £285k per annum for the first 2 years of the 3-year grant period starting October 2021 (this figure includes permanent transfer of £35k from adult social care to fund the volunteer portal).
3. Agree to provide one off funding of £150k to be made available to VCSE organisations to access through a VCSE support grant.
4. As part of the Council's commitment to supporting the VCSE sector, task officers to take forward the actions set out in para 2.2 of the report.

3. Social Infrastructure Fund

3.1 Cabinet received the report highlighting the key Social Infrastructure Fund projects from 2020's successful organisations, and setting out the proposed changes around process, funding, criteria and support for applicants. The proposed launch of the 2021 scheme was 12 July 2021, with the closing date at 10 September 2021, with final decisions made week commencing 20 September and offer letters sent out week commencing 4 October 2021.

3.2 Cabinet **RESOLVED:**

1. To acknowledge the positive impacts that have been made possible by the County Council's £1m investment in social and community infrastructure through the 2020 grants, as set out in Annexe 1 of the report.
2. To agree the proposed changes to the Social Infrastructure Grant Fund scheme criteria and process for 2021, as set out in Section 2 of this report, aimed to provide wider opportunities for VCSE organisations to access this funding
3. To agree the timetable for the 2021 Fund, as set out in para 2.5 of the report, which would see the bidding window for 2021 open on 12 July 2021.

4. Authority to enact revenue pipeline programme

4.1 Cabinet received the report setting out details of and asking them to take the executive decision to dispose of existing contracts and let new contracts as set out in the appendix to the report.

4.2 Cabinet **RESOLVED:**

1. To agree:

- A. To proceed with the procurement actions set out in Annex A of the report.
- B. To delegate to each responsible chief officer authority to discuss with the contractors concerned the issues around extension of contracts designated herein as open for extension and to determine whether to extend the contracts (with such modifications as the chief officer considers necessary) or whether to conduct a procurement exercise to replace them
- C. To delegate to the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any); to shortlist bidders; to make provisional award decisions; to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary.

D. That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.

5. Notifications of Exemptions Under Contract Standing Orders

- 5.1 Cabinet received the report setting out all exemptions to standing orders granted for the award of contracts valued in excess of £250,000, as required by contract standing orders.
- 5.2 Cabinet **RESOLVED**:
1. As required by paragraph 10.b of Contract Standing Orders, to note the exemptions over £250,000 that have been granted under paragraph 10.a.ii of those orders by the Director of Procurement and Director of Governance in consultation with the Leader of the Council.

6. Health, Safety & Wellbeing Annual Report

- 6.1 Cabinet received the report providing data and analysis on the Health, Safety and Well-being performance of Norfolk County Council as an employer for the reporting period 2020/21.

- 6.2 Cabinet **RESOLVED** to:

Endorse the proposed actions:

1. The focus and priorities for the Health, Safety and Wellbeing Service for the forthcoming year, as outlined on slide 12 of the report should be:
 - Organisational wellbeing and resilience
 - Refreshing the health and safety management system to reflect and support continued hybrid working
 - Continuing response to the pandemic and integration of infection prevention and control needs
2. The focus and priorities for Executive Directors are:
 - Employee wellbeing and resilience including supporting and enabling managers to build strong, positive relationships with their teams
 - Working with the HSW service to review and confirm NCCs risk appetite within our health and safety management system
 - Reviewing and improving where necessary their health and safety management practices with reference to the specific tactical recommendations outlined on slide 13 of the report

7. Corporately Significant Vital Signs Report

- 7.1 Cabinet received the report providing an update on the Council's performance towards achieving its strategic outcomes set out in Together, For Norfolk.
- 7.2 Cabinet **RESOLVED** to:
1. Review and comment on the end of year performance data.

2. Agree the planned actions as set out in Appendices 1 and 2 of the report.

8. Risk Management Report

- 8.1 Cabinet received the report setting out corporate risks being monitored and treated appropriately in line with the Council's risk management framework with risk-based decisions supporting the Council's recovery, and an annual report of the Council's departmental level risks that departments own and manage with support of the Risk management Officer, as required by the Council's Constitution. This report also summarised the results of the recent independent risk management health check that was carried out by the Council's insurance contractor, the outcome of which was positive.
- 8.2 Cabinet **RESOLVED**:
 1. To consider and agree the key messages (2.1 and 2.2 of the report) and key changes (Appendices A and B of the report) to corporate risks since the last risk management report in April 2021.
 2. To consider and agree the corporate risks as at June 2021 (Appendix C of the report).
 3. To consider and agree the departmental risk summaries as at June 2021 (Appendix D of the report).
 4. To consider the summary of the recent independent risk management health check carried out by the Council's insurance contractor, which reported a positive outcome.

9. Finance Monitoring Report 2021-22 P2: May 2021

- 9.1 See "recommendations from Cabinet meetings" report.

10. Strategic and Financial Planning 2022-23

- 10.1 Cabinet received the report setting out details of a proposed budget planning process for 2022-23 but recognised that there may be a need for some flexibility. In this context, the report also provided a summary of key areas of wider risk and uncertainty for Cabinet to consider.
- 10.2 Cabinet **RESOLVED**:
 1. To consider the overall budget gap of £91.876m included in the Medium Term Financial Strategy (MTFS) set by Full Council in February 2021, and agree:
 - a. the gap of £39.037m to be closed for 2022-23; and
 - b. the extension of the MTFS by a further year (to 2025-26) and the resulting overall gap for planning purposes of £108.645m. (Section 5).
 2. To review the key budget risks and uncertainties as set out in this report, including the implications of announcements made at the Spring Budget 2021, and the significant uncertainties which remain. (Section 3, Section 5 and Section 13).
 3. To consider the principles of the proposed approach to budget setting for 2022-23, noting that there may be a need for flexibility within both the process itself and the assumptions applied, and agree:
 - a. the process and indicative timetable set out in paragraph 6.1 and Table 8.

- b. the savings targets allocated to each Department to be found (Table 9), and that these will be kept under review through the budget process, and
- c. the proposed review of new borrowing within the 2022-23 Capital Programme to ensure affordability.

11. Director Appointments

- 11.1 Cabinet received the report providing an overview of the current position and Director appointment for all Council Companies, ensuring transparency about the appointment of Directors.
- 11.2 Cabinet **RESOLVED**:
 - 1. To approve the current Company Director appointments as set out in Appendix 1 of the report.

12. Disposal, acquisition and exploitation of property

- 12.1 Cabinet received the report setting out proposals aimed at supporting Norfolk County Council priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County.
- 12.2 Cabinet **RESOLVED** to:
 - 1. Formally declare its property interest in Norwich Airport Industrial Estate, Fifers Lane, Norwich (4102/018) surplus to County Council requirements and instruct the Director of Property to dispose of the property interest. The disposal receipt will exceed delegated limits therefore the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.

13. Reports of the Cabinet Member and Officer Delegated Decisions made since the last Cabinet meeting

- 13.1 Cabinet **RESOLVED** to **note** the Delegated Decisions made since the last Cabinet meeting.

C: Meeting held on 2 August 2021

1. Norfolk Fire and Rescue Service Statement of Assurance 2020/21

- 1.1 Cabinet received the report setting out the annual Norfolk Fire and Rescue Service Statement of Assurance for 2020/21, which must provide assurance on financial, governance and operational matters for the previous year and how the service had had due regard to the expectations set out in their Integrated Risk Management Plan and the requirements included in the Fire and Rescue National Framework 2018.
- 1.2 Cabinet **RESOLVED** to **approve** the Norfolk Fire and Rescue Service Statement of Assurance 2020/21 as set out in Appendix A of the report.

2. Local Transport Plan

- 2.1 See “recommendations from Cabinet meetings” report.

3. Norfolk Youth Justice Plan 2021-24

- 3.1 See “recommendations from Cabinet meetings” report.

4. Independent living programme – Stalham

- 4.1 Cabinet received the report summarising the business case for approving £2,046,000 capital funding from the Independent Living capital programme to Housing 21 to support the development and secure nomination rights for Norfolk County Council to all 62 apartments in a new 62 unit independent living scheme for older people in Stalham, North Norfolk district.
- 4.2 Cabinet **RESOLVED**:
- (a) To approve £2,046,000 of capital contribution funding from the Independent Living (extra care) capital programme to Housing 21 to support the development and secure nominations rights for 62 apartments in a new 62 independent living scheme for older people in Stalham, North Norfolk
 - (b) To approve an exemption under paragraph 10(a)(iii) of contract standing orders
 - (c) To delegate the responsibility to the Director of Commissioning to complete the relevant contract(s) with Housing 21

5. Economic Recovery and Growth Plans

- 5.1 Cabinet received the report outlining the areas of work that would support Norfolk to respond to the changing economic landscape, putting the county in a strong position to address the challenges, maximise opportunities and compete nationally for funds.
- 5.2 Cabinet **RESOLVED** to **agreed**:
- 1. That the Council’s Growth & Development Team works in partnership with the Local Enterprise Partnership to produce a Norfolk and Suffolk Renewal Plan. Sign off on the draft of this Plan will be delegated to the Head of Paid Service and the Cabinet Member for Growing the Economy.
 - 2. That the Council’s Growth & Development Team develops a Norfolk Investment Framework, which sets out the challenges in the next 3-5yrs. The Framework will:
 - provide the evidence base and agreed priorities used to unlock investment, from a wide range of funding sources
 - be brought back to Infrastructure & Development Committee, then Cabinet, for review and sign off

6. Finance Monitoring Report 2021-22 P3: June 2021

- 6.1 See “recommendations from Cabinet meetings” report.

7. Disposal, Acquisition & Exploitation of Property

- 7.1 Cabinet received the report setting out proposals aimed at supporting Norfolk County Council priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County.
- 7.2 Cabinet **RESOLVED:**
1. To formally declare the Land adjacent to Doctor's Surgery site, Blofield (5009/017) surplus to County Council requirements and instruct the Director of Property to agree terms and dispose of the land to the adjoining owner. In the event of no agreement then the Director of Property is authorised to sell by auction or tender. In the event of the disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
 2. To formally declare the Additional Land at Former Depot, Arlington Way, Brettenham IP24 2SP (3013/013) (edged red on plan) surplus to County Council requirements and instruct the Director of Property to agree terms and dispose of this land and the land edged blue on plan to the adjoining owner. In the event of no agreement then the Director of Property is authorised to sell by auction or tender. In the event of the disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
 3. To formally declare the Land adjacent Postwick Lane Buildings, Brundall (5013/100) surplus to County Council requirements and instruct the Director of Property to dispose of the property. In the event of the disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
 4. To formally declare 3 former highway sites as listed in the report in North Wootton, Norwich and Wymondham surplus to County Council requirements and instruct the Director of Property to dispose of the properties. In the event for each disposal the disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance & Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offers.
 5. That in the event Adults Services have no use for 38 Hawthorn Road, Great Yarmouth NR31 8ES (6009/080), to formally declare the property surplus to County Council requirements and instruct the Director of Property to dispose of the property. In the event of the disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
 6. That in the event Childrens Services and Adults Services have no use for 1b St Catherine's Way, Great Yarmouth NR31 7QB (6009/085), to formally declare the property surplus to County Council requirements and instruct the Director of Property to dispose of the property. In the event of the disposal receipt exceeding delegated limits the Director of Property in consultation with the

Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.

7. To formally declare the Land at Church Road (2038/106 part), Hilgay surplus to County Council requirements and instruct the Director of Property to dispose of the property. In the event of the disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer

8. Reports of the Cabinet Member and Officer Delegated Decisions made since the last Cabinet meeting:

- 8.1 Cabinet **RESOLVED** to **note** the Delegated Decisions made since the last Cabinet meeting.

D: Meeting held on 6 September 2021

1. Norfolk County Council in an Integrated Care System

- 1.1 Cabinet received the report seeking to update Cabinet on integrated Care System (ICS) developments and the local ICS plan and understand and build on key opportunities and risks for NCC in a statutory ICS.
- 1.2 Cabinet **RESOLVED** to **AGREE** NCC support for the following key strategic approaches:
 - a) Leadership - Delegate the Executive Directors of Adult Social Services in partnership with the Cabinet Member for Adult Care, Health and Prevention, and fellow Executive Directors to revise partnership and leadership arrangements in line with this report
 - b) Place - Develop senior council leadership for each ICS Place and supporting officer structures, with the ambition to provide leadership within new ICS Places, and conduct a review across NCC of operational and commissioning service models for alignment to new Place forms
 - c) Governance - Given the cross-over of statutory duties, priorities, membership and scope between the Health and Wellbeing Board (HWB) and the Integrated Care Partnership (ICP), NCC propose the HWB take on the ICP role from April 2022. Accordingly, commence a review of the HWB scope and terms of reference
 - d) Procurement - Explore opportunities for the council and the ICS, as anchor institutions, to attain procurement, transport and estates savings and social and environmental benefits through joint procurement of non-clinical goods and services with the ICS. Continue to engage with national bodies on public procurement and NHS provider selection regime changes and develop a Memorandum of Understanding to support procurements between ICS and NCC
 - e) Commissioning & Transformation - Revise the Better Care Fund arrangements in line with new agreements at place level, whilst maintaining County level commitment to equality of access, and consistent service models. Develop a deeper strategic relationship with health

services which builds on the potential for public service reform, based on a strong commitment to primary and community health prevention. Adapt existing agreements and contractual arrangements in line with a strong place-based approach, whilst maintain system level consistency and economies, and explore opportunities for broader joint contracting. Explore further opportunities for join-up in IT and analytics

- f) Finance - Continue and expand NCC engagement in joint financial planning in an ICS, whilst retaining ultimate control and accountability for NCC budgets

2. NCC Apprenticeship Strategy 2020-2023 (and Action Plan)

- 2.1 Cabinet received the report detailing the Norfolk County Council Strategy for Apprenticeships 2020-2023 and demonstrating the importance of Apprenticeships being at the core of our goal of supporting the Norfolk economy and people living in Norfolk to prosper.
- 2.2 Cabinet **RESOLVED** to agree the proposed Apprenticeship Strategy and Action Plan

3. £1m Road Safety Community Fund

- 3.1 See “recommendations from Cabinet meetings” report

4. £10m Highways Maintenance Pothole Fund

- 4.1 See “recommendations from Cabinet meetings” report

5. Flood Reserve Fund and Norfolk Strategic Flood Alliance Update

- 5.1 Cabinet received the report detailing the vision and objectives of the Norfolk Strategic Flood Alliance, the Alliance’s progress in line with the overall strategy, progress towards delivering the top 16 priority flooding sites and the proposed distribution of the £1.5m Flood Reserve Fund.
- 5.2 Cabinet **RESOLVED**:
 - 1. To endorse the Norfolk Strategic Flood Alliance Strategy and action plan, asset out in Appendices A and B of the report.
 - 2. To agree the allocation of the £1.5m flood reserve fund for 2021/22, as set out in Appendix C of the report.

6. Corporately Significant Vital Signs

- 6.1 Cabinet received the new style report providing Cabinet with an update on the Council’s performance towards achieving its strategic outcomes set out in Together, For Norfolk.
- 6.2 Cabinet **RESOLVED** to:
 - 1. Review and comment on the end of quarter performance data.
 - 2. Review the considerations and next steps.
 - 3. Agree the planned actions as set out in the report.

7. Risk Management

7.1 Cabinet received the report setting out key messages and the latest corporate risks.

7.2 Cabinet **RESOLVED**

1. To agree the key messages in paragraph 2.1 of the report and Appendix of Key Changes (Appendix A of the report) to corporate risks since the last risk management report in July 2021.
2. To agree the corporate risks as at September 2021 (Appendix C of the report).
3. To note the refreshed risk management strategy in Appendix D of the report, incorporating the recommendations from the recent routine independent risk management health check.

8. Finance Monitoring Report 2021-22 P4: July 2021

8.1 See “recommendations from Cabinet meetings” report

9. Disposal, Acquisition and exploitation of property

9.1 Cabinet received the report setting out proposals aimed at supporting Norfolk County Council (NCC) priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County

9.2 Cabinet **RESOLVED**:

1. To instruct the Director of Property to dispose of the Former John Grant Playing Field, St Nicholas Drive, Caister on Sea NR30 5QW (6005/020C) to Repton Property Developments Ltd subject to the agreement of the value in consultation with the Executive Director of Finance and Commercial Services. In the event of no agreement then the Director of Property is authorised to sell by auction or tender. In the event of the disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
2. To instruct the Director of Property to dispose of the Former Infant School, James Street, Hunstanton PE36 5HE (2043/016) to Repton Property Developments Ltd subject to the agreement of the value in consultation with the Executive Director of Finance and Commercial Services. In the event of no agreement then the Director of Property is authorised to sell by auction or tender. In the event of the disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
3. Cabinet is asked to formally declare the Land East of Station Road, Lingwood & Burlingham (5014/111 (part)) surplus to County Council requirements and instruct the Director of Property to dispose of the Land to Repton Property

Developments Ltd subject to the agreement of the value in consultation with the Executive Director of Finance and Commercial Services. In the event of no agreement then the Director of Property is authorised to sell by auction or tender. In the event of the disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.

10 Reports of the Cabinet Member and Officer Delegated Decisions made since the last Cabinet meeting:

- 10.1 Cabinet **RESOLVED** to **note** the Delegated Decisions made since the last Cabinet meeting.

Cllr Andrew Proctor
Chairman, Cabinet

Procedure for Questions to Cabinet Members

Questions to the Cabinet Members for

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

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

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

Report of the Scrutiny Committee meetings held on 23 June 2021 and 21 July 2021.

Items from the meeting of 23 June 2021

1 Call-In Norwich Western Link

- 1.1 This related to the call-in of item 8 of the Cabinet papers of 7 June 2021 entitled “Norwich Western Link”. Cllrs who had called in the item explained their detailed reasons (that were included within the call-in request form) for doing so and gave additional information in support of the action that they wished the Committee to take on this matter.
- 1.2 During consideration of the call-in, the Chair noted that while the Scrutiny Committee should expect to see further detailed reports on this large complicated project, in which there was a considerable amount of public interest, the volume of work required to scrutinise the project required an appropriate mechanism to do this in cooperation with the Select Committees otherwise the project would have a negative effect on the consideration of other important Council business. The Scrutiny Committee would need to ensure that the quality and effectiveness of Council decision making were properly protected as this project progressed.
- 1.3 **RESOLVED (with 8 votes in favour and 4 votes against)**

That Scrutiny Committee thank those Councillors who have called in this item and note the call-in request but decide no action is required on this issue.

2 Update from the Chair of the Norfolk Countywide Community Safety Partnership (NCCSP) Scrutiny Sub Panel

- 2.1 The Committee received a report from Cllr Mark Kiddle-Morris that updated on the work of the Panel and then discussed the detailed workings of the Panel and the reporting arrangements to this Committee.
- 2.2 Cllr Mark Kiddle-Morris, as Chair of the Panel, agreed to take up with the partnership a suggestion that spaces should be provided in the City for the safe use of drugs that allowed greater protection for city residents, particularly children. This idea had been discussed by the City Council.
- 2.3 **RESOLVED**

That the Committee note the progress being made by the Scrutiny Sub Panel.

3 Appointment to the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel

3.1 **RESOLVED**

The Committee appointed the following Councillors:

Cllr Emma Corlett

Cllr Graham Carpenter

Cllr Mark Kiddle-Morris (with Cllr Kirk as sub)

4 **Scrutiny Committee Forward Work Programme**

4.1 The Committee received a report that set out a draft forward work programme.

4.2 **The Committee agreed that an informal meeting should be held to consider the future shape of the forward work programme which would be brought back to the Scrutiny Committee at the earliest possible time.**

Items from the meeting of 21 July 2021

5 **Strategic and Financial Planning 2022-23 Finance Monitoring Report 2021-02 – Period 2**

5.1 The Committee received the Finance Monitoring 2021-22 (P2) and Strategic and Financial Planning 2022-23 reports that were considered by Cabinet on 5 July 2021, together with a covering report. These reports provided the Committee with a briefing on the Council's current and future financial position and an understanding of the Council's strategic financial planning process for 2022-23.

5.2 **RESOLVED**

That the Committee note the report and the answers given in the meeting by the Cabinet Member for Finance and the Executive Director of Finance and Commercial Services.

6. **Establishment of Children's and Adult Social Services Performance Review Panels**

6.1 The Committee received a report that outlined proposals for the establishment of two member-led performance review panels with responsibility for monitoring and providing challenge to Norfolk County Council's Children's Services/Adult Social Services functions, reviewing performance in readiness for independent external inspections. The panels would replace the current Children's Services Scrutiny Sub-Panel established by the Scrutiny Committee in 2020.

6.2 The Committee considered the draft Terms of Reference for the Performance Review Panels and the suggestions regarding the establishment of the two panels, including operating principles and membership that were set out in the report.

6.3 The Chair pointed out that he had expressed some reservations about the Review Panels meeting in private and being chaired by the Deputy Cabinet Members which might need to be returned to at a later time.

6.4 It was noted that the work of the previous Children's Services Sub-Panel would be considered as part of the work programme for the new Children's Services Performance Review Panel.

6.5 **RESOLVED**

That the Committee

- 1. Note the draft Terms of Reference for the Performance Review Panels.**
- 2. Note the establishment of the two panels, including operating principles and membership.**
- 3. Agree to disband the Children's Services Sub-Panel, to be replaced by the Performance Review Panels.**
- 4. Agree that there should be an ongoing reporting schedule between the panels and the Scrutiny Committee, including a six-month review of the panel's progress in the Scrutiny Committee forward work programme.**

7 Scrutiny Committee Forward Work Programme

- 7.1 The Committee noted that the forward work programme took account of the informal meeting that was held to consider the future shape of the forward work programme. All topics in the programme were subject to change, with the Committee remaining flexible to ensure the ability to adapt to emerging and urgent topics for consideration.

7.2 **RESOLVED**

That the Committee note the forward work programme

**Steve Morpew
Chair**

Report of the Corporate Select Committee meeting held on 12 July 2021 and 13 September 2021

Items from the meeting of 12 July 2021

1 2021 Staff Survey 'Our Voice Our Council': Summary Report and Next Steps

1.1 A report by the Executive Director of Strategy and Transformation was received and The Director for People gave a [presentation which is available on the committee website pages](#). The staff survey 'Our Voice Our Council' had run from 12 April 2021 until 4 May 2021, giving Norfolk County Council (NCC) the third consecutive year of insight into NCC employees' perceptions of working as part of the NCC organisation. The survey data had provided the senior leadership team with a statistically robust insight into areas of strength as an employer and areas for further work and development. The NCC survey data was compared anonymously with a bank of responses from 30,000 public sector employees and this provided a helpful context within which to view the NCC picture.

1.2 The committee noted that:

- More needed to be done to encourage the remaining 45% of employees to undertake the survey. A higher percentage of responses had come from those working within corporate back office roles as opposed to front line service positions.
- During the pandemic employees were given greater flexibility and many had chosen to work in the evening and at weekends.
- Whilst working flexible was important, service standards across the departments still needed to be maintained. The Smarter Working initiative will look at providing flexibility in a more formal way by examining 'the deal' and considering the need for change.
- Scores from employees who had protected characteristics needed further investigation and that the committee would like to have more involvement to help shape future surveys. It was also thought the staff absences data and the remit to consider Health and Safety requirements particularly, with regard to mental health, could be brought together under one piece of work
- Employees had been offered additional support for home working during the pandemic, particularly for those who had to declare personal circumstances that had not always been known prior to home working. Although conversation with immediate line managers had been difficult in the virtual environment the survey had reflected that the Council was doing well in that area

1.3 The Committee agreed:

- The item would return to the committee later in the year to include more comprehensive data particularly on individuals with protected characteristics and also to include feasibility work around the life/work balance.
- To work alongside with the Corporate board to help scope out future surveys.

2 **Business Transformation (Smarter Working) Programme**

2.1 A report by Executive Director of Strategy and Transformation was received and a PowerPoint presentation was undertaken by the Director of Transformation and the Director of People. [\(The presentation was made available on the committee pages website\)](#)

2.2 The committee were reminded that the Smarter Working Programme was established following the adoption of the 2020-2024 Medium-Term Financial Strategy. A savings target was set to achieve through implementing more business-like Smarter Working; utilising physical space and technology to maximise flexibility for customers and staff whilst effectively delivering good outcomes. The current report had been delayed by both the local elections in May 2021 and the COVID 19 pandemic.

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

- Recommend ways in which the Smarter Working Programme can maintain its focus despite the ongoing uncertainty created by the COVID-19 pandemic.
- Acknowledge the savings achieved in the 2020/21 financial year and suggest any further non-financial benefits of the Smarter Working Programme.
- Review the proposed approach to be taken by the Smarter Working Programme over the next 4 months and propose suggestions for improvement or additional focus.
- Agree that a further report be made to Select Committee, with an updated plan that takes our transformation forward during normalisation and recovery, in November 2021 (assuming we do not have to re-enter the response phase).

