

Norfolk County Council

Date: **Monday 15 April 2019**

Time: **10.00 a.m**

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

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

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Prayers

To Call the Roll

AGENDA

1. Minutes

To confirm the minutes of the meeting of the Council held on (Page 5)
11 February 2019

2. To receive any announcements from the Chairman

3. Members to declare any interests

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

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

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

- your well being or financial position
- that of your family or close friends
- any body-
 - (a) exercising functions of a public nature
 - (b) directed to charitable purposes: or
 - (c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);of which you are in a position of general control or management.

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

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

5. Questions to Leader of the Council

Procedure note attached (Page 21)

6. Recommendations from Service Committees

- Policy & Resources – 28 January & 25 March 2019 (Page 23)
- Environment, Development & Transport – 18 January & 8 March 2019 (Page 34)

7. Recommendations from Other Committees

- Personnel Committee – 26 February 2019 (Page 36)
- Standards Committee – 20 March 2019 (Page 42)

8. Reports from Committees

Service Committees (Questions to Chairs) - Procedure note attached (Page 50)

- Policy & Resources – 28 January & 25 March 2019 (Page 51)
- Adult Social Care – 14 January & 4 March 2019 (Page 61)
- Business and Property – 15 January & 5 March 2019 (Page 66)
- Children's Services – 22 January & 12 March 2019 (Page 74)

- Communities – 16 January & 6 March 2019 (Page **79**)
- Digital Innovation & Efficiency – 23 January & 13 March 2019 (Page **87**)
- Environment, Development & Transport – 18 January & 8 March 2019 (Page **93**)

Other Committees

- Personnel Committee – 26 February 2019 (Page **101**)
- Standards Committee- 20 March 2019 (Page **102**)
- Audit Committee – 31 January 2019 (Page **103**)
- Health Overview and Scrutiny Committee – 17 January and 28 February 2019 (Page **107**)
- Health & Wellbeing Board –13 February 2019 (Page **116**)
- Museums Committee – 11 January 2019 (Page **119**)
- Records Committee – 11 January 2019 (Page **123**)
- Planning (Regulatory) Committee –15 March 2019 (Page **124**)
- Norwich Highways Agency Joint Committee – 20 December 2018 & 21 March 2019 (Page **126**)

9. Notice of Motions (Page **133**)

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

- (i) To note any changes made under delegated powers since the last meeting;
- (ii) To consider any proposals from Group Leaders for changes to committee places or consequential positions.

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

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

Date Agenda Published: 5 April 2019

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

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

Norfolk County Council**Minutes of the Meeting Held on 11 February 2019****Present:**

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

Present: 76

Due to protesters in the Council Chamber, the Chairman opened the meeting at 10am and adjourned it until 11am.

The meeting reconvened at 11am and was subsequently adjourned until 12 noon.

For safety reasons, the meeting was reconvened in the Members Room at 12noon and subsequently adjourned until 12.25pm.

The meeting was reconvened in the Council Chamber at 12.25pm when the Chairman read out a statement asking the protesters to leave. A statement was also read out by the Police, asking the protesters to leave the Council Chamber. The meeting was adjourned at 12.27pm to allow the Council Chamber to be cleared.

The meeting reconvened at 2.08pm.

Apologies for Absence:

Apologies for absence were received from Mr S Eyre; Mr D Harrison; Mr B Iles; Mr K Kiddie; Mr M Kiddle-Morris; Mr R Oliver and Mr W Richmond

1 Minutes

- 1.1 The minutes of the Council meeting held on 10 December 2018 were confirmed as a correct record and signed by the Chairman.

2 Chairman's Announcements

- 2.1 The Chairman outlined one of the many visits she had carried out since the last meeting, when she had attended the Norwich Samaritans Brew Monday event at Norwich Railway Station.
- 2.2 The Chairman reminded Members that there were some spaces available for Councillors to attend the Citizenship Ceremonies which were held on the first Wednesday of each month between 5pm and 7pm. Any Councillor wishing to attend should contact the Chairman's Executive Assistant in the first instance.
- 2.3 The Chairman advised Members that Sandra Squire and some of her friends and colleagues from the Norfolk Broads Rowing Club, would be rowing around Norfolk, starting on Good Friday and finishing on Easter Monday to help them prepare for a 3000 mile row across the Atlantic.

3 Declarations of Interest

- 3.1 No declarations of interest were made.

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

- 4.1 There were no items of urgent business.

5 Norfolk County Council Revenue and Capital Budget 2019-20 to 2021-22.

5.1 The report setting out the budget proposals was received.

5.2 The Leader of the Council, Mr A Proctor, moved the budget recommendations as set out below:-

In respect of the Strategic and Financial Planning 2019-20 to 2021-22 and Revenue Budget 2019-20 Report (Annexe 1):

1) Agree:

- a) An overall County Council Net Revenue Budget of £409.293m [£409.073m at Policy and Resources] for 2019-20, including budget increases of £116.536m [£116.081m at P&R] and budget decreases of -£96.042m [-£95.807m at P&R] as set out in Table 8 of this report (*note updated figures are shown in Table 4 and Appendix 2 of the following briefing*), and the actions required to deliver the proposed savings.
- b) The budget proposals set out for 2020-21 to 2021-22, including authorising Chief Officers to take the action required to deliver budget savings for 2020-21 to 2021-22 as appropriate.
- c) With regard to the future years, that further plans to meet the remaining budget shortfalls in the period 2020-21 to 2021-22 are developed and brought back to Members during 2019-20.
- d) To note the advice of the Section 151 Officer, at paragraph 10.11, on the financial impact of an increase in council tax, as set out in section 6 and section 10, and confirm, or otherwise, the assumptions that:
 - i) the Council's 2019-20 budget will include a general council tax increase of 2.99% with no (0.00%) increase in the Adult Social Care precept, an overall increase of 2.99% (shown at Appendix D) (*note updated figures are shown in Appendix 1 of the following briefing*) based on the current discretions offered by Government and as recommended by the Executive Director of Finance and Commercial Services.
 - ii) the Council's budget planning in future years will include council tax increases 1.99%, as set out in the Medium Term Financial Strategy (MTFS Table 5). These council tax assumptions have regard to the level of referendum threshold expected to be set for the year, and take into account the Government's assumptions in the Local Government Finance Settlement that Local Authorities will raise the maximum council tax available to them. The final level of council tax for future years is subject to Member decisions annually.
 - iii) No future increases in the Adult Social Care precept in 2020-21 onwards are assumed based on current Government policy but that these will be subject to Member decisions annually within and informed by any parameters defined by the Government.
 - iv) that if the referendum threshold were increased in 2020-21 and/or 2021-22 to above 1.99%, or any further discretion were offered to increase the

Adult Social Care precept (or similar), then it is likely that the Section 151 Officer would recommend the Council take advantage of this flexibility in view of the Council's overall financial position.

- e) That the Executive Director of Finance and Commercial Services be authorised to transfer from the County Fund to the Salaries and General Accounts all sums necessary in respect of revenue and capital expenditure provided in the 2019-20 Budget, to make payments, to raise and repay loans, and to invest funds.
- f) To agree the Medium Term Financial Strategy 2019-22 as set out in Appendix I, including the two policy objectives to be achieved:
 - i) Revenue: To identify further funding or savings for 2020-21 and 2021-22 to produce a balanced budget in all years 2019-22 in accordance with the timetable set out in the Revenue Budget report (Appendix E).
 - ii) Capital: To provide a framework for identifying and prioritising capital requirements and proposals to ensure that all capital investment is targeted at meeting the Council's priorities.
- g) The mitigating actions proposed in the equality