3 **Digital Norfolk Strategy and Digital Inclusion**

3.1 The Committee received a PowerPoint presentation (by Ceri Sumner Director of Communication Information & Learning and Geoff Connell, Director of IMT and Chief Digital Officer) and a joint report by the Executive Directors of Finance and Commercial Services and Community & Environmental Services. [The presentation, was made available on the committee pages website](#)

3.2 The strategy showed that the County Council was committed to bringing world class digital connectivity to Norfolk to support business growth, social mobility, tourism, efficient public services and quality of life for our residents. The strategy also showed that the County Council was committed to digitally

enabled new ways of delivering services and achieving outcomes that provided new opportunities to transform services to cope with funding cuts and growing demand. Good progress continued to be made in the delivery of the strategy, and the input of the Committee was welcomed as Norfolk moved forward.

3.3 The committee **agreed** to the recommendations to refresh the strategy to include :

- Research into clearly identifying who is digitally excluded in Norfolk, where they live and the reasons why they are excluded. This work is being jointly led by NCC & our NHS ICS partners who have commissioned a specialist Digital Inclusion company called mHabitat to help collate the data and provide us with expert advice
- Mapping of existing support capacity across Norfolk to promote digital inclusion
- Identification of gaps of support to inform the strategic focus of the refreshed strategy
- Creation of a delivery plan against the strategy.

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

4.1 A report by the Executive Director for Finance & Commercial services was received. The report provided proposals and considerations for the budget position for 2022-23 and the challenges around the savings required. Cllr Jamieson, Cabinet Member for Finance gave [a presentation, which was made available on the committee's website pages.](#)

5.0 **Corporate Select Committee Forward Work Plan**

A note on the forward plan by the Executive Director of Strategy and Transformation was received.

The committee **RESOLVED** to:

- To agree that meetings are structured as set out in the note.
- To include marketing and communication within the digital inclusion work and to have early engagement in the scooping out process for future staff surveys working alongside the corporate board.

Items from the meeting of 13 September 2021

6 **Strategic Property Asset Management Framework 2021/22 - 2026/27**

6.1 The Committee received a report from Executive Director for Finance and Commercial Services which was introduced by Cabinet Member for Commercial Services and Asset Management.

- 6.2 The report followed on from the small task and finish Member working group which was set up at the Corporate Select Committee in January 2020 to assist officers in developing a new Strategic Property Asset Management Framework for the council. A draft framework had been produced to guide the council in the use, management and exploitation of its property portfolio and will demonstrate how the public assets held will be used to best effect to deliver the priorities and services required in a transparent way.
- 6.3 The Committee considered the report and **RESOLVED** to
- Endorse the draft Strategic Property Asset Management Framework (Appendix A).
 - Recommend the draft Strategic Property Asset Management Framework (Appendix A), is developed into a final draft and submitted to Cabinet.

7.0 **Corporate Select Committee Forward Work Plan**

A note on the forward plan by the Executive Director of Strategy and Transformation was received.

The committee **RESOLVED** to agree that meetings are structured as set out in the note.

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

Report of the Infrastructure and Development Select Committee Meeting held on 14 July 2021 and 15 September 2021

A Report from the meeting held on 14 July 2021

1. Strategic and Financial Planning 2022-2023

- 1.1 The Committee received the report which appended the latest information about the 2022-23 budget in order to support Select Committee discussion and enable them to provide input to future meetings of Cabinet to inform budget discussions. Cllr Jamieson also gave a presentation to the Committee.
- 1.2 The Committee:
1. **CONSIDERED** the Budget and Medium Term Financial Strategy position as reported to Cabinet (Appendix 1), which forms the context for 2022-23 budget setting.
 2. **CONSIDERED** and **COMMENTED** on the overall service strategies as set out within this report.
 3. **CONSIDERED** and **COMMENTED** on the key issues for 2022-23 budget setting and the broad areas the Select Committee would recommend for savings development as they pertain to the services within the Select Committee's remit, in order to provide input to the 2022-23 budget process and inform the saving proposals put forward to Cabinet later in the year.

2. Greenways to Greenspaces: Green Travel and Green Networks along Highway Corridors

- 2.1 The Committee received the report which outlined how NCC was looking to expand the provision of off-road cycling and walking trails across Norfolk, in line with its adopted Environmental Policy to help tackle climate change and help people adopt healthier more active and sustainable lifestyles.
- 2.2 The Select Committee:
1. **REVIEWED** and **COMMENTED** on the following proposals prior to consideration by Cabinet:-
 - The Norfolk Pollinator Plan (as set out in Appendix 3) which identifies the key role that a thriving network of verges plays for Norfolk insect species

(including pollinators for agriculture)

- The Active Travel Programme for 2021/22 (as set out in Appendix 4) aimed to encourage behaviour change leading to increased take-up of walking and cycling
- The expansion of the Norfolk Roadside Nature Reserves (RNR) scheme to 300 reserves by 2024 to improve habitat connectivity of the verges network and other benefits (as set out in Appendix 5)
- The Local Cycling and Walking Investment Plans (LCWIPs) for Great Yarmouth and King's Lynn (as set out in Appendix 6) and Norwich (as set out in Appendix 7)

2. **NOTED** the following additional activity already planned or underway:-

- A refreshed Cycling and Walking Strategy 2021-2030 for Norfolk is in development
- A new highways Verge Management Policy will be developed which will include information for parish and town councils wishing to take on responsibility for verge cutting in their local area.
- Work on a 3-year nature recovery demonstrator pilot project for roadside verges with Suffolk County Council to inform development of a monitoring mechanism for habitat connectivity for the emerging Norfolk and Suffolk 25 Year Environment Plan

3. **Local Transport Plan**

- 3.1 The Select Committee received the report which set out the statutory document required by the Local Transport Act 2000. The plan set out the county council's approach to transport, including development and delivery of scheme as part of the council's capital programme.
- 3.2 The Select Committee considered the report and;
1. **PROVIDED** views on the Local Transport Plan, included as Appendix A of the report, that Committee wishes to be considered by Cabinet prior to its adoption
 2. **CONFIRMED** that the LTP Implementation Plan be brought directly to Select Committee for comment prior to adoption by Cabinet
 3. **AGREED** on how Select Committee wants ongoing reporting of Local Transport Plan delivery.

4. **Apprenticeship Strategy and Action Plan**

- 4.1 The Select Committee received the report which set out a strategic vision, aims and objectives and an operational action plan for apprenticeships in Norfolk across all relevant areas of NCC, cohesively bringing together the three strategic strands identified by the Local Government Association (LGA) review; Children's Services, Growth and Development and Human Resources.

- 4.2 The Committee **RESOLVED** to **NOTE** the proposed Apprenticeship Strategy and Action Plan with the amendment of chair of the Apprenticeship Board to 'Cabinet Member for Growing the Economy' rather than a named Member.

5. Policy and Strategy Framework – Annual Report

- 5.1 The Select Committee received the report which set out a strategic vision, aims and objectives and an operational action plan for apprenticeships in Norfolk across all relevant areas of NCC, cohesively bringing together the three strategic strands identified by the Local Government Association (LGA) review; Children's Services, Growth and Development and Human Resources.
- 5.2 The Committee **RESOLVED** to **NOTE** the proposed Apprenticeship Strategy and Action Plan with the amendment of chair of the Apprenticeship Board to 'Cabinet Member for Growing the Economy' rather than a named Member.

6. Forward Work Programme

- 6.1 The Select Committee received the report by the Executive Director of Community & Environmental Services setting out the Forward Work Programme for the Committee to enable the Committee to review and agree it.
- 6.2 The Select Committee reviewed the report and **AGREED** the Forward Work Programme for Infrastructure & Development Select Committee.

B Report from the meeting held on 15 September 2021

1. Electric Vehicle Strategy

- 1.1 The Select Committee received the report which set out proposals that were being developed as part of a new Electric Vehicle Strategy in support of the Council's strategic vision to improve air quality and reduce carbon emissions, as set out in its Environmental Policy and latest draft Local Transport Plan.
- 1.2 The Select Committee **RESOLVED** to
1. Review and comment on the proposed adoption of the EV strategy provided in Appendix A.
 2. Review and comment on the proposal to introduce a process for residents to apply for a licence to enable them to place cables across public footways in order to charge EVs on street.
 3. Comment on proposals to secure funding to enable public EV charge points to be installed on residential streets in Norwich.
 4. Comment on proposals to alter the process to install EV charge points in community hubs funded via the local highway member fund to help maximise the number of schemes that could be brought forward.

2. Transport for Norwich Strategy Consultation

- 2.1 The Select Committee received the report which provided the Committee with strategy which set out a long-term vision for transport across the wider Norwich area. The strategy would shape how the County Council deals with transport matters in the wider Norwich area including the programmes and individual schemes being delivered to achieve council objectives as well as how we influence and support plans and programmes of other agencies where these are relevant to transport, such as the Greater Norwich Local Plan.
- 2.2 The Select Committee **RESOLVED**
- To make any comments on the Transport for Norwich Strategy to be considered as part of the public consultation process, the outcomes of which will be used to finalise the strategy.

3. Performance of Key Highway Contracts

- 3.1 The Committee received the annual report which provided the latest data of how the contracts designed to enable the delivery of the Highways Service were performing.
- 3.2 The Committee **RESOLVED** to comment on key highways contract performance and arrangements.

4. Highway and Transport Network Programme

- 4.1 The Select Committee received the report which provided an annual summary of how the highway assets and network were being managed.
- 4.2 The Select Committee **RESOLVED**.
1. To note the progress against the Asset Management Strategy Performance framework and the continuation of the current strategy and targets (Appendix A, B and C).
 2. To note the latest network management performance data and progress in the development of congestion and reliability indicators.

5. Forward Work Plan

- 5.1 The Committee received the report which set out the Forward Work Programme to enable the Committee to review and agree it.
- 5.2 The Select Committee **RESOLVED**
1. To review and agree the Forward Work Programme for the Select Committee
 2. To agree the Terms of Reference for the Member Task and Finish Group as set out in Appendix A of the report.

Report of the People and Communities Select Committee meeting held on 16 July 2021

A: Meeting held on 16 July 2021

1. Special Educational Needs (SEND): Performance Framework

- 1.1 The Committee received the report which was the third in a developing SEND performance framework in a series of reports scheduled for each Committee meeting over a 2-year period (the March report was deferred pending the local elections). The requirement to provide these regular reports followed on from recommendations by the Local Government & Social Care Ombudsman and the improvement work linked to the Council's Written Statement of Action with Ofsted/Care Quality Commission.
- 1.2 The Committee **RESOLVED**:
1. To **note** the ongoing content of the SEND performance framework and **agree** ongoing reporting at all subsequent meetings through to Spring 2022; complying with the outcome of the LGSCO report.
 2. To **agree** that the range of performance measures will directly assist with decision making regarding any policy changes needed over time as part of the range of SEND improvement programmes

2. Vulnerable Adolescents

- 2.1 The Committee received the report outlining how Norfolk County Council had prioritised and invested in vulnerable adolescents, to maximise opportunities and have the highest possible aspirations for these young people. The report outlined how outcomes were being achieved through building on existing good practice, introducing new services, and developing and ensuring governance provided the required strategic oversight and shared understanding of the impact and difference this was making for young people in the County.
- 2.2 The Committee **RESOLVED**
1. To **note** the work being undertaken by Norfolk Children's Service and its partners to improve outcomes for the most vulnerable adolescents and **provide any comments** to steer the direction of the work.
 2. To **encourage** Norfolk Children's Services to push opportunities for adolescents and NCC as a whole to ensure that young people are fully aware of all opportunities for them
 3. To **welcome** the exchanging and encouraging of new ideas for the benefit of adolescents and congratulated officers on the work carried out so far.

3. Project ADDER, Drug and Alcohol Commissioning 2021-2022

- 3.1 The Committee received the report giving detail on Project ADDER, a nationally funded joint Home Office and Public Health England initiative to pilot a new intensive whole system approach to tackling drug misuse. Greater Norwich Had been selected for the pilot as a location worst affected by drug misuse. The pilot would run alongside

national activity to disrupt the middle market supply of drugs, and existing local services.

3.2 The Committee **RESOLVED**

1. To **note** the progress made to date on the delivery of pilot Project Adder.
2. To **welcome** the allocation of one year's funding for other areas in Norfolk and to **write to** Public Health England asking them to consider extending the funding to future years.

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

4.1 The Committee received the report forming an important part of the process of preparing the 2022-23 Budget and representing a key opportunity for the Select Committee to provide its views on the approach to developing budget proposals for the services within its remit.

4.2 The Committee

1. **CONSIDERED** the Budget and Medium-Term Financial Strategy position as reported to Cabinet (Appendix 1 of the report), which forms the context for 2022-23 budget setting.
2. **CONSIDERED** the overall service strategies as set out within this report.
3. **CONSIDERED** the key issues for 2022-23 budget setting and the broad areas the Select Committee would recommend for savings development as they pertain to the services within the Select Committee's remit, in order to provide input to the 2022-23 budget process and inform the saving proposals put forward to Cabinet later in the year.

5. **Integrated Care System Developments**

5.1 The Committee received the report giving details on the local transition to an Integrated Care System with national guidance and local progress accelerating actions that will have a long-term effect on Norfolk's health and care system.

5.2 The Committee **RESOLVED** to

- a) **Support** the continued cross-departmental work of Adult Social Services, Children's Services and Public Health to develop NCC's role and ambitions within the ICS.
- b) **Help to shape** the opportunities and challenges the ICS brings for NCC in preparation for the next report to Cabinet in September 2021

6. **Covid Update**

6.1 The Committee heard a verbal update by the Director of Public Health on Covid-19 in Norfolk.

6.2 The Select Committee **NOTED** the update

7. **Forward Work Programme**

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

Cllr Fabian Eagle, Chair
People and Communities Select Committee

Report of the Norfolk Health Overview and Scrutiny Committee meetings held on 15 July 2021 & 2 September 2021

Items from 15th July 2021 meeting

1. Cancer Services

- 1.1 The Committee received the report examining how the situation remained regarding provision of cancer services in Norfolk and Waveney in the light of Covid-19, including cancer screening, diagnostic and treatment services. The Committee received update reports on cancer services from NHS Norfolk and Waveney that explained service developments since this matter was last considered in October 2020.
- 1.2 The Committee noted that there would be a single waiting list for cancer services across the Norfolk & Waveney system in due course.
- 1.3 The Committee also requested that they needed to receive further information on the process for follow-up appointments with people who did not respond to cancer screening invitations.
- 1.4 The Norfolk Health & Overview Committee agreed to recommend:
 - That Norfolk & Waveney CCG, Norfolk and Norwich University Hospital NHS Foundation Trust (NNUH) & NHS England & Improvement (NHSE&I) should explore whether more could be done to improve communication with patients to provide for a better service and in particular:
 - Inform people that primary care remains open for patients with concerns and that they should come forward.
 - Keep patients informed about cancer services waiting times.

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

2. Access to local NHS services for patients with sensory impairments

- 2.1 British Sign Language Interpreters joined the meeting for this item. They were visible to those watching on YouTube as well as those in the Council Chamber.

The Committee received a briefing report about access to local NHS services for patients with sensory impairments. The committee heard from 2 members of the public who had knowledge of people experiencing difficulties in gaining access to qualified Sign Language Interpreters for medical appointments, often resulting in significant delays before appointments could take place.

The Committee noted:

- That NHSE&I and N&W CCG offered to meet with members of the public who spoke at the meeting regarding BSL interpreting, if they wish.
- NHOSC councillors and the wider network needed information about how they could report specific individual issues and to whom.
- There was disappointment with lack of progress since the subject was last considered by the Committee in November 2020.
- The Committee would need to return to the subject soon.

- 2.2 The Norfolk Health & Overview Scrutiny Committee recommended that the CCG and providers should consider mandatory training with regular refreshers for front line staff in the requirements and implementation of the Accessibility Information Standard.

3. Children's neurodevelopmental disorders.

The Committee received a report concerning waiting times for assessment and diagnosis.

- 3.1 The Committee noted the long waiting times for assessment and disparity in service provision between the east of the county and the central and west areas and supported:
- Plans for the Family Action service to be a permanent service and would like to see it expanded if possible.
 - Work to share good practice across the two children's NDD services in Norfolk and Waveney.
- 3.2 The Committee noted that Norfolk County Council should do as much as it could to support schools to complete the reports that were necessary for children in the NDD pathways.
- 3.3 The Committee agreed to return to the subject at a future meeting and to request a short report that:
- Clarified demand and capacity in the service and the consequent funding gap.
 - Set out the top priorities for action in the short to medium term
 - Identified opportunities to improve processes within the pathways (potentially by sharing good practice across the two services).

4. Norfolk Health Overview and Scrutiny Committee Appointments

The Committee received a report about the appointment of Councillors to act as links with the CCG and local NHS provider organisations. It was noted that those Councillors who were appointed would be able to attend local NHS organisations meetings in public, in the same way as a member of the public might attend. The Committee agreed to the continuation of the current link councillors (one NHOSC Councillor for each local NHS provider organisation) as set out in the report.

The Committee also agreed to the appointment of the following Councillors to fill vacant link role positions:

James Paget University Hospitals NHS Foundation Trust

Cllr Penny Carpenter

(Substitute – Cllr Daniel Candon)

Norfolk & Suffolk NHS Foundation Trust

Cllr Brenda Jones

(Substitute – Cllr Daniel Candon)

Queen Elizabeth Hospital NHS Foundation Trust

Cllr Michael Chenery of Horsbrugh

(Substitute – Cllr Alexandra Kemp)

5 Forward Work Programme

- 5.1 The Committee received a report which set out the current forward work programme that was agreed subject to the following:
- There should be an update report to the 2 September 2021 meeting about the Ambulance Service. The report to include information on the implications of the Education and Skills Funding Agency's withdrawal of funding for apprenticeship learning at the East of England Ambulance Service NHS Trust.
 - A report to a future meeting on the Norfolk & Suffolk NHS Foundation Trust (NSFT) use of out of area beds, including use of older people's beds at the Julian hospital for younger patients.
 - A report to a future meeting on eating disorders, including the availability of specialist beds.
 - A report to a future meeting on annual physical health checks for people with learning disabilities that examines the progress that has been made.
 - A report to a future meeting on access to dentistry in Norfolk and Waveney.
- 5.2 The committee agreed for the NHOSC Member Briefing:
NSFT – progress in response to Care Quality Commission requirements.
Primary care in King's Lynn – update on progress towards a new surgery in South Lynn.

Items from 2nd September 2021 meeting

6.0 Ambulance Service

- 6.1 The Committee received a report, on the situation regarding ambulance response and turnaround times in Norfolk and Waveney since October 2020, the issues affecting the East of England Ambulance Service Trust's (EEAST) performance and the actions that had been taken to address them. The Committee received update reports (at appendix A to the suggested approach) on response times and turnaround times at the acute hospitals, detailed data for 4 postcodes of concern (NR23, 25, 26 and 27) as well as how current performance compared with previous years before the pandemic. In addition, the reports also covered the measures taken to improve emergency response to patients with mental health requirements, actions taken to address the issues raised in the CQC report in September 2020 and information on the Educational & Skills Funding Agency's withdrawal of funding for apprenticeship learning.

- 6.2 The Chair thanked all those that had participated in the discussion and concluded by noting that:
- The challenges to the service are real and the coming winter season may bring more difficulties
 - Further public awareness and education was required to ensure people only called for an ambulance when one was required.
 - The return to face to face appointments for Primary Care was required to reduce pressure on the service.
 - The service had implemented positive steps to help staff wellbeing and that the investment in mental health services for staff was excellent. It was also pleasing to note this help is offered at work so staff do not take their worries and stresses home with them.
 - The situation regarding turnaround times was noted and the collaborative working taking place to reduce these. The issue was complicated and multi layered and capacity at the acute hospitals was a key issue.
 - The committee whilst mindful of work pressures is unlikely to return to this subject again within 12 months. Future discussion topics for the service would be the apprenticeship programme which was due to be transferred shortly and it would be prudent to allow this to bed in before scrutiny takes place.
 - The service was a precious and stretched resource and should be used sparingly, and that all health care providers, partners, stakeholders and the general public had a part to play in helping the ambulance service progress.
 - Councillors could help by encouraging members of the public not to call the ambulance service unless absolutely necessary. Equally they could assist residents who are having difficulty accessing the type of primary care consultation that is most appropriate for them

7.0 Vulnerable Adults Primary Care Service, Norwich

- 7.1 The Committee received a report which examined the progress of the new service for vulnerable adults primary care in Norwich including a paper from NHS Norfolk and Waveney CCG and OneNorwich Practices that explained service developments since this new service started in April 2020.
- 7.2 The committee noted the following:
- The service has a detailed tracking system which ensures all medication, procedures, tests and appointments are fulfilled.
 - Patients are moved along the tiers at their own pace until they can move to a permanent primary care provider usually after six months.
 - Patients will travel to other towns around Norfolk and Suffolk. Through its Integrated Care Co-ordinator the service had good connections with other service providers and charities across the area which helped it keep track of its patients and their needs.
 - Thetford, Great Yarmouth and King's Lynn had been recognised as areas where patients with similar characteristics needed to be served. There were integrated services for patients in those areas but they had been commissioned in a different way. The CCG was in the early stages of evaluating the Norwich service and considering consistency across its area including Waveney.
 - The new service has provided greater resilience for the users.
 - There was capacity for about 100 people on tier one. Support required for tier two varies greatly so the capacity is not capped. The model goal is to move individuals on to a sustainable Primary Care provider.

- The service is tracked to ensure extra demand is flagged early on in the process so extra resource can be deployed.
- Stringent efforts to maintain contact with the travelling community are made through various sources including voluntary sector, police and Primary Care providers.
- The service addresses a wider range of needs than the previous service so comparisons are difficult but existing users have experienced great benefits in the new service.
- The People from Abroad team are working with the service, voluntary groups, hospitals and charities to help refugees arriving in the county. The service has found the translation service provided by DA Languages to be of a high standard.

7.3 The Chairman thanked all those who had participated in the item and concluded that:

- The report was very pleasing and that the new service was moving forward positively. Great support was being shown to vulnerable adults. It is very likely that more refugees would be arriving soon from areas such as Afghanistan, who will benefit from the service.
- The set up, management and tracking of the new service was working well as individuals moved up and down the tiers.
- It would be desirable to have a consistent vulnerable adults' primary care service across Norfolk and Waveney.

8.0 Forward work Programme

8.1 The Committee received a report which set out the current forward work programme that was agreed subject to the following:

- There would be a shorter report / follow up of NHS services for patients with sensory impairments in the January 2022 meeting to allow time for a report into access to primary care appointments within a COVID 19 pandemic context

8.2 The committee agreed additionally for the NHOSC Member Briefing:

- ME / CFS – add data to briefing in December 2021 to reflect connection between Long Covid and ME / CFS. Update on the information provided to GPs to assist with diagnosis of ME/CFS and long Covid.
- Cancer Services – waiting times data to be included in October 2021 briefing together with how implementation of the national guidelines are being fulfilled within Norwich & Waveney CCG. This item would be considered on 4th November meeting for inclusion on a future agenda.
- Drug and alcohol dependency services – information on increases in demand and capacity during the COVID 19 pandemic.
- Mental Health Intensive Care Beds. – Clarification on future situation regarding use of these beds at Hellesdon Hospital. To be included in October 2021 briefing with a view to inclusion in a future committee meeting agenda.

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

Report of the Audit Committee Meeting held on 29 July 2021

1 Census 2021

- 1.1 The committee received a presentation from Paul Askew and Neil Yemm from the Office for National Statistics (ONS) and Jill Terrell the Head of Libraries and Information Services in relation to the Census 2021.
- 1.2 The committee noted that the data from the Census was still being processed and would be available for analysis in the Spring of 2022. The respond rate for Norfolk was not known presently but nationally the figure was at 97%. Norfolk County Council had worked hard to promote Census awareness, along with local media outlets and district authorities. Social media platforms were also extensively used to engage participation.
- 1.3 The Committee noted in response to questions:
- The overall response rate at 97% was higher than the previous census responses in 2001 and 2011.
 - There was usually a time lag of 24 months before data collected was verified and analysed and then used to help shape and form policy changes.
 - Over 90% of Norfolk residents had responded online rather than in paper form.
 - The committee were hopeful that once the data relating to Norfolk was available in 2022, representatives from ONS would return to undertake a further presentation and to provide more countywide detail and a Norfolk interpretation of findings.
- 1.4 The committee **RESOLVED** to thank all those who had attended the meeting to present and support the presentation and look forward to receiving data relating specifically to Norfolk in due course.

2 Norfolk Audit Services Quarterly Report ending 30 June 2021

- 2.1 The Committee received a report by the Executive Director of Finance & Commercial Services supporting the remit of the Audit Committee in providing proactive leadership and direction on audit governance and risk management issues. The report updated the Committee on the progress of the delivery of the internal audit work and advised on the overall opinion of the effectiveness of risk management and internal control.

- 2.2 The Committee **RESOLVED** to agree the key messages featured in the quarterly report, that the work and assurance meet their requirements and advise if further information is required.

3 **Norfolk Audit Services Annual Report 2020-21**

- 3.1 The Committee received the report by the Executive Director of Finance and Commercial Services setting out the work carried out to support the County Council's vision and strategy.

- 3.2 The Committee considered the report and **RESOLVED** to agree
- Our opinion on the overall adequacy and effectiveness of the County Council's framework of risk management, governance and control for 2020/21 is 'Acceptable'.
 - The audit service provided by NAS continues to conform with the International Standards for the Professional Practice of Internal Auditing (Public Sector Internal Auditing Standards (PSIAS)) and complies with the Accounts and Audit Regulations 2015 (as amended).
 - The Annual Governance Statement (AGS) for 2020/21 will refer to this report and will be reported to this Committee in October 2021 for its approval
 - The impact of Covid-19 for ongoing ways of working, internal controls, risks and governance are being continually monitored and managed and assurance will be provided to the Committee through regular reporting.
 - That the Committee continue to review information on the effectiveness of the management processes and corporate control functions (legal, financial, health and safety and human resources services performed) as provided by internal audits, self-assessment, customer feedback and any existing external performance reviews.

4 **Annual Risk Management Report 2020-21**

- 4.1 The Committee received a report by the Executive Director of Finance and Commercial Services providing it with information on risk management for the financial year 2020-21, incorporating the main changes that had occurred within the year.

- 4.2 The Committee considered the report and **RESOLVED** to agree the following key messages from the Annual Risk Management Report 2020-21:

- The overall opinion on the effectiveness of Risk Management for 2020/21 is 'Acceptable' and therefore considered 'Sound' (part 3 of the report)
- The Risk Management Function complies with the Accounts and Audit (England) Regulations 2015 (as amended in 2020) and recognised Public Sector Internal Audit standards.

- Risk management has played a prominent role in the Council's response to the pandemic over the last financial year, in considering risk-based decisions at every level of the Council.
- The Annual Governance Statement for 2020/21 will refer to this report and is also reported to this Committee for its approval

5 **Quarterly Risk Management Report**

- 5.1 The Committee received the report by the Executive Director of Finance and Commercial Services referencing the corporate risk register as it stood in July 2021 following the latest review conducted during June 2021
- 5.2 The Committee considered the report and **RESOLVED** to agree:
- a) The key messages as per section 2.1 and 2.2 of this report
 - b) The key changes to the generic corporate risk register (Appendix A);
 - c) The corporate risk heat map (Appendix B);
 - d) The latest generic corporate risks (Appendix C);
 - e) Scrutiny options for managing corporate risks (Appendix D);
 - f) Background Information (Appendix E);
 - g) The key messages from the risk management health check (Appendix F)

6 **Local Audit & Accountability Act 2014 – External Auditor Appointments**

- 6.1 The Committee received the report by the Executive Director of Finance & Commercial Services. The report outlined the position for the appointment of external auditors for the period 2022/23. The current appointments will expire after the 2021/22 audit and new or continuation of existing appointments need to be confirmed by 31 December 2022 to ensure compliance with the regulations as set out in Local Audit & Accountability Act 2014.
- 6.2 The Committee considered the report and **agreed** to note
- The requirements and timescales set out in the Act (explained at 2.3 and 2.4)
 - The advantages and disadvantages of the available options for procuring an External Auditor (Local Auditor) as required by the Act (explained in Appendix B) and with regard to securing value for money;

7 **Monitoring Officer's Annual Report 2020-21**

- 7.1 The Committee received a report by the Director of Governance summarising the internal governance work carried out by the Monitoring Officer and Deputy Monitoring Officer in 2020-21 and providing assurance that the organisation's control environment, in the areas which are the responsibility of the Monitoring Officer was adequate and effective.

- 7.2 The Committee considered the report and **RESOLVED** to agree:
- The contents of the report and the key messages in the above Executive Summary and Appendix A section 2.1

8 **Senior Information Risk Officer (SIRO) Annual Report 2020-21**

- 8.1 The Committee received a report by the Executive Director of Strategy & Transformation providing an annual assurance statement to confirm that there are adequate systems and processes in place around Information Governance. The report advised that the current SIRO Andrew Stewart (Director Insight & Analytics) had assumed the role from Helen Edwards (Director of Governance) on 1 November 2020. Helen Edwards continues as the Data Protection Officer (DPO).

- 8.2 The Committee considered the SIRO's annual statement on Information Governance and **RESOLVED** to agree:
- That appropriate actions have been taken and there is a clear plan for further improvement.
 - The SIRO role, described in the Council's Data Quality Policy, had been adequately discharged.

9 **Norfolk Pension Fund Governance Arrangements**

- 9.1 The Committee received the report by the Executive Director of Finance & Commercial Services and the Director of the Norfolk Pension Fund outlining the ongoing governance arrangements of the Norfolk Pension Fund.

- 9.2 The Head of Funding & Investment, Norfolk Pension Fund, introduced the report, and the Committee **noted**:
- The fund has 90,000 members and currently was 100% funded.
 - The Norfolk Pension Fund total assets were now valued above pre-covid-19 levels at £4.5bn.
 - Although the fund did not exclude any sector of investment, leverage was used as a shareholder to question and influence policies of concern such as environmental factors. The Council produces a document entitled the Investment Strategy Statement which details the Responsible Investment Policy. The outsourced fund managers have to comply with the arrangements within this policy with regard to Environmental, Social and Governance factors.

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

- Agree the report which detailed Norfolk Pension Fund's governance arrangements being fully compliant with legislative requirements, regulatory guidance and recognised best practice.

10 **Work Programme**

10.1 The Committee received a report by the Executive Director of Finance and Commercial Services setting out the work programme that was **NOTED** and added two additional items:

1. The report on the work of the Audit Committee would be received for the meeting in October 2021
2. The Director of People to be asked to provide further detail on the skills gap of employees required to maintain services and the likely risks involved (RM029).

Ian Mackie
Chairman, Audit Committee

Report of the Norfolk Records Committee Meeting held on 23 July 2021

1. Election of Chair

- 1.1 Cllr Michael Chenery of Horsburgh was elected Chair for the ensuing Council year.

2. Election of Vice-Chair

- 2.1 Cllr Robert Kybird was elected Vice-Chair for the ensuing Council year.

3 Charges at the Norfolk Record Office

- 3.1 The Committee received a report that outlined a new system of charging for digital images which would make it easier for remote users to order copies.
- 3.2 The new system of charges for digital images means that when the Norfolk Record Office is asked to supply digital images it applies a pre-paid charge for remote users covering either completion of the small order or providing samples and an estimate of the costs of completing the work. The new system is in line with that applied for digital images of National Archives.

3.3 The Committee RESOLVED

To adopt to the proposed scale of fees and charges with the new scheme for digital images set out in paragraph 2 of the report.

4 2021-2022 Service Plan

- 4.1 The Committee received a report that summarised the mission of the Norfolk Record Office and its six long-term strategic aims. The report detailed how each of these aims was being progressed through the 2021- 2022 Service Plan.
- 4.2 The issues discussed in the meeting included the following:
- The programme of forthcoming educational activities included an exhibition in the Long Gallery (from August 2021) produced in partnership with the UEA and the Paston Heritage Society and a series of lectures and workshops (produced both in person and on the internet) aimed at attracting a wide audience. This would be funded by the Lottery.
 - The Norfolk Record Office continued to develop and submit funding applications for Change Minds UK in conjunction with the Restoration Trust. The Norfolk Record Office aimed to create a national hub that placed it at the forefront of developments in this field of work.
 - Amendments to the Public Records Act meant that the NRO, as an official place of deposit for public records (i.e. those of central government bodies such as courts, prison, coastguards and coroners), accepted records 20 years after creation instead of 30 years.
 - Members of the Committee spoke about how changes to the Registration of Marriage Regulations had resulted in the closure of hundreds of marriage

registers and their transfer to the NRO.

- At the current rate in which documents were being accessioned, the NRO had until 2027 to find a long-term solution. Managerial actions were being taken to make existing storage space more efficient, but this would not provide a long-term solution. A long-term solution involved putting together a business case for a sustainable, effective service to be provided from an environmentally friendly building which met the needs of Norfolk in the mid-21st century. Planning for this kind of building was underway and the Committee would be kept informed of developments.

4.3 The Committee RESOLVED

To approve the adoption of the 2021 -2022 Service Plan for the Norfolk Record Office.

5 Mr Michael Begley

- 5.1 The Committee were informed that Mr Michael Begley had retired from the Committee after many years of service. Mr Begley (whom had previously also served for many years as a co-opted member of the Joint Museums Committee) was a co-opted member of Records Committee from before the days of the fire at the old Norwich central library. He was a co-opted member at the time of the evacuation of the old Record Office, the setting up of the temporary office in Anglia Square, the search for a new site, first at the university, and finally the adaptation and new building at County Hall. Mr Begley had emailed to say that he regarded the NRO as one of the finest record offices in the UK with a staff and a standard of service of outstanding quality and he was pleased to be associated with the achievements of both joint committees which he regarded as one of the great success stories in the county administration.
- 5.2 **It was agreed that the Chair and County Archivist should provide Mr Begley with a suitable memento of his time with the Committee.**

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

Report of the Norfolk Joint Museums Committee meeting held on 23 July 2021

1. Election of Chair

- 1.1 **Cllr John Ward was duly elected as Chair for the ensuing Council year.**

2 Election of Vice-Chair

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

3 Area Museums Committees

- 3.1 The Joint Committee received updates about Museums activities in Breckland, Great Yarmouth, King's Lynn and West Norfolk and Norwich. The Joint Committee praised the excellent work that continued to be done during the lockdown period, particularly in developing a stronger social media presence and in responding to school requests for new digital content that involved providing a diverse range of school services on-line.

4 Norfolk Museums Service - Finance Monitoring Report for 2021/22

- 4.1 The Joint Committee received a report that covered the Norfolk Museums Service (NMS) forecast budget out-turn for 2021/22 and details about the latest monitoring position of the revenue budget, capital programme, reserves and provisions.
- 4.2 The Committee's attention to the following issues:
- Covid-19 had made for significant budget pressures in relation to the revenue budget situation for 2021/22 and particularly a loss of income from admissions and commercial activity.
 - Most NMS sites were currently open to the public but were operating at reduced capacity.
 - NMS budgetary pressures were being managed by the County Council at CES departmental level.
 - NMS had received vital financial support from MHCLG through the CES allocation of Government income support funds. This invaluable financial support at a Governmental and Departmental level (which ran until the end of June 2021) had helped NMS to offset the main service budget pressures.
 - A grant from the DCMS Cultural Recovery Fund had also helped NMS to continue to provide a county-wide service and support critical projects over the short-medium term.
 - The Gressenhall Farm and Workhouse playground improvements project was now largely complete.
 - Work to develop Gressenhall Farm and Workhouse as an environmental hub would be an important ongoing project for the County Council until 2023/24.

4.3 The Joint Committee resolved:

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

5 Norfolk Museums Service - Risk Management Report

5.1 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at July 2021.

5.2 The Committee's attention was drawn to the following issues:

- Risk RM14381 - Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales included an update relating to the scheduled internal audit that was carried out in March 2021 for the project, with a green rated acceptable audit outcome (no key issues to be addressed) in the audit report.
- The construction supply chain and price pressures for materials to be used on the Norwich Castle: Gateway to Medieval England Project (particularly the use of steel) was kept under constant review. In common with other projects of this scale, the project would continue to be monitored by an external National Lottery Heritage Fund monitor until after the completion of the construction phase.
- The timescales of risk RM14162 - Failure to generate additional income streams for 2021/22 in accordance with service plan was updated to reflect this financial year 2021/22 since last reporting in January 2021.

5.3 **The Joint Committee resolved:**

To agree the active and dormant risks as per appendices A and B of the report, noting latest updates associated with the COVID-19 pandemic.

6 Norfolk Museums Service – Performance & Strategic Update Report

6.1 The Joint Committee received a report that provided progress with performance of Norfolk Museums Service over the current financial year 2021/22 including the Service's award-winning learning programmes and the Service's work with groups including Looked After Children, carers and foster families. The report also provided an update on all major projects, including the Norwich Castle: Gateway to Medieval England project and the National Lottery Heritage Fund supported youth development programme, Kick the Dust Norfolk.

6.2 The following key points were noted:

- Due to Government restrictions linked to Covid-19, for most of the last 12 months NMS was unable to open more than three museum sites to the public. This was done on a stop start basis and at no more than 30% of normal visitor capacity.
- The Kick the Dust programme which continued to run throughout the pandemic had a huge impact on the lives of many disadvantaged young people and was shaped and designed by the young people themselves. It was due to have ended in March 2022 but would now run until the end of November 2022. The level of activity continued to compare favourably with the position found elsewhere in the country. The Kick the Dust project coordinator would be asked to attend a future meeting to provide a further update.

- The Committee's attention was drawn to the Crome exhibition that would run at Norwich Castle until 5 September 2021, sponsored by the Friends of the Norwich Museums. The exhibition was also supported by East Anglia Art Fund and Arts Council England.
- The Committee placed on record thanks to the Friends of the Norwich Museums for all their support as they celebrated their centenary year in 2021.
- The Committee's attention was drawn to the stunning photographic exhibition about the heritage and tradition of women working in the fishing Industry that would run at Time and Tide Museum of Great Yarmouth Life until 19 September 2021.
- The Committee was pleased to hear that the Thetford Treasure Exhibition at Ancient House Museum would run until 29 August 2022 and include 11 objects on loan from the British Museum.
- The Committee noted the schedule of works for the Norwich Castle: Gateway to Medieval England Project. The details were as set out in the periodic report. Members would be provided with an opportunity to visit the site as soon as this could be facilitated in accordance with Covid-19 protocols. A visual presentation about the project would be made to the Committee later in the year.
- The Committee was reminded that NMS was successful in its application to be included in the Arts Council England's National Portfolio Organisation (NPO) family for the period 2018-22. NMS was awarded £4.812m for the four-year period. In addition to the NPO application, the Service submitted a successful application to continue as one of the nine national providers of Museum Development services through SHARE Museums East (SHARE Museums East was now described as a Sector Support Organisation or SSO). NMS was awarded £1.745m for the four-year period.
- It was noted that Members of the Committee would be provided with an informal opportunity in August 2021 to view completed and planned capital building projects at Gressenhall Farm and Workhouse, including the new children's adventure playground and the project to develop the site as an Environmental Hub.

6.3 The Joint Committee resolved:

- 1. To note progress on the 2021/22 position in light of the continued impact of Covid-19.**
- 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project.**
- 3. To note progress in terms of key Arts Council England and National Lottery Heritage Fund programmes for 2021/22.**

John Ward
Chair

Report of the virtual Planning (Regulatory) Committee Meetings held on 18 June, 30 July 2021

A: Meeting held on 18 June 2021

1. **FUL/2020/0110 - Land to the East of Easton Gymnastics Club, Deer Park House, Bawburgh Road, Easton, Norfolk, NR9 5EA**

1.1 The Committee received the report setting out an application for the erection of a new Special Education Needs and Disabilities (SEND) School with 170 places and for children aged between 4-19 years old, together with associated hard/soft landscaping including Multi-Use Games Area (MUGA); car/cycle parking; secure line fence/boundary enclosures; formation of new vehicular means of access from Bawburgh Road, including construction of electricity substation enclosure; and part-widening of northbound carriageway of Bawburgh Road to also incorporate pedestrian footway, at land to the East of Easton Gymnastics Club, Deer Park House, Bawburgh Road, Easton.

1.2 The Committee unanimously **RESOLVED** to **APPROVE** that the Executive Director of Community and Environmental Services be authorised to:

- I. Grant planning permission subject to the conditions outlined in section 11.
- II. Discharge conditions where those detailed above require the submission and implementation of a scheme, or further details, either before development commences, or within a specified date of planning permission being granted.
- III. Delegate powers to officers to deal with any non-material amendments to the application that may be submitted.

2. **FUL/2019/0043 - Mayton Wood Quarry, Little Hautbois, Coltishall, NR12 7JX**

2.1 The Committee received the report setting out an application for an extension to the existing Mayton Wood Quarry to allow for the extraction of approximately 1.45 million tonnes of sand and gravel, including a new access on to the Coltishall to Buxton Road. The site would be worked sequentially over an envisaged fifteen-year period with phased restoration using 0.9 million m³ of imported inert material for restoration to agriculture and habitat creation

2.2 The Committee with 9 votes for and 1 abstention **RESOLVED** to **APPROVE** that the Executive Director of Community and Environmental Services be authorised to:

- I. Grant planning permission subject to the conditions outlined in section 11.
- II. Discharge conditions where those detailed above require the submission and implementation of a scheme, or further details, either before development commences, or within a specified date of planning permission being granted.
- III. Delegate powers to officers to deal with any non-material amendments to

the application that may be submitted.

B: Meeting held on 30 July 2021

- 1. FUL/2020/0021 - Land East and West of Station Road, Leziate, King's Lynn, Norfolk, PE32 1EJ**
 - 1.1 The Committee received the report setting out an application for the extraction of industrial sand and associated works with progressive restoration to wildlife habitat, geological exposures and a lake on Land East and West of Station Road, Leziate, King's Lynn. The site has an estimated mineral resource 1.1 million tonnes of silica sand. Silica sand is white sand with a higher silica content than normal sand and is predominantly used in industrial processes, notably the production of glass, rather than construction. The planning application boundary totals 56.1 hectares of which the proposed extraction area extends across approximately 15.3 hectares on the western side of the site.
 - 1.2 With 7 votes for and 3 against the Committee **RESOLVED** That the Executive Director of Community and Environmental Services be authorised to:
 - I. Grant planning permission subject to the conditions outlined in section 11.
 - II. Discharge conditions where those detailed above require the submission and implementation of a scheme, or further details, either before development commences, or within a specified date of planning permission being granted.
 - III. Delegate powers to officers to deal with any non-material amendments to the application that may be submitted.
- 2. FUL/2020/0085: Stanninghall Quarry, Norwich Road, Horstead**
 - 2.1 The Committee received the report setting out an application for planning permission sought by Tarmac Limited to extend the existing Stanninghall Quarry northwards in order to extract a further 3.75 million tonnes of sand and gravel and extend the working life of the site by 17 years.
 - 2.2 With 9 votes for and 1 vote against, the Committee **RESOLVED** that the Executive Director of Community and Environmental Services be authorised to:
 - I. Grant planning permission subject to the conditions outlined in section 11.
 - II. Discharge conditions where those detailed above require the submission and implementation of a scheme, or further details, either before development commences, or within a specified date of planning permission being granted.
 - III. Delegate powers to officers to deal with any non-material amendments to the application that may be submitted.
- 3. FUL/2020/0044 - Land at Mill Drove, Mill Drove, Blackborough End, PE32 1SW**
 - 3.1 The Committee received the report setting out the application for a change of use of a former quarry to an inert waste recycling facility with associated access and ancillary infrastructure including a workshop, hardstanding, car parking, storage areas, office, and weighbridge, within the area of a restored former mineral extraction site at Mill Drove, Blackborough End.

- 3.2 The Committee unanimously **RESOLVED** that the Executive Director of Community and Environmental Services be authorised to:
- I. Refuse planning permission for the reasons set out in section 11.

Brian Long
Chair, Planning (Regulatory) Committee

PROPORTIONAL ALLOCATION OF SEATS ON COMMITTEES

Report by the Assistant Director of Governance

1. Introduction

- 1.1 Following the election in Sewell Division which was postponed from 6th May due to the death of a candidate and the by election in Gaywood South following the resignation of the incumbent councillor the political balance on the Council has changed and it is necessary to review the overall allocations of committee places to political groups.

2. Allocations

- 2.1 There are 99 main committee places. The overall composition of the County Council is now 57 Conservative, 12 Labour, 9 Liberal Democrat, 3 Green Group, 2 Independent group and one non-aligned Member. Based on the above Council composition, when the proportionality formula is applied the allocation of the 99 committee places to political groups should be as follows:

Conservative	68
Labour	14
Liberal Democrats	11
Green Group	04
Independent Group	02
TOTAL	99

- 2.2 Table 1 below shows the current allocation of places to each committee which is now incorrect.

Table 1: Committee	Total no. of places	Cons	Lab	Lib Dem	Green	Inde
Planning (Regulatory) Committee	13	9	2	1	1	0
People & Communities Select Committee	13	9	2	1	1	0
Infrastructure & Development Select Committee	13	9	2	1	0	1
Corporate Select Committee	13	9	2	1	1	0
Scrutiny Committee	13	9	1	1	1	1
Health Overview & Scrutiny	8	6	1	1	0	0
Audit Committee	7	5	1	1	0	0
Standards Committee	7	5	1	1	0	0
Pensions Committee	5	4	0	1	0	0
Employment Committee	7	5	1	1	0	0
Number of places for each group based on the political balance	99	70	13	10	4	2

- 2.3 Table 1 shows that currently the Conservative Group has 2 places more than its revised entitlement (70 instead of 68) and the Labour Group has 1 place less than its entitlement (13 instead of 14) and the Liberal Democrat Group has 1 place less than its entitlement (10 instead of 11). Consequently, one Conservative Group place should be allocated to the Labour Group and one to the Liberal Democrat Group.
- 2.4 The Group Leaders concerned have been consulted and agreed the revised committee place allocation shown in Table 2 below.

Table 2: Committee	Total no. of places	Cons	Lab	Lib Dem	Green	Inde
Planning (Regulatory) Committee	13	8	2	2	1	0
People & Communities Select Committee	13	9	2	1	1	0
Infrastructure & Development Select Committee	13	9	2	1	0	1
Corporate Select Committee	13	9	2	1	1	0
Scrutiny Committee	13	9	1	1	1	1
Health Overview & Scrutiny	8	6	1	1	0	0
Audit Committee	7	5	1	1	0	0
Standards Committee	7	5	1	1	0	0
Pensions Committee	5	3	1	1	0	0
Employment Committee	7	5	1	1	0	0
Number of places for each group based on the political balance	99	68	14	11	4	2
NC = No change		(-2)	(+1)	(+1)	(NC)	(NC)

3. Recommendation

- 3.1 Council is asked to approve the allocation of committee places and note that the Conservative Group has given up 1 place on the Pensions Committee to the Labour Group and 1 place on Planning (Regulatory) Committee to the Liberal Democrat Group.

Notice of Motions

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

1 Protecting Norfolk Residents from Air Pollution from Incineration

Proposer: Cllr Alexandra Kemp

Seconders: Cllr Jamie Osborn

65,000 West Norfolk Residents voted no to an incinerator in South Lynn in the Borough Council poll. Now Medworth (MVV UK) wish to build an Waste Incinerator Facility in Wisbech, just 13 miles upwind of King's Lynn and the Wash triple SSI. It is outrageous and undemocratic that Medworth are refusing to consult with the people of King's Lynn, despite requests from local councillors. Air Pollution knows no boundaries.

Burning waste produces emissions and destroys precious resources like fossil fuels. Even the most advanced technologies cannot guarantee the capture of all particulate matter (fine pollutants) from burning waste. So air, soil and water can be contaminated, and pollutants can enter the food chain.

Even if all recyclables like metals, wood, paper, glass are removed, incinerators still encourage the burning of plastics and consequent depletion of finite oil resources, which could be prevented by alternative packaging or reuse.

The incinerator will increase Climate Change as it will act as a perverse incentive not to reduce residual waste or carbon emission producing processes like crude oil extraction.

The World is embracing Zero Waste so Incineration is a backwards step. "Waste-to-energy" is often described as a good way to extract energy from resources, but this forgets that if the waste burnt is capable of being recycled, its destruction is contrary to the Circular Economy and the fundamental principles of the waste hierarchy, Prevent, Reduce, Reuse, Recycle.

Burning waste creates fewer employment opportunities than recycling Incinerators offer relatively few jobs when compared to recycling. The large footprint of a huge Incinerator could produce more jobs if it were a manufacturing space.

1. This Council does not support the construction of an incinerator in Wisbech, because of its impact on West Norfolk and on Climate Change.

2. This Council will write to the Secretary of State to make clear our opposition to the plan.

2 Footpaths

Proposer: Cllr Steffan Aquarone

Seconder: Cllr Tim Adams

Council recognises that the people of Norfolk have made more use of footpaths during the pandemic than before and that continuing this behaviour is desirable for a range of mental

and physical health and wellbeing reasons that directly impact quality of life and the cost of service provision to the Council.

Council notes with regret that Natural England funding for permissive paths ended before the pandemic due to funding cuts, which meant a large number of permissive paths in Norfolk were withdrawn from public use.

Council wishes to promote health and wellbeing and actively encourages citizens to engage with the natural environment through taking walks locally. Local walks are a zero-carbon way of gaining exercise for a wide range of people with different levels of physical ability, and bring people closer to nature; our natural environment is one of Norfolk's most precious assets and we wish to see an increase in the number of people who can participate in its enjoyment.

Given that public liability insurance is one of the many barriers that local communities face in establishing permissive path arrangements with local landowners in the absence of Natural England funding, Council resolves to investigate the option of providing an insurance-based scheme to cover the unlikely event of claims arising from the use of permissive paths.

Council resolves to explore this at the earliest opportunity, and to create a “Norfolk County Paths” (or similarly named) programme to make it easier for local communities to establish permissive paths, and reduce the cost and risk to local landowners for providing such access.

3 The Glasgow Food and Climate Declaration

Proposer: Cllr Emma Corlett

Seconder: Cllr Maxine Webb

The Glasgow Food and Climate Declaration pledges to accelerate the development of integrated food policies as a key tool in the fight against climate change, commits local authorities to reducing greenhouse gas (GHG) emissions from urban and regional food systems in accordance with the Paris Agreement and the Sustainable Development Goals, and calls on national governments and international institutions to act.

The full declaration and accompanying note can be found at the following address:

www.glasgowdeclaration.org/the-glasgow-declaration

This Council agrees to support and sign the declaration as part of our commitment to improving the environment.

4 Offshore Wind Benefits to Norfolk

Proposer: Cllr Plant

Seconder: Cllr Grant

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

- A sustainable and renewable energy source which will assist in meeting the Government's target of delivering 40 gigawatts of offshore wind power by 2030.

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

The Council also:

- Recognises the need for some of these projects to make landfall and grid connection in various parts of the county, involving cable routes and new sub-stations.
- Acknowledges the disruption that this may cause to local communities in the short term and therefore supports the need for a coordinated and integrated approach to connecting the electricity generated from offshore wind farms to the grid.
- Recognises the need for further detailed work to be carried out by National Grid on the implications of the various grid connection options, including the:
 - Wider onshore environmental implications of any new transmission network
 - Economic opportunities for those coastal areas and communities affected
 - Opportunities for local communities to be appropriately compensated for any impacts caused by the need for either onshore or offshore infrastructure.
- Would support any offshore transmission infrastructure which reduces the environmental and community impacts that the current approach (radial, point to point) has on the county, subject to there being no anticipated long term impact on the marine environment off the Norfolk Coast;
- Support the wider opportunities for harnessing electricity generated offshore to supply clean energy to local homes and business; as well as helping to deliver housing and employment growth in Norfolk.

The Council resolves to continue to work closely with:

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

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

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

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

Council therefore requests

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

6 Future Olympic Success from Norfolk
Proposer – Cllr Steve Morphew
Seconder – Cllr Colleen Walker

Council congratulates Norfolk athletes who were selected to represent team GB at the recent Tokyo Olympic and Paralympic Games

- Gianni Regini-Moran (gymnast from Gt Yarmouth)
- Sophia McKinna (shot putter from Gorleston)
- Aaron Heading (Trap shooter from Kings Lynn)
- Lauren Hemp (footballer from North Walsham)
- Jessica Jane Applegate (swimmer from Gt Yarmouth, won 1 gold and 2 bronze medals)
- Alfie Hewitt (tennis player from Cantley, won 1 silver medal)
- Amy Conroy (basketball player from Norwich)

Council notes Olympic Team GB was a total of 375 athletes of which only 4 were from Norfolk representing 1.4% of the total athletes competing for GB and unfortunately none won medals.

Paralympics Team GB was a total of 215 athletes of which 3 were from Norfolk who between them won four medals. This represents 1.1% of the total athletes competing for GB.

We are proud of the achievements of our Olympians and Paralympians and Council believes more of Norfolk athletes could achieve success at the highest level if they had access to better facilities and support.

Council was inspired by the success of Team GB athletes in skatepark disciplines and recognises the high level of interest amongst younger people in the county reflected in the continuing demand for more and better skateparks.

Council believes the sale of the Airport Industrial Estate provides an opportunity to build an international standard skatepark for Norfolk that would cater for skatepark disciplines from beginner to elite and help Norfolk athletes achieve success in these new Olympic events.

Council

1. Urges cabinet to retain a suitable site from the sale of the Airport Estate and use part of the sale proceeds from the remainder towards building an international skatepark.
2. Requests officers to develop a scheme in conjunction with the skateboarding community for an operational model based on a community business that could manage a new skatepark without relying on county council revenue funding

7 Business rates for offshore installations

Proposer – Cllr Steve Morphew

Seconder – Cllr Terry Jermy

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

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

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

Council

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

County Council

Item No: 12

Report Title: Norfolk Youth Justice Annual Plan

Date of Meeting: 27 September 2021

Responsible Cabinet Member: Cllr John Fisher (Cabinet Member for Children's Services)

Responsible Director: Sara Tough, Executive Director of Children's Services

Executive Summary

The Norfolk Youth Justice Plan has been produced to outline the actions, risks and opportunities identified to ensure that the desired outcomes for young people and the victims of their crime are achieved by Norfolk Youth Offending Team and the Norfolk Youth Justice Board partnership in 2021-24. Additionally, the Plan sets out the key priorities for the 2021-24 period. These will be delivered in partnership with the required statutory agencies on the Norfolk Youth Justice Board (Local Authority, Health, Police and Probation) and others such as the County Community Safety Partnership, Office of the Police and Crime Commissioner and the Norfolk and Suffolk Criminal Justice Board. A copy of the full, refreshed, 2021-24 Plan is attached.

Action Required

Approve the Norfolk Youth Justice Plan 2021-24

1. Background and Purpose

1.1 Norfolk Youth Offending Team (NYOT) is a statutory multi-agency partnership hosted within Norfolk County Council which is required to produce an annual Youth Justice Plan by section 40 of the Crime and Disorder Act, 1998.

1.2 NYOT's purpose is to prevent children and young people from offending whilst safeguarding their welfare, protecting the public and helping restore the damage

caused to the victims of their crimes. The aim is to make Norfolk an even safer place to live and work whilst helping young people achieve their full potential in life and make a positive contribution to their communities whilst preventing negative impacts on others.

1.3 The Youth Justice Plan also supports Children's Services' practice vision to look for the vital signs of safety, well-being, and stability so children and young people in Norfolk can experience long lasting relationships, receive home-based care and be ready to learn, enjoy and achieve.

2. Proposal

2.1 The Plan includes a performance review against the 2019-21 objectives and sets out the priorities for 2021-24.

2.2 Norfolk YOT and the partnership adopt the national Youth Justice Board's principles, vision and aims in its work with those in the justice system. The **Principle** that: all agencies should consider children involved in the youth justice system as a '**child first**' and the **Vision** that: We will see children as children, treat them fairly and help them to build on their strengths so they can make a constructive contribution to society. This will prevent offending and create safer communities with fewer victims.

2.3 The Plan focuses on four aims prioritised nationally by the Youth Justice Board Strategic Plan for 2018/21 which are:

- Reduce the number of children in the youth justice system
- Reduce reoffending by children in the youth justice system
- Improve the safety and wellbeing of children in the youth justice system
- Improve outcomes for children in the youth justice system

2.4 A restorative approach to work with young people and the victims of their crimes is a key theme running throughout Norfolk YOT activity. From November 2015 responsibility for the corporate development of restorative approaches transferred to Norfolk Youth Offending Team. This involves work with a broad range of teams and services, both internal and external to NCC, to inform on and deliver the NCC Restorative Approaches Strategy. Staff also lead on restorative approaches training and interventions, including with educational settings and children's residential provision. This includes work to improve behaviour in educational settings and reduce exclusions as well as deliver against the joint protocol and implementation plan to reduce offending and the criminalisation of Looked After Children

2.5 The Harmful Sexual Behaviour Project aimed at improving responses to harmful sexual behaviour [HSB] by children and young people moves into its fifth year of operation. This is also hosted in Norfolk YOT which formed a partnership with Norfolk and Suffolk Foundation Trust [NSFT] that aims to develop a skilled children and young people's workforce across the county that is confident in identifying, assessing and intervening across all levels of HSB in children and young people. The team comprises specialist Clinical Psychologists and HSB Specialists with significant skills and experience in working with sexual violence, trauma, sexually appropriate behaviour, child sexual exploitation and harmful sexual behaviour. The HSB project are providing a range of training in relation to HSB; from improving basic skills in recognising HSB to specialist bespoke training for professionals working with more complex cases. Professionals are also able to seek case consultations in respect of children under 18 living in Norfolk and Waveney where there are concerns or worries about HSB. The HSB project also undertakes direct intervention work.

3. Impact of the Proposal

3.1 Successful delivery of NYOT priorities would mean that:

- Children and young people are law abiding, engaged in positive behaviour and show respect for others
- Parents take responsibility for their children's behaviour
- Communities believe they get on well together and have confidence in the way that crime and anti-social behaviour is dealt with by local authorities and the police
- Victims of crime feel some of the damage caused has been restored and the public has confidence and feels protected.

4. Evidence and Reasons for Decision

4.1 As the lead public sector partner within the statutory multi-agency partnership Norfolk County Council is required by section 40 of the Crime and Disorder Act, 1998 to formulate and implement an annual Youth Justice Plan in consultation with the Norfolk Youth Justice Board partnership.

4.2 In February 2021 the Norfolk Youth Justice Board held a 'Setting the Strategic Direction' workshop. The Independent Chair of the Board and the YOT Management Team presented the progress and future challenges to the Board. The Board subsequently agreed the 2021-24 plan priorities at the June 2021 Board meeting and those priorities are contained in the plan.

5. Alternative Options

5.1 The formulation and implementation of an annual Youth Justice Plan is a statutory requirement under the Crime and Disorder Act, 1998.

6. Financial Implications

6.1 NYOT does not have a base budget but each year seeks a contribution from the four statutory funding partners. The financial position for 2021-22 is outlined in the Youth Justice Plan. A number of grants are also received for specific purposes that are all included within the anticipated gross income for 2021-22. Further financial information is set out in the Plan.

7. Resource Implications

7.1 Will be managed within the agreed Norfolk Youth Justice Board partnership budget for 2021-22 including an agreement by the Local Authority to underwrite any shortfall. A business case is being progressed to address the gap in the YOT pooled budget for 2022-23 onwards.

8. Other Implications

8.1 Legal Implications:

8.1.1 Crime and Disorder Act: All NYOT's activity relates to the prevention of crime and disorder and making Norfolk an even safer place to live and work is a major priority.

8.1.2 NYOT works within a range of legislation connected with both criminal justice and the care, protection and safeguarding of children

8.1.3 The Youth Justice Plan is part of the policy framework at Article 4 of the Council's constitution and therefore must go to Full Council for approval

8.2 Human Rights Implications:

All NYOT activity takes into account human rights legislation and principles.

8.3 Equality Impact Assessment (EqIA) (this must be included):

All internal and partnership policies and procedures undergo structured equality impact assessments before being issued. Norfolk YOT monitors the ethnicity, age, gender and nationality of all young people on a quarterly basis and carries out a full biennial audit to ensure that disproportionate activity is noted and minimised.

8.4 Data Protection Impact Assessments (DPIA):

N/A

8.5 Health and Safety implications (where appropriate):

N/A

8.6 Sustainability implications (where appropriate):

N/A

8.7 Any Other Implications:

N/A

9. Risk Implications / Assessment

9.1 **Risk implications** relating to the work of NYOT are reviewed regularly with action points included, if required and reported to the Norfolk Youth Justice Board.

10. Select Committee Comments

N/A

11. Recommendations

The Norfolk Youth Justice Plan 2021-24 was presented to Cabinet on 2 August 2021 and the Cabinet resolved to recommend that it is approved by Full Council.

12. Background Papers

12.1 The Norfolk Youth Justice Plan 2021-24 is attached.

Officer Contact

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

Officer name: Val Crewdson

Telephone no.: 01603 223585

Email: val.crewdson@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.

Norfolk Youth Justice Service



Youth Justice Strategy 2021 - 2024 Year 1



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1. Foreword from the Chair of the Board

Welcome and thank you for taking the time to read our Strategic Plan for 2021-2024. This plan is incredibly important as it will shape how we prioritise our work and resources over the next three years. Our vision and strategy are set out below. I hope you can afford yourself some time to reflect on how you, your agency and the wider partnership can contribute towards our aims. It's important that we act as a collective, working collaboratively and helping each other to deliver improved outcomes for the children and families we encounter.

This is my first Strategic Plan as Chair of Norfolk Youth Justice Board and I am genuinely excited about the opportunities that we will have to improve what is already a committed and high performing Youth Offending Team and Strategic Board. I want to develop the Board ensuring we are committed to providing the strategic leadership that will help those charged with delivering front line service opportunities to offer the best possible support, intervention and guidance to our children. I have had the opportunity to meet with front line staff and been hugely impressed by their commitment and professionalism, Norfolk is extremely fortunate to have these excellent individuals working for us and I would like to take this opportunity to thank them for their continued hard work, especially in the unique circumstances that have prevailed over the last twelve months.

It is important when writing and reading this report that we do not lose sight of the children and families who are impacted by offending. We deal with some of the most vulnerable children and victims in Norfolk. The work we do can have a positive impact on outcomes at a key stage in many children's lives. This is a strategic document but behind each priority, each aim, each principal lies the ambition to *'help individuals to build on their strengths so they can make a constructive contribution to society. Prevent offending and create safer communities with fewer victims'*.

On a final note, as we come out of the pandemic, it is important for us to stay focussed on achieving our goals. We will need to show flexibility as the world returns to the 'new normal'. This will undoubtedly bring fresh challenges for those of us involved in the youth offending arena. I am confident that we have the strategic leaders, operational leaders and front-line practitioners to react to such challenges and that we will provide excellent service to our children and families. Thank you for your continued support.

Chris Robson

Independent Chair Norfolk Youth Justice Board



2. Vision and Strategy

Welcome to year one of the Norfolk Youth Justice Strategic Plan for 2021-24. The Plan provides an overview of the work of the Norfolk Youth Offending Team in the last year, our performance and our priorities for the next three years.

The Norfolk Youth Justice Board subscribes to the Youth Justice Board's vision for a child first youth justice system as follows:

Our Vision: *A youth justice system that sees children as children, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society. This will prevent offending and create safer communities with fewer victims.*

Our Aims:

- *Reduce the number of children in the youth justice system*
- *Reduce reoffending by children in the youth justice system*
- *Improve the safety and wellbeing of children in the youth justice system*
- *Improve outcomes for children in the youth justice system*

Our Guiding Principle: *All agencies should consider children involved in the youth justice system as a 'child first'.*

Our Ways of Working

1. *Prioritise the best interests of children and recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.*
2. *Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.*
3. *Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their parents/carers.*
4. *Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.*



3. Governance and Partnerships

Direct **governance arrangements** for the Youth Offending Team (YOT) are through the Norfolk Youth Justice Board, which is chaired by an Independent Chair. As well as the statutory partners the Board includes additional representation from the Countywide Community Safety Partnership, Housing Services, Norfolk's Office of the Police and Crime Commissioner, Public Health, representatives from Norfolk's Borough, City and District Councils, Her Majesty's Courts and Tribunals Service and the Magistracy.

As a statutory requirement of the legislation under which the YOT was formed in January 2000, practitioners are seconded from the Police, Health, NCC Children's Services (including discrete representation from social work and education) and the Probation Service. We also directly employ practitioners with skills in achieving positive change, reducing substance misuse, delivering restorative justice, including working with victims of youth crime, community reparation and working with parents.

In January 2020 Norfolk YOT moved directorates within Children's Services from Early Help to Social Care with a resulting change in the tiers of line management of the Head of Service from a Director to an Assistant Director.

The YOT is represented by the Head of Service or nominated YOT strategic lead on a wide range of partnership boards and contributes to their action plans and strategic direction. These currently include the Norfolk Safeguarding Children Partnership, the Local Criminal Justice Board, Norfolk County Community Safety Partnership, the OPCC's Reducing Reoffending Board, Girls and Women in the Justice System Group, the MAPPA Strategic Management Board, the Vulnerable Adolescent Group, the Exploitation Oversight Forum, the Community of Practice around Adolescents and the Channel Panel. The Norfolk YOT Management Board is represented by its Chair on the **Norfolk Public Protection Forum (NPPF)**, comprising of all chairs of strategic multi-agency groups, which has a key role to put in place effective arrangements for ensuring that people in Norfolk, particularly the most vulnerable in our society, are properly protected.

All key partners are represented on the Norfolk Youth Justice Board, which can extend its membership to other partners to ensure the progression of a specific development issue. This ensures the Board is best placed to address any barriers to effective multi-agency working and can therefore make an effective contribution to delivering outcomes.

Our primary customers are children in touch with the youth justice system, their families and the victims of youth crime. We also work with children to prevent them entering the youth justice system through our diversionary point of arrest scheme work. Secondary customers would include all communities in Norfolk who are affected by the criminal and anti-social behaviour of children that we are trying to reduce and prevent.

We are committed to ensuring that children and their families have a voice and influence in the youth justice system. We have an established service user participation and involvement strategy. This strategy includes the use of several tools and mechanisms for routinely seeking the views of children on the services they receive. We also routinely seek feedback from parents and carers and the victims of youth crime. We plan to expand our participation activity and this forms part of our priorities for 2021-24.



Projects and Partnerships:

Norfolk YOT hosts and supports the Children's Services Restorative Approaches Team and sits on the Restorative Approaches Strategic Board.

Norfolk YOT hosts, supports and works jointly with the Harmful Sexual Behaviour Project, a joint YOT/CAMHS initiative funded by the Clinical Commissioning Group.

Norfolk YOT leads on the Eastern Region YJB County Lines Pathfinder which operates in Cambridgeshire, Essex, Norfolk and Suffolk.

Norfolk YOT is funded by the ADDER Project to deliver a custody pilot project in the Police Investigation Centre (PIC) at Wymondham.

Jointly with Norfolk Constabulary and Adult Services, we commission an Appropriate Adult Service for children to ensure their legal rights are adhered to in PICs.

4. Review of 2020/21

Independent Chair: In January 2021 the existing chair of the Norfolk Youth Justice Board, the Executive Director of Children's Services stood down after two years in the role. The Board was pleased to welcome Chris Robson as Independent Chair in February 2021.

Youth Justice Board (YJB) Nationals Standards Self-Assessment and Improvement Plan: We submitted our self-assessment as required and developed our improvement plan in relation to our findings. We were informed by the YJB in February 2021 that their moderation exercise concluded that our self-assessment offered an evidenced reflection of the judgements against service standards. The YJB advised that they did not intend to carry out a validation visit. The initial results from the process indicated that the standards that require most attention across England and Wales were NS4: In Secure and NS5: Transitions. The assurance of Management Boards on the performance of YOTs had also been identified as a key area for improvement for many YOTs. It is our intention to undertake a further self-assessment as part of our schedule of audit activity in 2021 and pay attention to the areas highlighted by the YJB.

Quality of our work: We reviewed and refined our quality assurance strategy in early 2021 and we have a robust case and thematic audit schedule in place. We have been reporting our audit activity to the Management Board and have an audit findings action plan in place. We have also undertaken a joint audit with colleagues in Children's Services including our response to the decriminalisation of looked after children and care leavers. The latter resulted in a series of joint workshops to highlight good practice and areas for improvement. We are in the process of agreeing a joint approach to audit for those cases open to both YOT and Children's Services.



Workforce Development: A skills audit was undertaken in March 2021 as required by the YOT Workforce Development Strategy and the associated Delivery Plan. The findings from the skills audit and all case audit activity will be used to inform the annual training plan and the reviewed Workforce Development Strategy.

Disparity: Each year Norfolk YOT produces a report to the board regarding disparity in the system. The report draws on the YJB toolkit and school's data to establish a more up to date understanding than that currently available from census data. The Public Health ethnicity data for Norfolk school pupils in 2019/20 record of pupil ethnicity data suggests that the numbers of black and minority ethnic children is currently 7.5% and Gypsy, Roma, Traveller children is 0.3%. Our report for 2020/21 shows that BAME children are under-represented in referrals in for prevention work, diversion work and first tier (Referral Orders). The percentage BAME in the Youth Rehabilitation Order population is 12.9%, in children sentenced to custody population is 25% (total population = 8) and in the remands to custody population (42.85% - total population = 7). The report covering the 2019/21 period will be finalised shortly, be circulated to the Board and its findings form part of our priority work on disparity.

YOT Review: In June 2020 in response to a concern about the sustainability of the YOT pooled budget the Norfolk Youth Justice Board agreed to a review of the YOT with a view to considering alignment/partial integration with Children's Services. The Review concluded in December 2020 with a recommendation that alignment of practice (a community of practice around adolescents) rather than partial integration was the way forward and that the new independent chair of the Board should take forward the issues of partner commitments, including financial contributions, in 2021. We are currently working with the local authority in North Yorkshire under the Partners in Practice initiative to take forward our 'Community of Practice around Adolescents'.

Norfolk YOT 'Ways of Working': In February 2021 the YOT management team reviewed our service delivery model and following a very positive response from staff began our preparation to move from wholly geographically based delivery model to four streams of work to include 1. Out of Court Disposals, 2. Referral Orders, Restorative Justice and Reparation, 3. Intensive Cases and Court and 4. Specialist /Partnerships. Our approach involved a rethink about our staff resources and as a result we increased our case management and reduced our reparation capacities.

YOT Budget: In March 2021 Children's Services proposed to the Norfolk Youth Justice Board that a business case be developed regarding the future funding of the YOT. An interim report will be provided to the Management Board in June 2021 with a fully formed business case by September 2021.

Howard League Award: Norfolk YOT alongside Norfolk Constabulary and Norfolk Children's Services won a Howard League Award in 2020 for our work on the 'decriminalisation of children in care'.

Local Recognition: In 2020 Norfolk County Council recognised the contribution that the Youth Offending Team made to children in touch with the Youth Justice System through the 'OSCA' Team of the Year award.



Dedicated Court Team: Our dedicated court team approach has been a big success. It has improved the YOT service to the Court, the quality of reports and our joint working with all stakeholders. Feedback from court officials told us that their 'experiences with the team have been hugely positive' and that 'each of the members of the Team brings real knowledge and expertise to the task'.

ADDER/Custody Project: In early 2021 Norfolk YOT were funded to develop a custody project as part of and in support of the wider ADDER project. The two custody workers came into post in April and May 2021 respectively. We are already seeing some promising results and if the project is successful, we will seek to embed this approach in our service delivery model subject to funding.

HSB Project: The Clinical Commissioning Group funds Norfolk Harmful Sexual Behaviour Project which is hosted by and embedded in Norfolk YOT. The project has been very successful over the past five years and has attracted a lot of interest from other areas who wish to adopt their approach. In 2021 the funding and service is set to expand through a significant contribution from Norfolk Children's Services.

CCE Pilot. The Child Criminal Exploitation Pilot achieved its aim of raising awareness and developing a different way of working with exploited children. At the close of the pilot in September 2021, several staff transitioned into the new Targeted Youth Support Service. Norfolk YOT is working closely with and supporting the development of this service.

Rebranding: It was agreed at the Board Strategic Workshop in February 2021 that in future Norfolk YOT will be branded as **Norfolk Youth Justice Service** with a launch date to be agreed at the June 2021 Board meeting.

Development of our Health Offer: Following a successful psychological **case formulation** pilot we have reviewed our health offer and developed our strategy for physical, mental and psychological assessment, case formulation and intervention provision. In February 2019 NHS England commissioned Healios to provide talking therapies for children known to Norfolk Youth Offending Team. Healios provides mental health assessment and intervention via a digital platform. We have received confirmation that this service has been commissioned for a further three years from April 2021. Healios has enabled timely access to services for children experiencing mental health issues and assessment for those who may have undiagnosed neuro-developmental conditions. A self-audit, supported by our clinical psychologist, is currently underway to assess what needs to happen for Norfolk YOT to be a trauma informed service. The audit results will enable us to plan next steps in this journey.

COVID/Service Delivery/Recovery: It has without doubt been a difficult year in service delivery terms and recovery to previous levels of service delivery is still some way off. Our staff and volunteers have been creative and gone the extra mile to adapt resources, interventions and engagement approaches. As a result, however, of COVID and public sector approaches to virtual service delivery, the landscape has changed in relation to the use of buildings and home/virtual working. It remains the case that the work that we do with children requires physical bases for our teams and access to discrete, confidential and suitable space in which to work with children. Our staff have told us that relationship-based practice underpinned by trauma informed approaches has been very difficult to do virtually or with children living in often unsuitable home environments or in public spaces. Staff have also raised concerns about limited access to our resources and the difficulties of undertaking confidential interventions with children from their own homes.



5. What children tells us.

Children have told us that they felt they were treated fairly, understood why they were working with us and felt that they were listened to. Overwhelmingly children were positive about their worker and said that they received help and advice. When asked what the best thing about the YOT was, children responded as follows:

"I didn't mind it. I would keep doing it if you wanted."

"Having the same worker all the way through even though it's been almost 2 years"

"You have helped me to keep safe around school and home. You give good advice about stuff."

"My worker was super kind and was great to work with."

"Understanding the consequences of reoffending and they worked at my pace and understood what I was like and my behaviour."

The full 'Service User Feedback Report' can be found at Appendix 1a.

6. What parents and carers tell us?

Parents told us that they felt incredibly supported by the YOT Parenting Workers and practitioners. They said their work with us had helped them to have better relationships with their children, understand their 'teenagers' better and that we helped them when they were frightened for their children. Feedback included:

"Before I started working with you, I was so scared the same thing was going to keep happening with my daughter, but now I feel much more confident and able to deal with situations. You listened to how I felt and found a way round, a solution I could use. It was what was needed. You took on board what I said and used my words and you got 'me' and you challenged me and I got it."

"The work we've done has really helped me. I feel I am now in charge with the boys not the other way 'round. Understanding the Iceberg and the parent child relationship helped my confidence grow. Just simple things that I can now do to help me when I feel anxious have really worked."

"My opinions were important even when you didn't agree with them"

More feedback can be found at Appendix 1b.



7. What victims tell us.

Victims who took part in restorative justice were positive about their experience:

“The process has been beneficial, not just to me as a Custody Sgt, but for the young person to hear the impact of her actions. I shall be sharing my experience amongst police colleagues and encouraging them to participate with Restorative Justice when they have been the victim of a crime.”

“Traditional support can feel wooden and a tick box, like it's done to you. This has been fluid and open and honest.”

“This work was above and beyond what I had expected, I had my reservations, but it was amazing.”

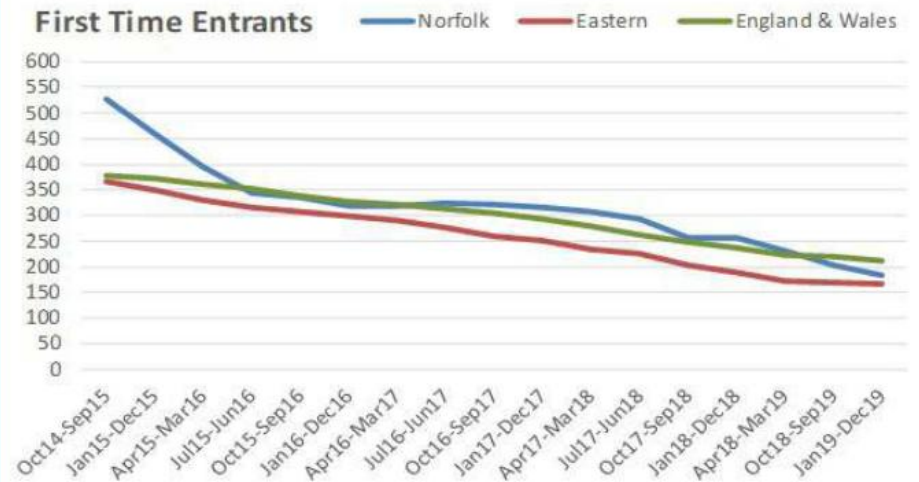
More feedback can be found at Appendix 1b.



8. Performance 2019 - 21

First Time Entrant (FTE) Analysis:

The joint YOT /Police diversionary Challenge 4 Change (C4C) project has continued to impact on reductions in FTEs and forms 50 - 60% of our workload. It is unfortunate that the YJB were unable to access FTE data for 2020 data so that we can monitor and respond to the trend and impact of COVID. In 2019/20 we received 368 C4C referrals compared to 272 in 2020/21. The numbers may well reflect long periods of lockdown or an increase in FTEs, however, the latter is not indicated so far given our reducing statutory workload. In March 2021 a report on our Out of Court Disposal (OoCD) work including C4Cs and our Diversion Panel was taken to the Management Board. The recommendations were endorsed by the Board and an OoCD Steering Group has commenced work to ensure that our out of court work is in line with best practice, monitored and evaluated.

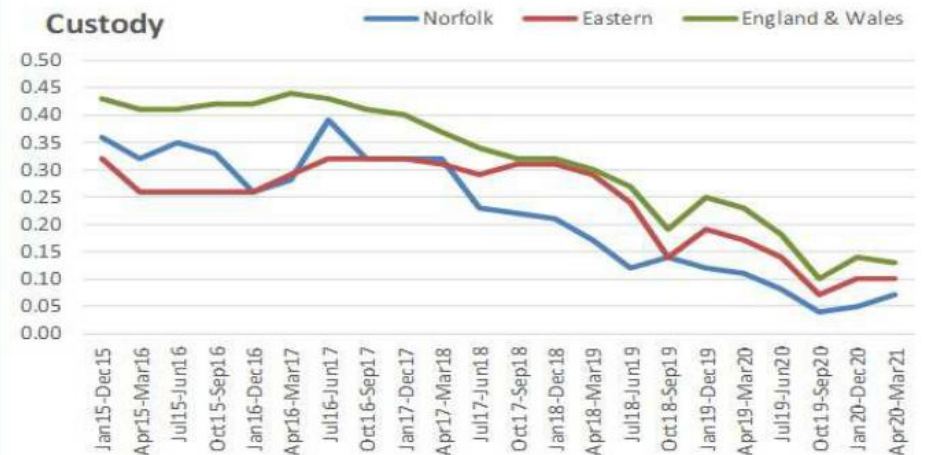


Custody Analysis:

Norfolk continued its successful trend of reducing the custodial rate and compared favourably with the regional and national trends. The rates dipped significantly in 2020/21 partly due to COVID and Court closures but also through the impact of our new Dedicated Court Team and the quality of our pre-sentence reports.

One incident in Norwich resulted in three children being remanded to Youth Detention Accommodation in February. One child remains on remand.

Violent and drug offences remain the most likely reason for children to receive a custodial sentence.



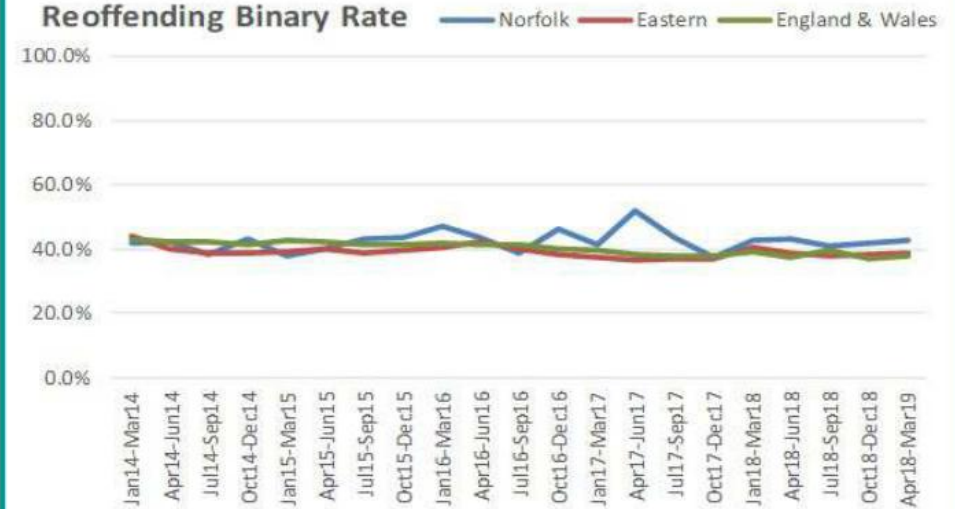
8. Performance 2019 - 21

Reoffending Analysis:

Reoffending rates continue to track above the regional and national rates however the fluctuations seen through 2016 and 2017 have flattened out to mirror the national trend. Once again due to COVID the YJB have not been able to obtain PNC data in the usual way but have provided the overall reoffending rate for the year April 18/March 19.

We continue to produce our local reoffending data which is more recent and enables us to monitor offending in each of the tiers of intervention. The number of children on a statutory order has reduced significantly since the implementation of our C4C project. In March 2021 a report on working with girls in youth justice was presented to the Management Board including several recommendations about practice in Norfolk YOT but perhaps as important, in the wider system.

Reoffending Binary Rate



Indicator Risks

First Time Entrants

In the absence of up to date data it is unclear whether our positive reducing FTE performance has continued into 2020/21.

Custody

Exploitation resulting in violence, knife crime and drug supply offences remains the biggest risk to reducing the number of children receiving a custodial sentence. We have averted some custodial sentences for children through offering a robust package of intervention. Our multi-agency approach and diversion work continues to be a priority to reduce the likelihood of custody.

Reoffending

Continued success in the FTE indicator could lead to a permanently challenging position for reoffending rates as the pool of those in the statutory cohort reduces. We anticipate that our new ways of working will impact in the longer term.

Indicator Actions

First Time Entrants

Implement the recommendations from our OoCD and Girls in Youth Justice Reports.

Respond effectively to risk factors such as emotional trauma and other adverse events in young people's lives

Custody

Break the cycle and pattern of Child Criminal Exploitation and associated violence.

Maintain high levels of court confidence in our interventions and management of risk.

Reoffending

Implement our new service delivery model with a focus on reducing reoffending in the statutory caseload.



9. Review of previous plan priorities

- **Focus on reducing reoffending rates.**

During 2020/21, our plan to focus on the small number of children who continue to reoffend was affected by strategic staff changes mid-year, an unusual high number of practitioner vacancies and COVID. Caseloads were high because of vacancies, practitioners were working from home (which is not suitable for all staff), there was a lack of suitable and safe places to deliver interventions and virtual contact with children presented several challenges due to the digital poverty in our service user group. Some of those challenges remain today and we are working to address them.

COVID made 2020-21 a challenging operational year with reduced YOT service delivery, school closures, children being less visible, court closures and delays in sentencing and trials.

We continue to be successful in impacting on the number of children entering the Youth Justice System through our diversion programme (Challenge 4 Change) which in turn reduces the number of children who go on to receive a formal disposal or Court outcome. We are, however, beginning to see more complex cases in the diversion caseload.

- **Report to the Board and Partners the lessons learnt and impact of the CCE Pilot Project.**

The 'lessons learnt' report recommendations have been shared with local and regional colleagues who are developing teams/practice with children at risk of exploitation. The report will be available to Board members in July 2021 and national in the coming months.

- **Support and contribute to the partnership response to vulnerable adolescents.**

The Head of Service has been involved in the development of the Targeted Youth Support Service and YOT Operational Managers have provided significant input to the recruitment of TYSS staff. Both teams are working closely together alongside our social care teams to ensure a joint, consistent and evidence-based approach to children who are exploited.

The Head of Service has been integral to the bid for a Norfolk/Suffolk European Social Fund (ESF) project. ESF have granted just short of £1 Million pounds to address the education, training and employment needs for those at risk of or who are being exploited through the County Lines drug dealing business model. The project will be sited in TYSS and its development supported by Norfolk YOT.



Norfolk YOT is a member of and contributes to the Norfolk Safeguarding Partnership Vulnerable Adolescent Group and the multi-agency Exploitation Oversight Forum.

The County Lines Pathfinder activity is supporting the practice, skills and knowledge of front-line practitioners across the partnership.

Work is underway to develop a 'community of practice around adolescents', the key recommendation from the YOT Review in December 2020. YOT, Social Care and TYSS management teams are involved in the development work with North Yorkshire 'Partners in Practice'.

Norfolk YOT staff continue to play a key role in supporting children who have been criminally exploited and are subject to formal and informal interventions.

- **Develop a Not Engaged in Employment or Training (NEET) Subgroup to focus on reducing the number of young people in the youth justice system who are not in training or employment.**

The Norfolk YOT Education, Training and Employment working group continued to operate throughout COVID during 2020/21 and worked closely with education colleagues in the s.19 working group. Inevitably COVID has impacted upon our ability to move this work forward. It remains a priority in 2021-24.

- **Focus on the Workforce Development of Norfolk YOT staff.**

Norfolk YOT staff have embraced the 'child first' philosophy. Our audit activity has identified that there is still some work to do to balance our child first approach with the assessed risk of harm. Our workforce is moving towards a trauma informed approach with children and families which is supported by our embedded psychology service. In 2020 we published the Norfolk YOT Workforce Development Strategy and in early 2021 undertook a workforce development skills audit. Our annual training plan incorporates the training and development needs from the skills audit, National Standards Self-Assessment, audit recommendations and new staff. The Norfolk YOT workforce has largely been stable for many years but in 2020/ 2021 we saw an increasing turnover of staff. Reasons for leaving include professional development, professional training and promotion.

- **Develop a 'fit for purpose' Board Performance Report.**

We have developed and expanded the range of YOT activity reported and the supporting narrative. There is still work in relation to partnership data and this will be a priority in 2021-24.



- **Contribute to the development of a partnership response to plan for and meet the housing needs of children and young people and their families.**

This priority was not achieved but will be pursued with District Council colleagues.

- **Understand the health needs of young people in the Youth Justice System.**

Our aim was to commission or seek support from health colleagues to produce a health needs assessment, but this has not been possible due to COVID. In the coming year we will be working with colleagues across health to ensure that we have a clear understanding of the needs of children in touch with the Youth Justice System including how to meet Speech, Language and Communication Needs. In 2020/21 we refocused our health resources and are in a reasonably good position having direct access to physical, mental and psychological support. We are concerned that the impact of COVID and increasing unmet emotional and mental health needs could affect the numbers of children in contact with the Youth Justice System. We need to work with partners to ensure there is adequate resource in the system to meet these needs.



10. Priorities for 2021-24

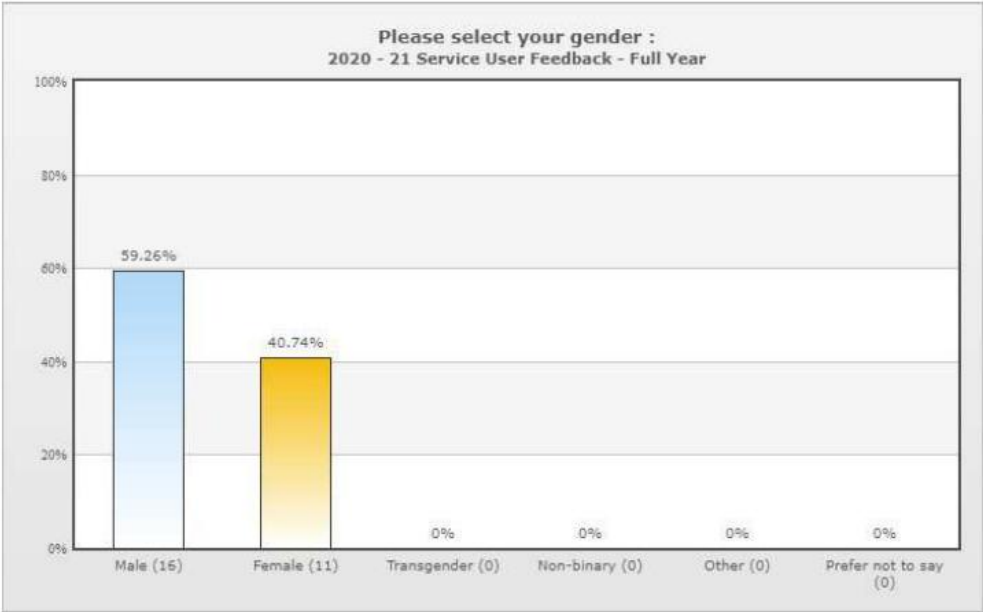
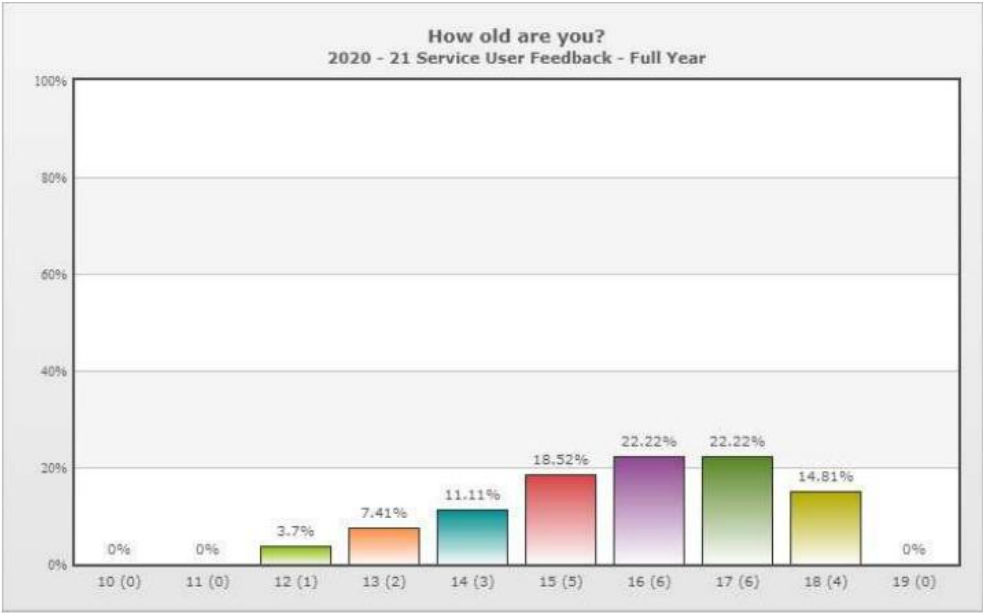
Priority areas of focus	What will we do?	How will we know?
Reducing Reoffending:	<ul style="list-style-type: none"> Implement the new YOT service delivery model. Reduce the caseload of practitioners who hold high risk /exploitation cases. Assess for and respond to trauma through a case formulation approach. Engage with the Community Safety Partnership and the new Serious Youth Violence duty in 2022. 	<ul style="list-style-type: none"> We will monitor and evaluate the impact of the new service delivery model on our performance indicators. Staff will report that they have been able to build trusted relationships with children. We will monitor and respond to any disparity affecting children with protected characteristics. Our evaluation of trauma informed work will show improved outcomes for children. We will see a reduction in our reoffending rate.
Diversion	<ul style="list-style-type: none"> Implement the new YOT service delivery model. Implement the recommendations from our OoCD and Working with Girls reports. Implement the recommendations from the YJB work on Disparity. 	<ul style="list-style-type: none"> We will have continued the trend in the reduction of first-time entrants. Our monitoring and evaluation of our diversionary activity will show improvements in the quality of work and outcomes for young people. We will reduce reoffending. We will have reduced disparity in the Youth Justice System.
Health and Wellbeing	<ul style="list-style-type: none"> Embed our health offer/strategy. Develop a pathway for addressing Speech, Language and Communication Needs (SLCN). Increase our access to psychological resources. 	<ul style="list-style-type: none"> Children who need SLCN, mental health and wellbeing support receive it. Increase the number of children receiving a trauma informed response through a case formulation approach. Become a trauma informed service.
Data	<ul style="list-style-type: none"> Develop a set of data requirements, both qualitative and quantitative, that provides an evidence base to support youth justice outcomes 	<ul style="list-style-type: none"> Develop a logic model of impact, determinant and outcome measurements.

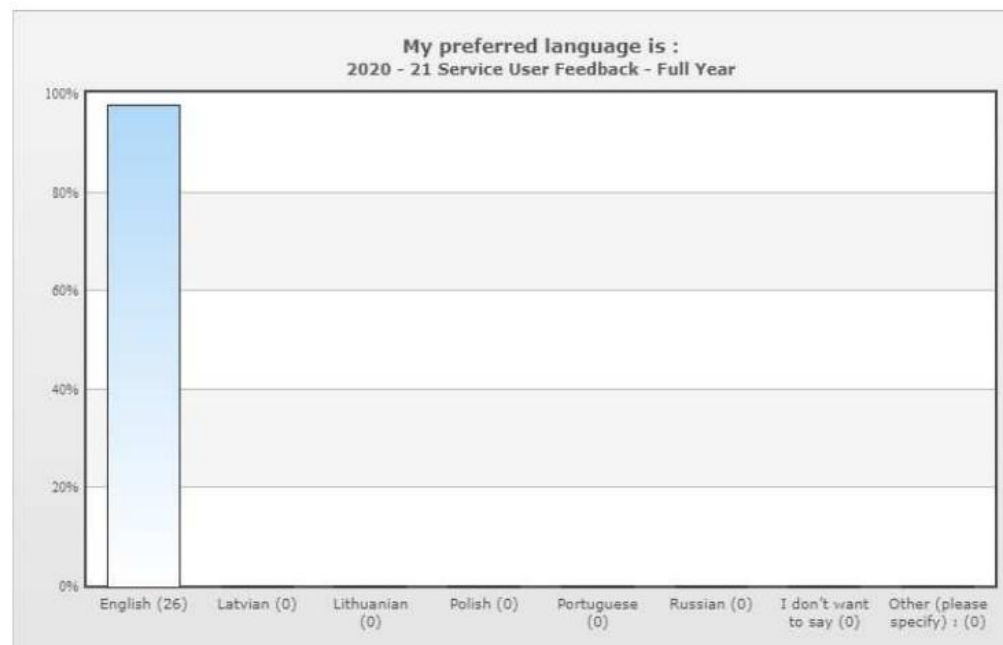
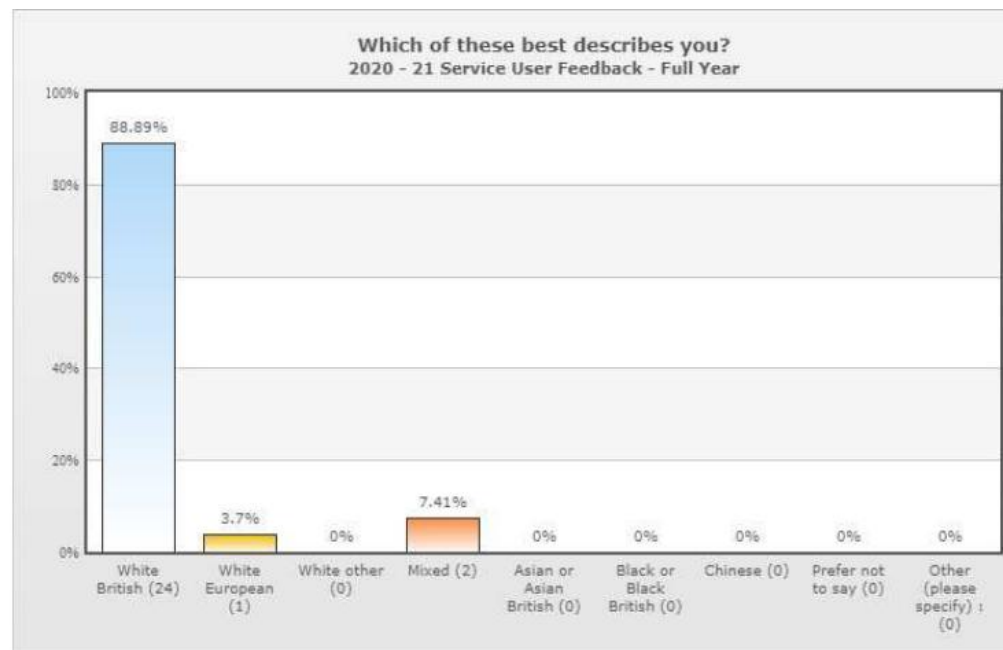


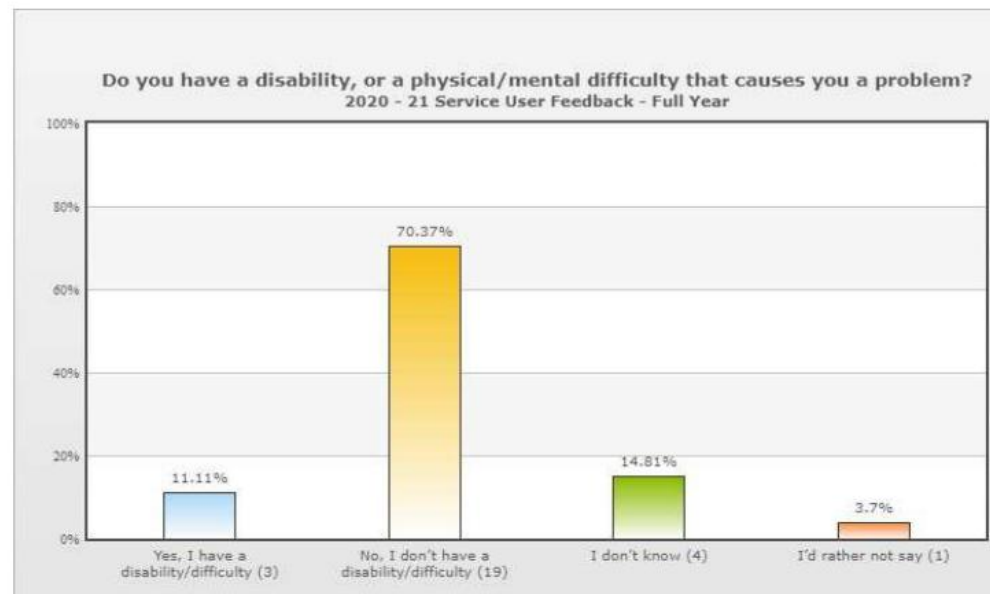
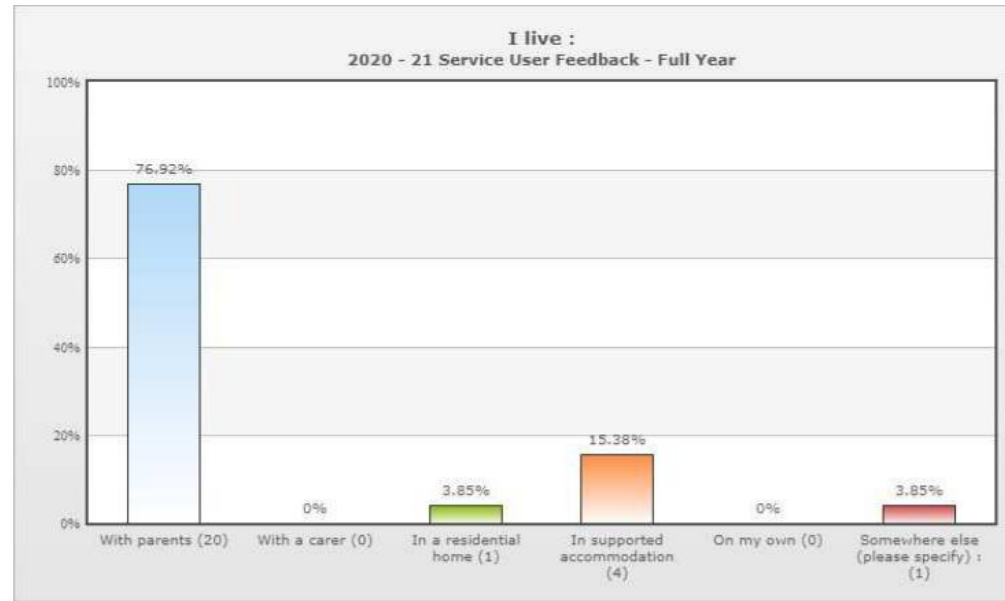
Priority areas of focus	What will we do?	How will we know?
Disparity	<ul style="list-style-type: none"> Eliminate disparity between experiences of and outcomes for children from Black, Asian and Minority Ethnic backgrounds in relation to the youth justice system. Implement the recommendations from the Youth Justice Board work on disparity. 	<ul style="list-style-type: none"> We have an established multi-agency group and a local joint disparity protocol and are scrutinising outcomes and processes. Staff are skilled in identifying, challenging and eliminating bias in respect of all decisions they make. We collect and analyse data to understand where disparity is occurring.
Community of Practice (Adolescents)	<ul style="list-style-type: none"> Develop a community of practice around adolescent in our joint working with other services. 	<ul style="list-style-type: none"> Work with partners including North Yorkshire Performance Improvement Partners to develop our philosophy including our culture, practice and outcomes for children.
Enhanced Participation	<ul style="list-style-type: none"> Embed and expand participatory and co-production opportunities for children in touch with the youth justice system. Review best practice including the Youth Justice Board and Peer Power participation strategy. (not yet published). 	<ul style="list-style-type: none"> We will have an effective participation and co-production strategy in place and children in touch with Youth Justice will feel empowered, heard and listened to. We will have suitable feedback and response systems in place and feedback will inform the way we work with children in Youth Justice.
Education, Exclusions, Elective Home Education and SEND:	<ul style="list-style-type: none"> Reduce the numbers of SEND children who are in touch with the Youth Justice System. Increase the number of children in education, training or employment who are in touch with the Youth Justice System Know the children who are receiving elective home education. 	<ul style="list-style-type: none"> We will have a clear protocol for working with the Inclusion, Children Missing Education Team, Virtual School and Home Education teams, and the newly established Section 19 team that results in coordinated support for children in touch with the Youth Justice System. We will have strengthened joint working between YOT and the Participation and Transitions Strategy Team as a bridge to post – 16 opportunity providers. We will have identified the gaps in post-16 provision and be working with providers to address them. We will have an offer in place that provides professional development training for post-16 providers in the management of challenging behaviours

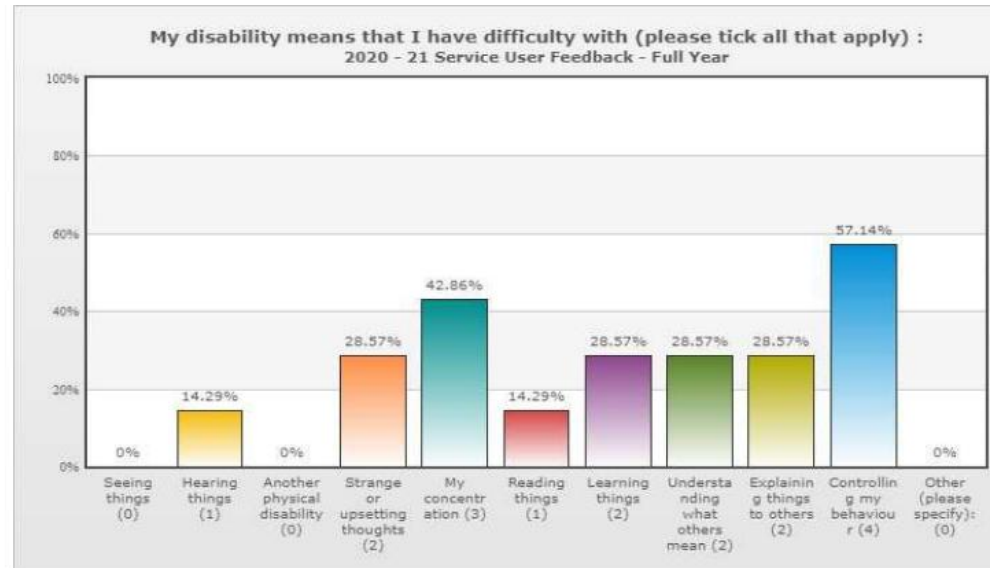


1. About You

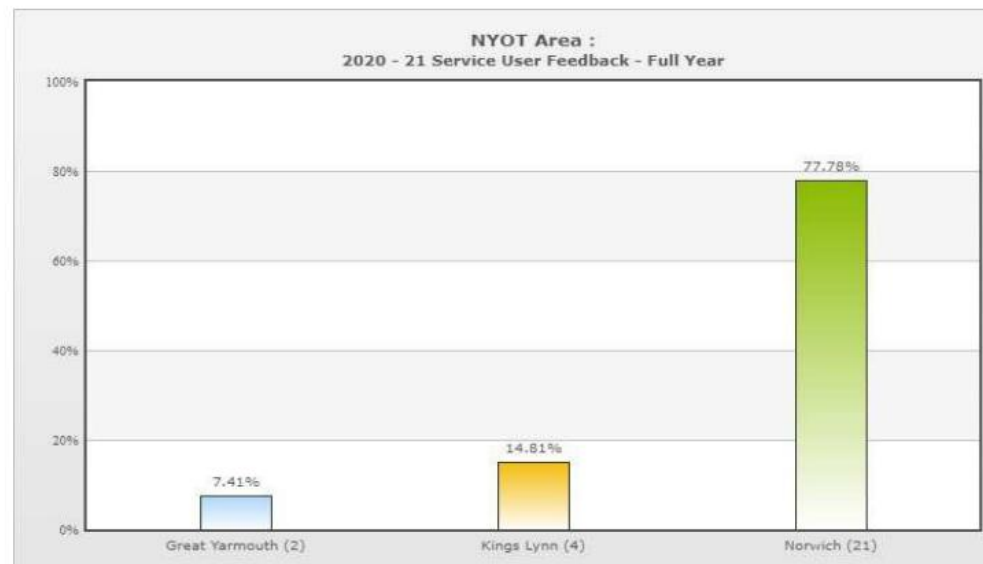


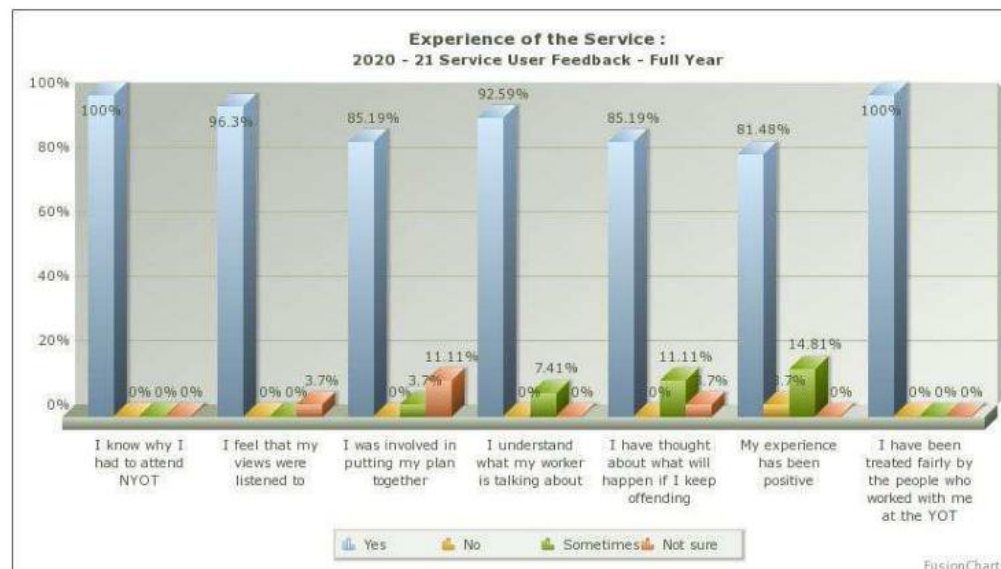
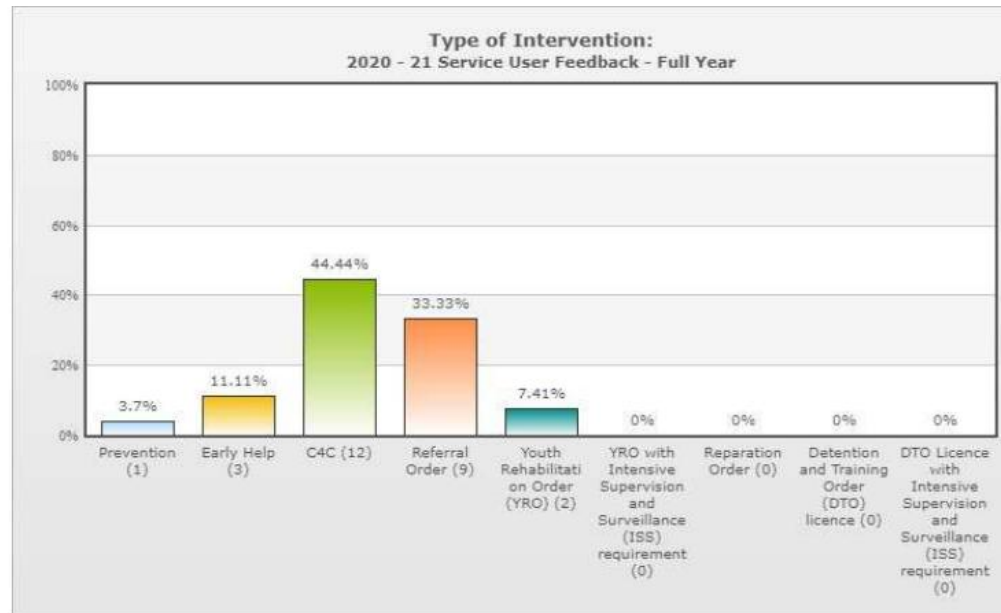


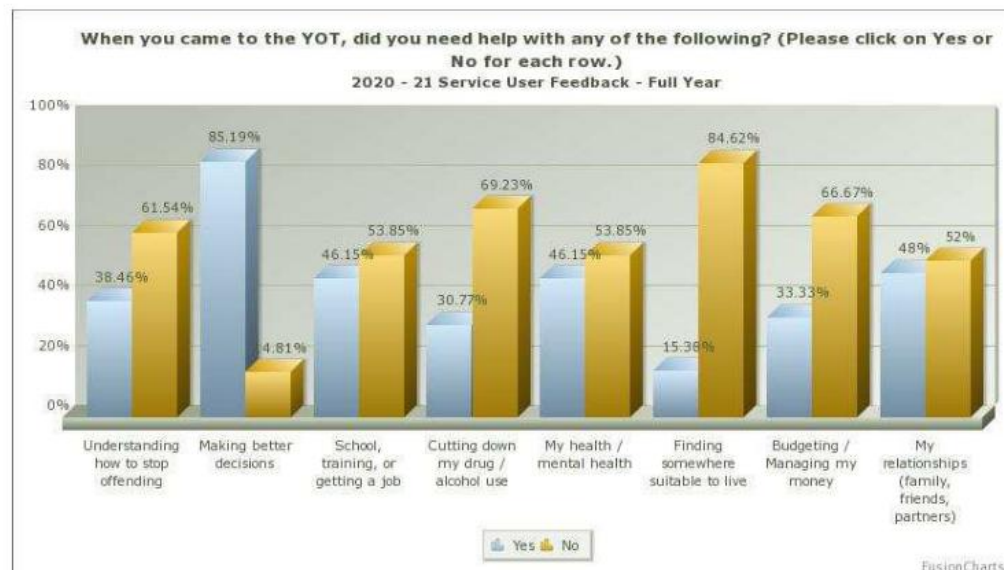
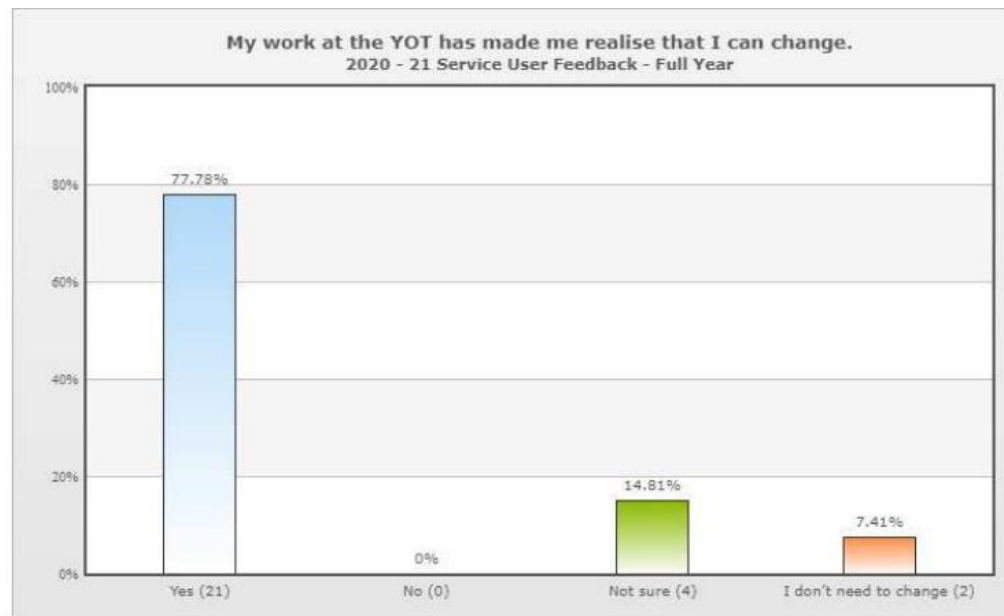


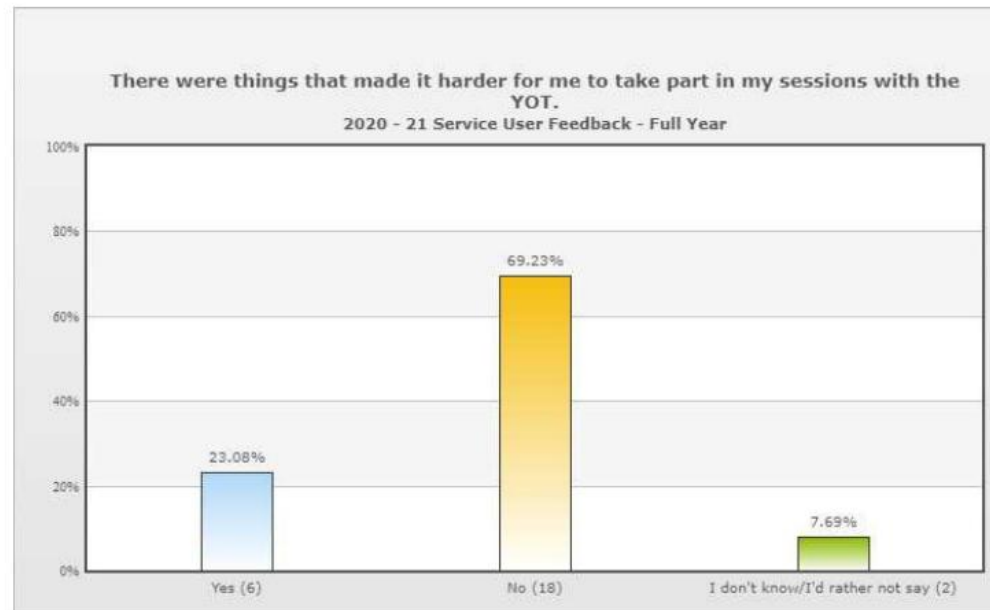
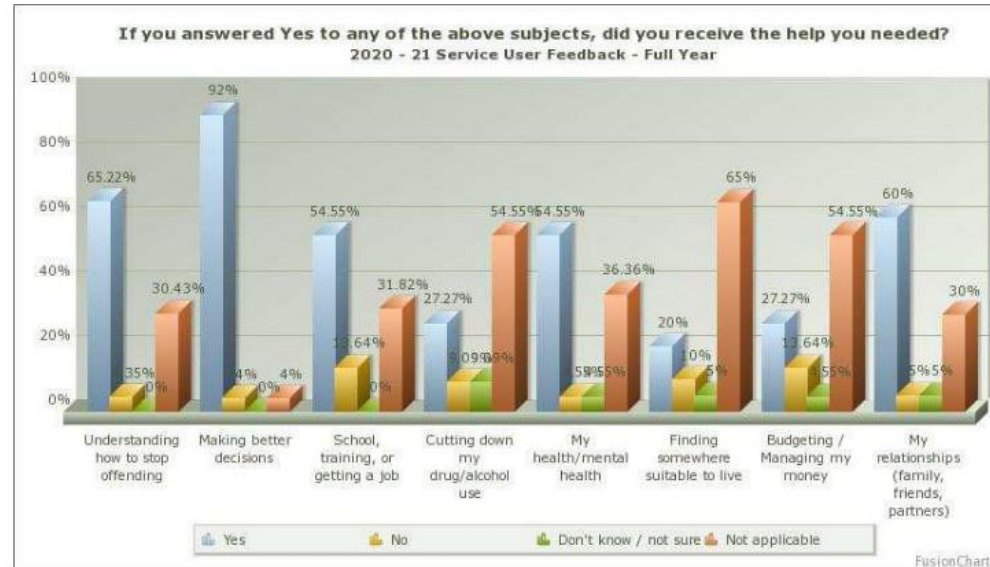


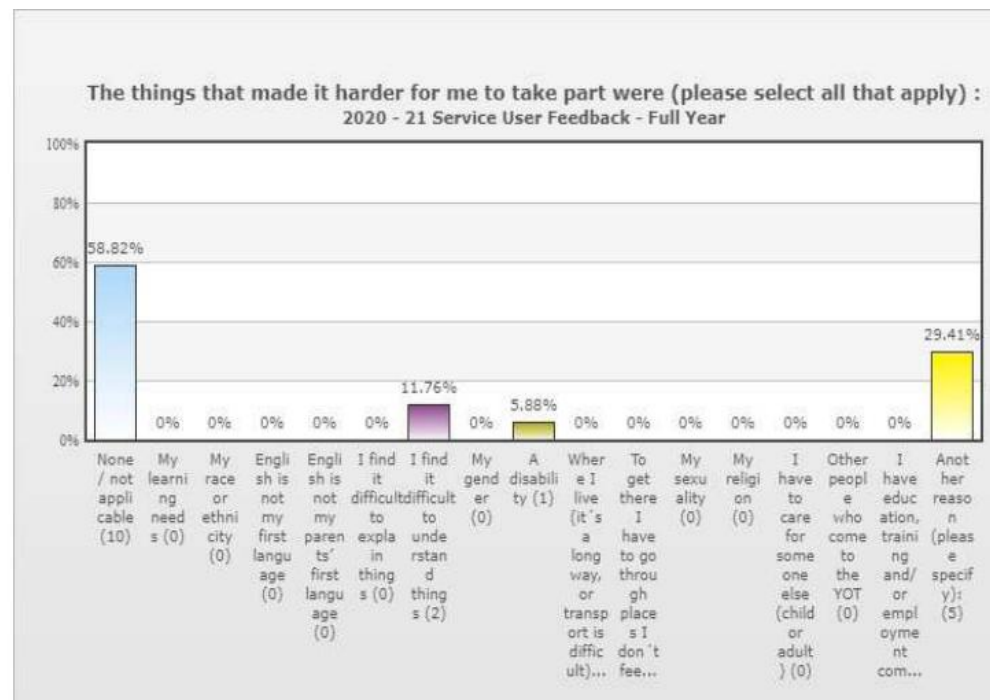
2. Experience of the Service











3. Your Views

Is it serious to break the law?

16. It is serious to break the law.								
	0	1	2	3	4	5		Response Total
Not at all	3.7% (1)	0.0% (0)	0.0% (0)	29.6% (8)	14.8% (4)	51.9% (14)	Extremely	27
							answered	27
							skipped	3



If I had a friend in trouble with the law, I would describe NYOT to them as:

17. If I had a friend in trouble with the law, I would describe NYOT to them as :								
	0	1	2	3	4	5		Response Total
Rubbish	3.7% (1)	0.0% (0)	7.4% (2)	22.2% (6)	25.9% (7)	40.7% (11)	Really helpful	27
							answered	27
							skipped	3

My worker was helpful

18. My worker was helpful.								
	0	1	2	3	4	5		Response Total
Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	25.9% (7)	74.1% (20)	Extremely	27
							answered	27
							skipped	3

I have considered the effect of my offending on others, including victims

19. I have considered the effect of my offending on others, including victims.								
	0	1	2	3	4	5		Response Total
Not at all	7.4% (2)	0.0% (0)	14.8% (4)	22.2% (6)	7.4% (2)	48.1% (13)	Extremely	27
							answered	27
							skipped	3



Since I started to work with the YOT, I am less likely to offend

20. Since I started to work with the YOT, I am less likely to offend.								
	0	1	2	3	4	5		Response Total
More likely to offend	7.4% (2)	0.0% (0)	0.0% (0)	11.1% (3)	25.9% (7)	55.6% (15)	A lot less likely	27
							answered	27
							skipped	3

The best thing about Norfolk YOT was

21. The best thing about Norfolk YOT was :					Response Percent	Response Total
1	Hide				100.00%	23
1	12/05/2020 16:51 PM ID: 140874772	Having the same worker all the way through even though it's been almost 2 years				
2	09/07/2020 12:25 PM ID: 144662733	Communication - someone to talk to.				
3	10/07/2020 15:15 PM ID: 144757091	They help and everything. The workers aren't that bad. I weren't too keen on it all to start with but it's even alright.				
4	19/08/2020 13:37 PM ID: 146774056	That you get along with the people.				
5	07/09/2020 11:30 AM ID: 147692900	I didn't mind it, I would keep doing it if you wanted.				
6	19/10/2020 10:23 AM ID: 150428390	Feeling listened to and helping me understand.				
7	23/11/2020 17:03 PM ID: 153108123	Very friendly				
8	24/11/2020 11:46 AM ID: 153163529	Don't know				
9	09/12/2020 11:46 AM ID: 154258026	My YOT worker who was Lottie. My life is a lot better now compared to when I started, when I started I was in a bad way, I was getting drunk, I was going missing. Lottie stayed as my worker and she always listened and helped me. She didn't judge me and I worked with Lottie on a voluntary intervention after I finished to help me a bit more.				



21. The best thing about Norfolk YOT was :

			Response Percent	Response Total
10	10/12/2020 13:22 PM ID: 154369343	How kind and easy to talk to my workers were.		
11	30/12/2020 16:08 PM ID: 155452234	You have helped me to keep safe around school and home. You give good advice about stuff.		
12	06/01/2021 15:21 PM ID: 155789714	Taught me things I didn't know about - drugs and alcohol, victims.		
13	27/01/2021 17:59 PM ID: 157811482	Having someone to talk it all through with. Getting it over with.		
14	18/02/2021 18:34 PM ID: 159960910	My worker was super kind and was great to work with		
15	24/02/2021 10:01 AM ID: 160453815	I don't know		
16	24/02/2021 10:14 AM ID: 160456178	Talking about my feelings, speaking to someone that can help and understand		
17	25/02/2021 11:38 AM ID: 160567990	Um, I'd probably say, this is a tricky one, seeing Kelvin and that.		
18	25/02/2021 15:29 PM ID: 160597846	Being supported and not judging me for what I done.		
19	03/03/2021 10:59 AM ID: 161068670	understanding the consequences of re offending and they worked on my pace and understood what I was like and my behaviour.		
20	03/03/2021 16:27 PM ID: 161110673	It made me understand that you can't do what I did.		
21	11/03/2021 16:36 PM ID: 161851601	Working with Lucy		
22	17/03/2021 16:54 PM ID: 162309165	Nice to talking to the worker and taking about me.		
23	25/03/2021 14:36 PM ID: 162936515	Having someone to talk to. Getting help getting a gym membership.		
			answered	23
			skipped	7



The worse thing about Norfolk YOT was

22. The worst thing about Norfolk YOT was :			
			Response Percent
			Response Total
1	Hide		100.00%
1	12/05/2020 16:51 PM ID: 140874772	Not seeing my worker as much when I went to live in secure	
2	09/07/2020 12:25 PM ID: 144662733	Time schedule - having to stick to a time for appointments when I wanted to be out.	
3	10/07/2020 15:15 PM ID: 144757091	I wouldn't say there's anything really bad about it. It's there to help.	
4	19/08/2020 13:37 PM ID: 146774056	I can't think of a worst.	
5	07/09/2020 11:30 AM ID: 147692900	forgetting appointments	
6	19/10/2020 10:23 AM ID: 150428390	Nothing	
7	23/11/2020 17:03 PM ID: 153108123	Taking time out of your day	
8	24/11/2020 11:46 AM ID: 153163529	Waking up early	
9	09/12/2020 11:46 AM ID: 154258026	No it was all good.	
10	10/12/2020 13:22 PM ID: 154369343	Having to wake up early on some days	
11	30/12/2020 16:08 PM ID: 155452234	Nothing.	
12	06/01/2021 15:21 PM ID: 155789714	Having to prioritise appointments.	
13	27/01/2021 17:59 PM ID: 157811482	Not sure. It was fine.	
14	18/02/2021 18:34 PM ID: 159960910	Nothing, I never felt uncomfortable	
15	24/02/2021 10:01 AM ID: 160453815	Don't know	
16	24/02/2021 10:14 AM ID: 160456178	Nothing	



22. The worst thing about Norfolk YOT was :			
			Response Percent
			Response Total
17	25/02/2021 11:38 AM ID: 160567990	Getting up	
18	25/02/2021 15:29 PM ID: 160597846	Nothing	
19	03/03/2021 10:59 AM ID: 161068670	Talking about my feelings and how i felt	
20	03/03/2021 16:27 PM ID: 161110673	I had to do the appointments all on video call.	
21	11/03/2021 16:36 PM ID: 161851601	There wasn't anything bad	
22	17/03/2021 16:54 PM ID: 162309165	There wasn't anything	
23	25/03/2021 14:36 PM ID: 162936515	Nothing, I actually quite enjoyed it.	
			answered
			23
			skipped
			7

Please can you write any ideas about how things could be done differently, below, so that Norfolk YOT can improve

23. Please could you write any ideas about how things could be done differently, below, so that Norfolk YOT could be improved :			
			Response Percent
			Response Total
1	Hide		100.00%
1	09/07/2020 12:25 PM ID: 144662733	Face to face visits would have probably been easier.	
2	10/07/2020 15:15 PM ID: 144757091	Not that comes to mind.	
3	19/08/2020 13:37 PM ID: 146774056	No	
4	19/10/2020 10:23 AM ID: 150428390	No	



23. Please could you write any ideas about how things could be done differently, below, so that Norfolk YOT could be improved :

			Response Percent	Response Total
5	23/11/2020 17:03 PM ID: 153108123	No		
6	24/11/2020 11:46 AM ID: 153163529	No		
7	09/12/2020 11:46 AM ID: 154258026	I don't know I think it worked fine as it was.		
8	10/12/2020 13:22 PM ID: 154369343	Nothing really.		
9	30/12/2020 16:08 PM ID: 155452234	No.		
10	06/01/2021 15:21 PM ID: 155789714	Not really.		
11	27/01/2021 17:59 PM ID: 157811482	Not sure		
12	18/02/2021 18:34 PM ID: 159960910	It was nice doing it online		
13	24/02/2021 10:01 AM ID: 160453815	Nothing		
14	24/02/2021 10:14 AM ID: 160456178	Nothing I had a really good experience		
15	25/02/2021 11:38 AM ID: 160567990	People a certain age get in trouble with the law, it's better that people work with the Youth Offending Team than get banged up inside.		
16	25/02/2021 15:29 PM ID: 160597846	Um I don't think so really. I think it was a really great experience.		
17	03/03/2021 10:59 AM ID: 161068670	No actually, because I think they are all really good at there job and what they do and they can really adapt to what your needs are as said before		
18	03/03/2021 16:27 PM ID: 161110673	I can't think of anything.		
19	11/03/2021 16:36 PM ID: 161851601	It is good how it is		
20	17/03/2021 16:54 PM ID: 162309165	not sue. It's all good		
21	25/03/2021 14:36 PM ID: 162936515	I don't know.		



What young people tell us...the BEST thing

- Having the same worker all the way through even though it's been almost 2 years
- Communication - someone to talk to.
- They help and everything. The workers aren't that bad. I weren't too keen on it all to start with but it's even alright.
- That you get along with the people.
- I didn't mind it, I would keep doing it if you wanted.
- Feeling listened to and helping me understand.
- Very friendly
- Don't know
- My YOT worker who was Lottie. My life is a lot better now compared to when I started. When I started I was in a bad way, I was getting drunk, I was going missing. Lottie stayed as my worker and she always listened and helped me. She didn't judge me. I worked with Lottie on a voluntary intervention after I finished to help me a bit more.
- How kind and easy to talk to my workers were.
- You have helped me to keep safe around school and home. You give good advice about stuff.
- Taught me things I didn't know about - drugs and alcohol, victims.
- Having someone to talk it all through with. Getting it over with.
- My worker was super kind and was great to work with
- I don't know
- Talking about my feelings, speaking to someone that can help and understand
- Um, I'd probably say, this is a tricky one, seeing Kelvin and that.
- Being supported and not judging me for what I done.
- Understanding the consequences of re offending and they worked on my pace and understood what I was like and my behaviour.
- It made me understand that you can't do what I did.
- Working with Lucy
- Nice to talking to the worker and taking about me.
- Having someone to talk to. Getting help getting a gym membership.



What young people tell us...the WORST thing

- Not seeing my worker as much when I went to live in secure
- Time schedule - having to stick to a time for appointments when I wanted to be out.
- I wouldn't say there's anything really bad about it. It's there to help.
- I can't think of a worst.
- Forgetting appointments
- Nothing
- Taking time out of your day
- Waking up early
- No. it was all good.
- Having to wake up early on some days
- Nothing.
- Having to prioritise appointments.
- Not sure. It was fine.
- Nothing, I never felt uncomfortable
- Don't know
- Nothing
- Getting up
- Nothing
- Talking about my feelings and how i felt
- I had to do the appointments all on video call.
- There wasn't anything bad
- There wasn't anything
- Nothing. I actually quite enjoyed it.



What young people tell us...IDEAS

Face to face visits
would have probably
been easier

I don't know, I think
it worked fine

Not that comes to
mind

It was nice doing it
online

I can't think of
anything

Nothing, I had a really
good experience

People a certain age get in
trouble with the law, it's
better that people work
with the Youth Offending
Team than get banged up
inside.

No

Um I don't think so
really. I think it was a
really great
experience.

Nothing really

It is good how it is

No actually, because I think
they are all really good at
their job and what they do
and they can really adapt to
what your needs are as said
before

Ideas about how things could be done
differently / improved



What victims thought after being involved in Restorative Justice

'The process has been beneficial, not just to me as a Custody Sgt, but for the young person to hear the impact of her actions. I shall be sharing my experience amongst police colleagues and encouraging them to participate with Restorative Justice when they have been the victim of a crime.'

'It has felt supportive, but in an open and relaxed way. Time has been taken to care how we feel.'

'I felt 100% supported. It was good working through our feelings with support'.

'Being involved in RJ gave us councillors the opportunity to enter the young persons world. For the first time we heard responses that we rarely have the opportunity to hear. It gave us insight into others' lives and dissipated bad feeling.'

'Traditional support can feel wooden and a tick box, like it's done to you. This has been fluid and open and honest.'

'This work was above and beyond what I had expected, I had my reservations but it was amazing'

'This is the first time we have been able to talk like this and not argued'

'I was so impressed with the communication and the hard work of the whole YOT team to try and repair harm.'

'The Restorative Justice Team worked really hard during COVID, keep up the good work'



What parents / carers tell us

"it has given me a chance to talk to my girls without it becoming a row"

"thanks for listening to me and being someone I could contact"

"our relationship is better and we work as a team"

"Before I started working with you I was so scared the same thing was going to keep happening with my daughter, but now I feel much more confident and able to deal with situations. You listened to how I felt and found a way round, a solution I could use. It was what was needed. You took on board what I said and used my words and you got me and you challenged me and I got it."

"appreciate your honesty even when it wasn't something I wanted to hear"

"you have given me my family back"

"The work we've done has really helped me. I feel I am now in charge with the boys not the other way round. Understanding the Iceberg and the parent child relationship helped my confidence grow. Just simple things that I can now do to help me when I feel anxious have really worked."

"I feel that my sessions are the only adult conversation I can get at present and me time"

"I feel really relaxed around you and know you will help and talk things through with me. You get me to think and I've worked on changing the way I am with M and how I approach him(don't always get it right) but things are getting better. I've grown in confidence and I've started working and this gives me time to focus on something else and switch off from home. He's doing so well now and we are getting on so much better."

"Most important for us was that Gail gave a level of support that was focused on the family as a unit. It was understood that we were all going through a traumatic time that we'd had no experience of dealing with and she guided us through it. She was happy to speak not only to us but close family members. We all found this extremely helpful. Also, she showed empathy and sincere emotional intelligence."

"Such an incredible lady who made everyone in the situation feel calm when everything around wasn't. Lovely woman who helped us so much."

"You have listened to me and followed through, you've done what you said you would and haven't given up on me."

"my opinions were important even when you didn't agree with them"

"Gail has supported me and my family for the last 6 months, she has been brilliant. She has given me good advice in how to support my teenage son. She always listens to my concerns and has given good feedback, reassures me by taking small positive steps we will get over this hurdle in our family. Gail has informed me about the teenage brain development and why my son behaves in certain situations. This, in return has helped me in the way I communicate with him and gain understanding in what he is going through. I can't thank her enough for all the support"



APPENDIX 2 - Finance

NORFOLK YOUTH OFFENDING TEAM BUDGET 2021/22 (as at 1 May 2021)

PARTNERS CONTRIBUTIONS TO POOL BUDGET

Children's Services	£546,940
NHS Norfolk and Waveney CCG	126,758
Norfolk Constabulary	100,000
National Probation Service	10,000

YOUTH JUSTICE BOARD (YJB) GRANTS

Youth Justice YOT Grant includes Junior Attendance Centres	£805,460
Youth Justice - County Lines Pathfinder Grant	500,000

OTHER GRANTS

Public Health	£43,000
Children's Services - Prevention Funding	325,000
Children's Services - Restorative Approaches	92,393
Children's Services - HSB Project	14,290
Norfolk and Suffolk Foundation Trust - HSB Project	66,226
ADDER Project	100,000

Use of the Small Commissioning Fund (Partnership Reserve)	£539,618
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PARTNERS 'IN-KIND' CONTRIBUTION – SECONDED STAFF

Children's Services - 3.0 fte Education Workers / 4.0 fte Social Workers	£764,610
NHS Norfolk and Waveney CCG - 3.0 fte Health Workers / Clinical Psychologists	153,015
Norfolk Constabulary - 3.0 fte Police Officers	168,540
National Probation Service - 1.3 fte Probation Officers / 0.45 fte Probation Ser Officer	73,622

GRAND TOTAL 4,430,372

New Agreements being formally agreed or sought

£

The tentative gross income for 2021/22 is £4,430,372 which includes a predicted 'in-kind' contribution from partners of £1,160,687 in respect of seconded practitioners. Norfolk YOT does not have a base budget, but each year seeks a contribution from the four statutory funding partners and the Police and Crime Commissioner.



Additionally, several grants are received for specific purposes that are all included within the gross income. With uncertainty about future funding levels all contributions have been maintained at 2020/21 levels, with inflation where agreed.

The budget and forecast are reviewed quarterly by the Management Board and remains a challenge in maintaining front line delivery and core services. We are working collaboratively to review funding to safeguard our expected outcomes and plans for our young people. Ensuring value for money and best use of all service resources.

Salary Budget including in-kind £3,402,606

Non-Salary Budget £1,027,766

Risks

- Salary costs are calculated at 97%, to take into consideration staffing vacancies
- Non-Salary costs may vary and exceed the estimated forecast
 - Safety Equipment / Utilities / Accommodation / Technology
- There is limited scope for any unexpected financial demands
 - Response to Covid-19 / Contingency Plans

Project Funding

We continue to host the YJB Reducing Serious Youth Violence: County Lines Grant, in partnership with Cambridgeshire, Essex and Suffolk Youth Offending Services. This being the final year of a three-year agreement, to reduce the numbers of young people involved in county lines activity. Additional funding has also been secured from Project ADDER, working with partner agencies to ensure service users receive wrap-around support, to help them to move through treatment and away from crime.



APPENDIX 3 - Staffing Figures

Type of Contract	0.5	3	1.22	3	6	6.15	27	5.02	9	0	0	0	81.24
Permanent	0.5	3		6	6.15	27	5.02	9					56.67
Fixed-term													0
Outsourced													0
Temporary			1.22	3									4.22
Vacant					1.55	5	1.1	2					9.65
Seconded Children's Services						4							4
Seconded Probation					1.3								1.3
Seconded Police						3							3
Seconded Health (Substance misuse)					0.4	2							2.4
Seconded Health (Mental health)													0
Seconded Health (Physical health)													0
Seconded Health (Speech/language)													0
Other/Unspecified													0
Seconded Health													0
Seconded Education													0
Seconded													0
Connexions													0
Seconded Other													0
Total	0.5	3	1.22	9	9.4	41	6.12	11	0	0	0	0	81.24
Disabled (self-classified)													0

Ethnicity	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British	1	3	4	6	14	30	1	15					12	12	32	66
White Irish															0	0
Other White															0	0
White & Black Caribbean															0	0
White & Black African					1										1	0
White & Asian															0	0
Other Mixed															0	0
Indian															0	0
Pakistani															0	0
Bangladeshi															0	0
Other Asian															0	0
Caribbean															0	0
African															0	0
Other Black				1											0	1
Chinese															0	0
Any other ethnic group															0	0
Not known													1		0	1
Total	1	3	4	7	15	30	1	15	0	0	0	0	12	13	33	68



APPENDIX 4 – YJB Data Summary

Indicators	Norfolk	Eastern	YOT Family*	England & Wales
FTE PNC rate per 100,000 of 1017 population **Good performance is typified by a negative percentage				
Jan 19 - Dec 19	188	162	183	207
Jan 18 - Dec 18	256	189	214	236
percent change from selected baseline	-26.6%	-14.2%	-14.8%	-12.4%
Use of custody rate per 1,000 of 1017 population **Good performance is typified by a low rate				
Apr 20 - Mar 21	0.07	0.10	0.09	0.13
Apr 19 - Mar 20	0.11	0.16	0.14	0.22
change from selected baseline	-0.04	-0.06	-0.05	-0.09
Reoffending rates after 12 months- Three month cohorts				
Reoffences per reoffender Oct 18 Dec 18 cohort (latest period)	3.86	4.05	4.28	3.91
Reoffences per reoffender Oct 17 Dec 17 cohort	2.85	3.85	3.93	4.01
change from selected baseline	35.6%	5.3%	8.9%	-2.4%
Binary rate- Oct 18 - Dec 18 cohort (latest period)	41.9%	38.5%	35.6%	37.3%
Binary rate- Oct 17 - Dec 17 cohort	37.7%	37.0%	36.7%	38.0%
percentage point change from selected baseline	4.17	1.56	-1.17	-0.67
Reoffending rates after 12 months yearly cohorts				
Reoffences per reoffender Apr 18- Mar 19 cohort (latest period)	3.91	4.00	4.02	3.89
Reoffences per reoffender Apr 17 Mar 18 cohort	3.60	4.01	3.72	4.05
change from selected baseline	8.7%	-0.2%	8.0%	-3.9%
Binary rate- Apr 18 - Mar 19 cohort (latest period)	42.7%	38.9%	35.6%	37.8%
Binary rate- Apr 17 - Mar 18 cohort	44.3%	37.8%	35.3%	38.4%
percentage point change from selected baseline	-1.64	1.13	0.34	-0.66
* Family – Suffolk, Cornwall, Conwy and Denbighshire, Devon, Lincolnshire, Cumbria, Wrexham, Somerset, West Mercia, Gwynedd Mon, Flintshire				



APPENDIX 5 – YJB Grant

The 2020/21 terms and conditions of the Youth Justice (YOT) Grant (England), including funding for Junior Attendance Centres provided to Norfolk County Council by the Youth Justice Board require assurance that they will be used exclusively for the delivery of youth justice services.

The Youth Justice (YOT) Grant (England) 2021/22 will be fully spent on delivering the priorities outlined in the plan above.

Norfolk YOT comply with the new 2019 National Standards, data reporting requirements and the provision of mandatory documents for the placement of young people in the secure estate. We also maintain and update a case management system which interacts as required with the youth justice system through Connectivity. AssetPlus is the assessment and planning framework used by Norfolk YOT for our statutory work.

Norfolk County Council has no longstanding level of debt to the YJB in respect to requirements on local authorities designated by the courts to meet the cost of the secure remand of young people.

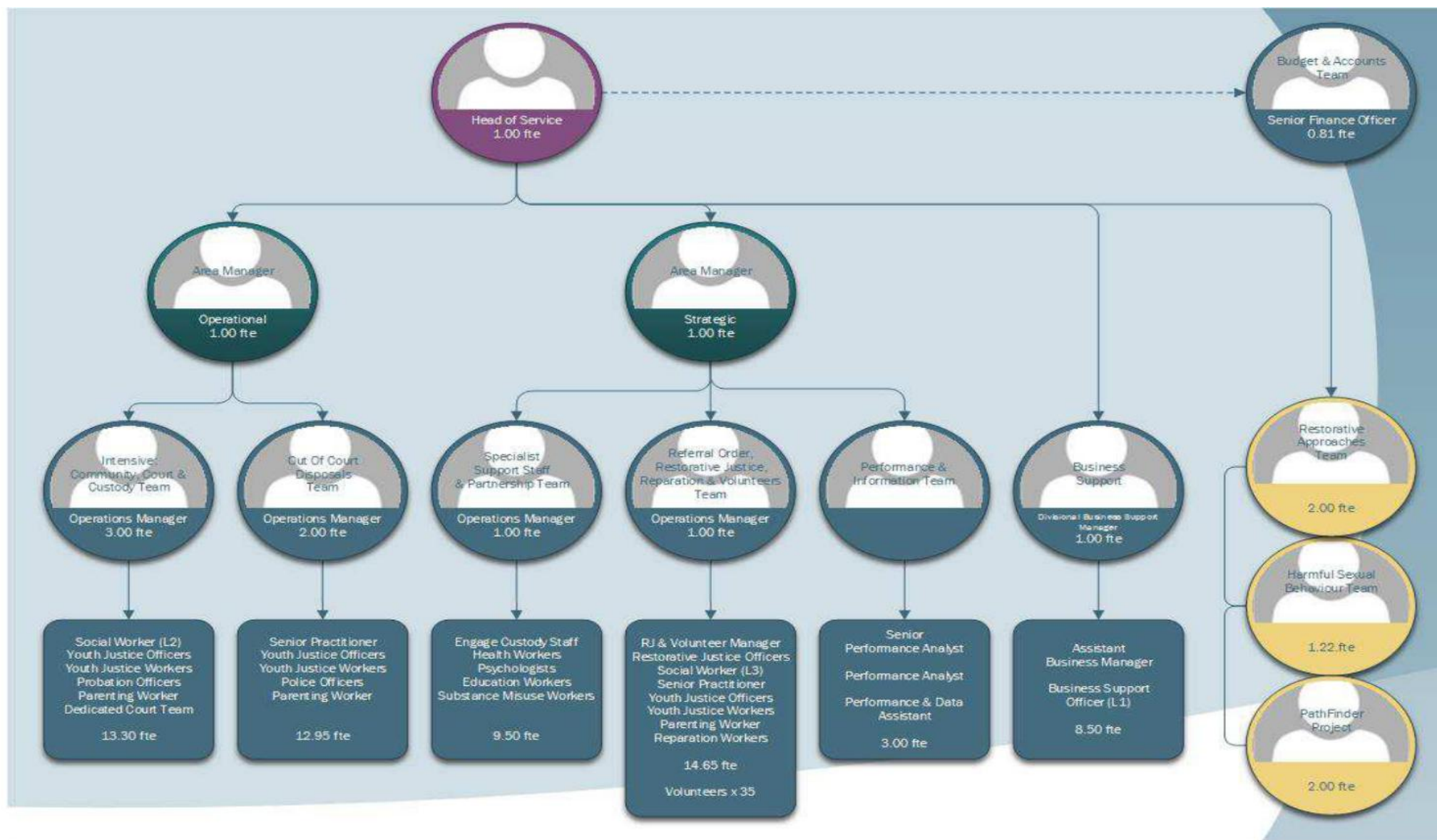
The Youth Justice (YOT) Grant (England) 2021/22 will be fully spent on delivering the priorities outlined in the plan above.

The Local Authority Chief Finance Officer and the Head of Youth Offending Service have, as required, signed their agreement that the terms and conditions of the Youth Justice Board's various grants will be met. Failure to comply with these terms and conditions will enable the YJB to withhold or withdraw the grant at any time, and to require the repayment in whole or in part of any sums already paid.

The Norfolk Youth Justice Board has oversight of the use of the Grant including a financial and performance report at each of its quarterly meetings. Additionally, reports regarding a number of other items detailed in the terms and conditions including those relating to legal and data requirements as well as matters of practice described in 'Standards for children in Youth Justice Services', the YJB Case Management Guidance and the placement of young people in custody reporting requirements are brought to the Board on a periodic basis throughout the year as and when required or appropriate. Norfolk YOT and its management board have a strong history of compliance with such matters.



APPENDIX 6 - YOT Structure



Chair of the Board -

Signed:

Date:

Executive Director of Children's Services -

Signed:

Date:

Lead Member for Children's Services -

Signed:

Date:



Pay Policy Statement 2021-22 Recommendation from the Head of Paid Service

1. Pay Policy Statement 2021-22

- 1.1 Under the Localism Act 2011 each Local Authority is required to publish a Pay Policy Statement at the beginning of each financial year. The present statement was approved by full Council in November 2020.
- 1.2 A substantive change to the 2020-21 version was in response to The Restriction of Public Sector Exit Payments Regulations 2020 which came into force on 4 November 2020, where payments to employees leaving public sector organisations were capped at £95,000. Following legal challenge, the government is in the process of revoking these Regulations.
- 1.3 HM Treasury has set out its expectation that employers should pay the additional sums that would be paid had the cap not applied for employees who left between 4 November 2020 and 12 February 2021. This applies to one former County Council employee whose redundancy pay was capped.
- 1.4 Further legislation to tackle unjustified exit payments is expected in future, but no date has been set.
- 1.5 Reference to the Exit Payments Regulations 2020 has been removed from the 2021-22 Pay Policy. The former requirement for severance payments over £100,000 to be approved by the Head of Paid Service in consultation with the Leader is reinstated.
- 1.6 Other amendments to the Statement include update dates and terminology.
- 1.7 The Head of Paid Service has reviewed the draft statement and recommends the Pay Policy Statement 2021-22 (attached at Appendix A) to full Council for approval.

Tom McCabe
Head of Paid Service

Appendix A – Draft Pay policy statement 2021-22.

Updates to the 2020-21 report are shown as tracked changes

NORFOLK COUNTY COUNCIL

Pay Policy Statement 202~~0~~¹-202~~1~~²

Approved by County Council on [date to be added]

1. Introduction and Scope

- 1.1. Norfolk County Council is committed to accountability, transparency, equity and fairness in pay, reward and remuneration. This Pay Policy Statement outlines the Council's pay and reward policies for 202~~0~~¹-202~~1~~². These ensure that pay and rewards policies are appropriate for the Council's aims, are competitive and affordable, and are consistently and equitably applied.
- 1.2. The Pay Policy Statement fulfils the Council's statutory requirements under Chapter 8 of the Localism Act 2011 and will be updated annually.
- 1.3. The policies referred to in this Statement are relevant to Council employees generally. However, the scope of this Statement does not include all pay policies relating to certain categories of employees whose pay arrangements are determined nationally, including:
 - a) Fire-fighters (covered by the National Conditions for Local Authorities' Fire Brigades)
 - b) Teachers (covered by statutory School Teachers' Pay and Conditions)
 - c) Employees paid on national pay rates determined by the Soulbury Committee covering Education Improvement Professionals and Educational Psychologists
 - d) Employees in Public Health on NHS conditions of employment.
- 1.4. As the Act does not apply to local authority schools, information relating to the pay of support staff in schools is not included.

2. Definitions

- 2.1. The Council defines the total employment package as consisting of both tangible and intangible elements. The pay policy statement focuses on the tangible pay and reward and recognition elements, including salary, allowances, benefits in kind, pension enhancement and payments relating to the ceasing of employment.
- 2.2. The Council defines "lowest paid employees" as staff paid on the first salary point of the County Council's pay grades for National Joint Council (NJC) for Local Government Services staff, as this is the lowest pay rate generally applied to NCC roles.

- 2.3. The Council may in exceptional circumstances employ some apprentices under the national Apprenticeship framework, and people on similar learning programmes who are paid at less than the Council's minimum salary point, in line with the National Minimum Wage ~~for apprentices set by the Department for Business, Innovation and Skills~~. The rates from April 2020¹ are from £4.~~1530~~²⁹¹ to £8.⁷²⁹¹ per hour depending on age (equivalent to £8,~~007295~~²⁹⁵ to £16,~~8237,190~~¹⁹⁰ per annum for a 37 hour week).

3. The Council's Pay and Rewards Strategy

- 3.1. The Council's overall approach to pay and reward is set out in its *Pay and Rewards Strategy*. The objectives set out in that document are to:
- Attract and retain people with the skills and talent the County Council needs to deliver excellent services in Norfolk.
 - Encourage and reward high levels of contribution, new ways of working, and relevant skills acquisition through experience and development, by employees at all levels.
 - Provide a fair system of reward for employees.
- 3.2. The Council's pay policies are designed to achieve those objectives within the Principles and Core Standards set out in the strategy. Pay policies, and strategy, are kept under review and updated from time to time as necessary.

4. Governance Arrangements

- 4.1. The Pay Policy is approved by council and the Officer Employment Procedure Rules provides the delivery mechanism.
- 4.2. The Officer Employment Procedure Rules of the [Council's Constitution](#) provide for designated Senior Officers to take certain delegated decisions in relation to employment matters, within the policy framework approved by Council.

5. Publication of and access to information relating to pay

- 5.1. The Council publishes information about pay in accordance with statutory requirements, and the guidance of the Information Commissioner's Office and the Department of Communities and Local Government. Information is published on the [Council's website](#) and in the [Council's Statement of Accounts](#).

6. Basic Pay Determination

Pay levels for all employees are determined by the following:

- 6.1. The Council uses the Korn Ferry Job Evaluation Scheme to establish the relative "sizes" of jobs within the organisation. An evaluation results in an overall job evaluation score, which is used to rank jobs within the organisation. The overall job evaluation score for a job is used to allocate that job to the appropriate pay grade of the Council's *grade structure*. For senior officers as defined in Part 6.4 of the [Council's Constitution](#) external evaluation specialists

will be commissioned to independently review and validate the job evaluation rationale, and the outcome is subject to approval by Council.

- 6.2. Appointment - The incremental point an individual will be appointed to within the grade will normally be the minimum of the scale. However, appointment may be at a higher point within the scale where necessary to appoint the best candidate. In the case of defined Senior Officers listed within the Constitution, views of Members of the Appointments Panel will inform the decision.
- 6.3. The arrangements for determining senior officer salaries are robust and transparent so the County Council has decided that former government guidance suggesting the County Council has a vote on individual salary packages prior to appointment would not add to democratic accountability, would cause delay in recruitment, and would not be an efficient process.
- 6.4. Progression – all employees are eligible to receive annual incremental increases within the grade structure until they reach the top increment of the grade. There is no further base pay progression once the employee reaches the maximum spinal column point, or maximum of the grade range, for the role. Incremental progression may be withheld from an individual who has an action plan under the Council's policy for Dealing with unsatisfactory performance. New starters must complete a 6-month period before becoming eligible for incremental increases.
- 6.5. The Council's pay scale values are subject to annual review. For Norfolk grades from Scale A to Scale ~~QS~~, the Council applies the annual pay award agreed by the National Joint Council for local government services. For grades Scale P and above, (deemed Senior Officers) the County Council may in addition locally reviews pay levels annually locally from time to time, having regard to national settlements covering local government and local affordability.
- ~~6.6. General Review - Pay levels are set with reference to a number of internal and external factors and market forces. Where a need is identified to review the levels of basic pay at all or some pay grades (for example in the light of sustained recruitment and retention difficulties), the Council will commission research into market levels. Any decision on changes as a result of this research would be considered by the -Head of Paid Service Employment Committee, taking account of affordability. Any resulting changes would be reported to Cabinet.~~

7. Additional Pay Determination

- 7.1. In addition to basic pay the Council's reward package may include additional pay elements.
- 7.2. The Council will consider the payment of salary supplements in the event of external market pressures for recruitment and retention. Payments must be based on genuine objective grounds and driven by business requirements and not individual circumstances. Payments must be applied consistently based on sound, recognised and robust pay data in accordance with Equal Pay legislation and the *Equalities in Employment Policy*. Market supplements are

applied, reviewed and withdrawn in accordance with the Council's *Market Pay policy*.

- 7.3. There will be occasions where, due to the service needs, employees will temporarily be required to undertake work or perform beyond the normal remit of their substantive role (for example working to a higher level role or undertaking additional responsibilities). Payment for these extra duties will be made in accordance with the *Recognition Payments Policy*. All payments are regularly monitored and reviewed as outlined in the policy.
- 7.4. The County Council's recognition payment scheme, which allows a flat rate payment of up to £1000 in recognition of a ~~n exceptional particular~~ "one-off" contribution or a substantially increased workload, applies to all staff, including Senior Officers. The decision to award a recognition payment to a Senior Officer would be taken by the Head of Paid Service in consultation with the ~~Head of HR~~ Director for People.
- 7.5. The County Council does not operate a performance pay scheme outside the incremental grading structure that determines basic pay and therefore there are no performance payments paid to employees of the Council.
- 7.6. Employees that are redeployed, due to redundancy or disability, to a post at a lower grade may be eligible for a redeployment compensation payment. This will be paid in accordance with the *Redeployment Policy*.
- 7.7. The Council employs the use of a number of additional allowances and enhancements to reflect and recompense for additional responsibilities, duties and working patterns. The eligibility to these enhancements varies depending upon the nature of the allowance or enhancement. The applicable principles, scope, eligibility, process and rates are detailed in the respective policy documents. These are kept under review and changes or additional policies would be approved by the Head of Paid Service.
- 7.8. The Council operates a Car Provision Scheme, which provides lease cars to employees on a contributory basis. This is restricted to employees that have to travel on a regular basis to fulfil the duties of their role.

8. Termination of Employment

- 8.1. The Council's policy on redundancy is contained within the *Staffing Adjustment Policy*, which details the conditions under which redundancy payments can be made. Where an employee is made redundant, severance benefits will be based on the number of weeks in the statutory Redundancy Pay Table based on actual weekly earnings. Where full time weekly earnings are less than the statutory cap, employees will receive a rate equivalent to the statutory cap per week, pro rata for part time staff.
- 8.2. Membership of a pension scheme is determined by the relevant conditions of service and is subject to the rules of the specific scheme. The Council operates the Local Government Pension Scheme (LGPS) for most employees within the scope of this statement. Some employees may be members of the Teachers' Pension Scheme (TPS), the Fire Fighters Pension Scheme (now closed to new entrants) (FPS) and the New Fire Fighters Pension Scheme (NFPS).

- 8.3. The Council's practice for early termination of employment arrangements (for reasons other than redundancy) are detailed in the Retirement policy and procedure; and any additional discretions under the pensions regulations for the LGPS are detailed in Employer's Statement of Exercise of Discretionary Powers.
- 8.4. Only in very exceptional circumstances and where the business case supports it might the Council agree to any arrangements in relation to termination of employment outside those referred to above, to avoid or settle a legal claim.
- 8.5. The Council's policy on the employment of people retired on redundancy grounds from Norfolk County Council, or on ill-health or efficiency grounds from any local authority employment, is that any such case must show clear organisational and financial benefits to the Authority. Each case must be considered by the [Head of HR/Director for People](#). The remuneration on employment would be determined in the same way as for any other appointment.
- ~~8.6. Where severance payments over £100,000 are due, these will be approved by the, Head of Paid Service in consultation with the Leader and the Employment Committee will be advised.~~
- ~~8.6. For the period 1 April to 3 November 2020, where severance payments over £100,000 are due, these will be approved by the, Head of Paid Service in consultation with the Leader and the Cabinet will be advised.~~
- ~~From 4 November 2020 the Restriction of Public Sector Exit Payments Regulations 2020 come into force and the Council will be required to apply the £95,000 exit payment cap. In exceptional circumstances Full Council may decide to waive the cap in accordance with the regulations and supporting guidance.~~

9. Remuneration of staff on a Contract for Services

- 9.1. In common with any large organisation in the public or private sector, from time to time and on a temporary basis the Council needs to use interim staff who are not directly employed. In such cases the Council would not incur the costs of pension contributions, annual leave or sick pay.
- 9.2. This happens where we have a short term need for particular skills or where we are experiencing recruitment and retention difficulties. When we use interim staff they are usually sourced through specialist agencies.
- 9.3. In line with the Agency Workers Directive, the Council will aim to pay staff on a Contract for Services at a rate consistent with the pay and reward of the Council's directly employed staff performing a role of comparable responsibility. However, as with the employed workforce the Council retains the discretion to take into account market factors in determining the appropriate pay level, whilst demonstrating value for money for the remuneration offered.
- 9.4. The Council's guide to *Types of Temporary Resources* outlines the actions required when there is a requirement for interims or consultants. This confirms the financial threshold at which a business case will need to be submitted for

Chief Officer approval and Member endorsement, prior to any contractual commitment.

- 9.5. Workers employed directly by the Council will be assessed to establish whether they fall within scope of the IR35 legislation using the HMRC employment status tool. Workers that fall within scope will have Income Tax and National Insurance contributions deducted and paid over to HMRC.

10. Fairness in pay

- 10.1. As already stated, the Council recognises the importance of fairness in pay and utilises the following approaches to maintain this:

- a) the Council's pay and reward policies are applied equally to all employees, except where there are good reasons reflecting genuine factors which apply only to certain employee categories;
- b) the Council's ~~Head of Paid Service~~ **Employment Committee** is responsible for setting the pay and conditions policies of all employees within the scope of this statement;
- c) the Council involves the workforce and trades unions in any proposals to change pay and rewards policies and practices. Regular consultation and negotiation take place on all employment matters, including pay and reward;
- d) all categories of employees are covered by recognised trades unions;
- e) the Council's approach to publishing information on pay is set out in paragraph 5.1 to ensure that pay policies are open to scrutiny.

- 10.2. The current ratio of the highest paid Officer's pay to the median pay in the organisation is published as set out in paragraph 5.1.

11. Review

The pay policy statement this year is reviewed by the Head of Paid Service and is recommended to Full Council for approval. -The statement for 2020-21 was submitted to Full Council for approval in November 2020.

Policies and procedures referred to in this document are available on request from hrdirect@norfolk.gov.uk.

For queries contact hrstrategy@norfolk.gov.uk

County Council

Item No: 14

Report Title: Local Government Boundary Commission Review

Date of Meeting: 27 September 2021

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

Responsible Director: Director of Governance

Executive Summary

The Local Government Boundary Commission for England (LGBCE) has completed its review of Norfolk County Council electoral divisions. Members are asked to consider the final recommendations and note the response from the NCC Electoral Review Working Group (ERWG).

Recommendations

To:

1. **Note the final recommended division boundaries as proposed by the Local Government Boundary Commission for England (LGBCE).**
2. **Note the response from the NCC Electoral Review Working Group (ERWG).**

1. Background and Purpose

1.1 The LGBCE (Local Government Boundary Commission for England) is tasked by Parliament to carry out reviews of local authority division boundaries. These are instigated either at the request of the local authority or if one or multiple divisions meet the commission's intervention criteria, i.e.

- a) one division has an electorate of +/-30% from the average electorate for the authority.
- b) 30% of all divisions have an electorate of +/- 10% from the average electorate for the authority.

- 1.2 A review examines all elements of a council's electoral arrangements, including the total number of councillors elected to the local authority, and the size, shape and names of the divisions they represent.
- 1.3 When carrying out an electoral review, the LGBCE considers three main factors:
 1. Improving electoral equality by equalising the number of electors that each councillor represents (i.e. no division within a local authority should have an elector variance from the authority average greater than +/- 10%).
 2. Ensuring that the recommendations adequately reflect, and protect community identity.
 3. Providing arrangements that support effective and convenient local government.

The commission is tasked with striking a balance between the above considerations in any final recommendations put forward for parliamentary approval.

- 1.4 At the commencement of the review it was agreed by Norfolk County Council to set up an Electoral Review Working Group (ERWG) to oversee NCCs corporate submissions to the LGBCE, and manage any requests for information.
- 1.5 The initial consultation on division arrangements for Norfolk County Council closed on the 24 March 2020. The LGBCE received responses from Norfolk County Council, alongside a number of district and borough councils, political groups, parish and town councils and local residents.
- 1.6 The LGBCE published its draft recommendations in September 2020, followed by a 2 month consultation period, running from the 15 September to the 23 November 2020. The ERWG met several times during this period to discuss draft proposals and develop the NCC response to the consultation. The final NCC consultation response was agreed by Full Council at the meeting held on 23 November 2020. The full submission and accompanying papers can be found [here](#).
- 1.7 The [final recommendations](#) were published by the LGBCE on 11 May 2021 and received in [writing](#) by Tom McCabe, NCC Head of Paid Service.
- 1.8 Following the review, it is proposed that Norfolk County Council will remain at 84 Councillors, representing 84 electoral divisions.

- 1.9 The ERWG met on the 21 June 2021 to discuss the final recommendations from the LGBCE, and changes to proposed boundaries relative to the draft recommendations that went out to consultation in September 2020.
- 1.10 The ERWG noted a number of concerns with the final recommendations and requested that Cllr Andrew Proctor, in his capacity as Leader of Norfolk County Council, write to the LGBCE to summarise the issues raised on behalf of the working group. The letter is attached at **appendix A**.

2. Financial Implications

- 2.1 None

3. Resource Implications

- 3.1 **Staff:** none

- 3.2 **Property:** none

- 3.3 **IT:** none

4. Other Implications

- 4.1 **Legal Implications:** none

- 4.2 **Human Rights Implications:** none

- 4.3 **Equality Impact Assessment (EqIA) (this must be included):** N/A

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

- 4.5 **Health and Safety implications (where appropriate):** none

- 4.6 **Sustainability implications (where appropriate):** none

4.7 Any Other Implications: none

5. Risk Implications / Assessment

5.1 No risks identified

6. Select Committee Comments

6.1 None

7. Recommendations

Members are asked to:

- 1. Note the final recommended division boundaries as proposed by the Local Government Boundary Commission for England (LGBCE).**
- 2. Note the response from the NCC Electoral Review Working Group.**

8. Background Papers

8.1 **Appendix A:** Letter from Cllr Andrew Proctor to Jolyon Jackson, Chief Executive of the Local Government Boundary Commission for England.

Officer Contact

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

Officer name: Peter Randall, Democratic Support and Scrutiny Manager

Telephone no.: 01603 307570

Email: peter.randall@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.

AP/MBC

15 September 2021

Tel: 01603 223201

Mr J Jackson CBE
Chief Executive
Local Government Boundary Commission for England
1st Floor Windsor House
50 Victoria Street
London
SW1H 0TL

Sent by email only:- E-mail: - jolyon.jackson@lgbce.org.uk

Dear Mr Jackson

Ref: - Norfolk County Council Final Recommendation

I'd like to thank you for your letter dated the 11 May 2021 outlining the LGBCE's final recommended electoral arrangements for Norfolk. The review represents a significant undertaking on the part of both the Boundary Commission and local partners who have contributed evidence. As Chairman of the Electoral Review Working Group (ERWG) and Leader of Norfolk County Council, I have been closely involved in drawing together our consultation submissions and outlining our proposals throughout the review process.

As you can imagine, both the original submission in March 2020 and the subsequent response to draft recommendations put forward in November 2020 by Norfolk County Council were the result of a lengthy engagement and research process. In drawing together proposals, the Electoral Review Working Group acted openly, transparently and were led by data to provide a comprehensive vision for the county, taking into account the three necessary pillars of any fair electoral review;

- The need to secure equality of representation;
- The need to reflect the identities and interests of local communities; and
- The need to secure effective and convenient local government.

At the heart of this process was a plan for the *whole* of Norfolk. I believe that no other response to you provided such a detailed submission for the entire County.

While there are a number of areas where we largely agree (arrangements for the districts of Great Yarmouth and South Norfolk, for example) we are disappointed overall that not more of our suggestions have been taken into account when drawing together final recommendations. On behalf of the Electoral Review Working Group, I'd like to express serious concerns around the proposed electoral composition for Norfolk, as well as the process by which recommendations were arrived at. This letter provides you an overview of our concerns, but I would be happy to provide further information upon request.

Background

At the commencement of the project it was agreed by Norfolk County Council to set up an Electoral Review Working Group (ERWG) to oversee the direction and response to the LGBCE's request for information. This allowed local members the opportunity to engage effectively and fairly with the process, and work in partnership with officers and consultants to produce a response that was informed throughout with local knowledge and with electoral equality at its core. Members from all parties were invited to join the group and our response to the draft recommendations in November 2020 was taken to Full Council and passed by our membership. The ERWG, in drawing a pattern of divisions, tried to provide a submission that didn't favour any political party or interest, but instead provided the best possible solution for the people of Norfolk. To this end, we ensured a 'blank sheet' approach to all proposed boundaries, starting without assumptions to properly study and redraw existing divisions, adhering to guiding principles of equality, community cohesion and good governance.

We believe strongly that electoral equality should be the primary ambition of any review. No vote in Norfolk should be worth significantly more than another simply due to geography. In setting out on this review, we felt that this priority was mirrored by the LGBCE and highlighted as the driver for any potential alterations in division boundaries. While we accept that a proposed arrangement including no variances is impossible, we feel that we have proven through our submissions that a variance of 10% or less in all divisions is entirely achievable.

We are pleased to note that the recommendations set out by the LGBCE for Great Yarmouth and South Norfolk largely match our own. We still have a number of concerns regarding the remaining five Norfolk districts however, which are set out below.

a) Breckland

With regards to Breckland, our main concerns surround the Brecks Division, and the impact on the neighbouring divisions of Thetford East and West. In your recommendation the Brecks Division now equates to approximately 20% of the total land mass of the District and takes over half an hour to drive from one edge to the other. The geography here is complex, not least because of the MOD STANTA training area sitting within the Division. In addition, the area is sparsely populated and contains a large number of parishes. It is for these reasons that, in drawing up the plans for this Division, an attempt was made by the ERWG to reduce the number of parishes the member would be expected to represent. It was agreed that 29 parishes was probably near the maximum number that could be effectively looked after, bearing in mind the other constraints. In the final proposals put forward by the LGBCE, the number of parishes increases to 34, with the -1% electoral variance proposed in our submission increasing to 12%. This proposal arguably contravenes your guidance on the basis of both electoral equality and good governance.

There are also concerns around community cohesion, with local areas who have little in the way of shared identity combined together in a significantly, and potentially unmanageably, large division. As our original submission showed, the people of both Thetford divisions see the town itself as their community centre. This sense of belonging will only increase when considering the likely impact of the Cambridge-Norwich Tech Corridor. This ambitious project, which commenced in 2018, aims to generate a series of new businesses, suitable housing and other infrastructure in a line from Cambridge to Norwich. The NCC submission for Thetford West acknowledges that land in this area is likely to be developed and when it does, these electors will further look towards Thetford as their community centre.

The proposed division boundaries decrease the number of electors within the two Thetford divisions, and significantly increase electors and variances in surrounding areas with little or no connected community identity.

b) Broadland

We are in agreement with your plans for this District with the exception of the changes you have proposed for Drayton & Horsford, Reepham and Taverham. Your plan arguably unnecessarily alters certain division boundaries, escalating the proposed Taverham division to a significant electoral variance of -12%. In the original draft recommendations, polling districts in the area were shared more equitably between the three divisions, with Drayton & Horsford, Reepham and Taverham all operating with only minor variance deficits. Taverham has not grown as much as other Divisions and now needs to take on additional neighbouring areas to meet the variance criteria. In other parts of the county, it has been established as standard practice to add adjacent polling districts to properly balance electoral variances. It feels inconsistent on the part of the LGBCE that the same standard hasn't been applied in this case.

In terms of infrastructure and community links, there is excellent road infrastructure connecting both Felthorpe and Attlebridge to Taverham. Both communities are less than a 10-minute drive away and clearly view Taverham as their central hub— not least because of the conveniences and amenities located within the village centre. We therefore feel that the proposed boundaries do not adequately reflect the needs of Broadland residents, and that the original submission put forward by NCC better accounts for community identity and reduces electoral variances across the district.

c) King's Lynn & West Norfolk

While we largely accept the recommendations for King's Lynn and West Norfolk, we do maintain a minor caveat. In your final proposals, the LGBCE have moved polling district TG7 from Marshland North to Marshland South. When drawing up the divisions, extreme care was taken by the ERWG to keep polling districts and district wards within existing divisions to maintain community identity and cohesion throughout all tiers of local government. Polling district TG7 Walsoken is currently in the Marshland North division and in the district Ward of Walsoken, West Walton & Walpole. The LGBCE proposal will now take two polling districts of this ward and place them into the Marshland South division instead of just one under the NCC submission. It should also be noted that Marshland North is a fairly rural division and that polling district TG7 Walsoken is on the outskirts of the main urban centre of Wisbech town. The final recommendations in this case clearly do not properly reflect LGBCE guidance to maintain, wherever possible, community cohesion and convenient local government for the elector.

d) North Norfolk

It was always acknowledged that drawing a pattern of Divisions for this District was going to be difficult, due mostly to the decrease in proposed divisions from 11 to 10. This would mean that almost all of the Divisions would have to change their boundaries. With this in mind, the decision was taken to design a new pattern from scratch, rather than making a number of complex, minor adjustments to meet the review criteria. The NCC submission adequately met this challenge, with an improved electoral variance in 6 out of ten divisions proposed by the LGBCE in your final recommendations.

We have three main concerns relating to your proposed pattern of Divisions; the first relates to Holt, where the communities to the north and east, who clearly see the town as their community centre, are moved into other Divisions.

The second concerns Erpingham, which is now considerably larger and has 28 parishes, and our third concern relates to the separation of the Hoveton and Stalham villages.

In each case there is a strong argument that traditional communities have been broken up. Stalham Division, which we still prefer to be called Happing, consists of very small and rural communities. In contrast the villages of Hoveton and Stalham are far more urban with a good road connection between them. We therefore feel that our original submission better accounted for the decrease in divisions within the district while also maintaining strong community links and adhering to LGBCE guidance around acceptable electoral variances.

e) Norwich

We feel strongly that, in this case, there is an inconsistency with the formula that has been applied by the LGBCE to determine acceptable division boundaries. While NCC accepts that maintaining coterminosity, where possible, should always be a priority, it is only in Norwich that it appears to be the primary driver of final recommendations proposed by the LGBCE. The original NCC submission met the highlighted criteria of ensuring electoral equality significantly better than those put forward by the LGBCE.

When drawing together a pattern of boundaries for Norwich, the ERWG tried, as far as possible, to maintain the existing Division boundaries, only transferring a limited number of Polling Districts. This ensures that community cohesion is maintained and that four of the existing Division boundaries in the NCC submission remained the same. It is only in Town Close and Thorpe Hamlet Divisions where more significant changes were needed to ensure electoral equality due to larger increases in the number of electors. We feel that the NCC submission, overall, better reflects the stated priority of reducing electoral variances.

Conclusion

In responding to your final recommendations, we were careful to ensure that we took time to adequately reflect on the evidence provided and consult with those who were integral to putting forward our original submission and consultation proposal. We feel that the boundaries submitted to you by NCC in March 2020, and reinforced in November 2020, more closely adhere to LGBCE guidance, maintaining good electoral equality, supporting community cohesion and ensuring convenience of local government for Norfolk voters.

Yours sincerely

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

Cllr Andrew Proctor
Leader of the Council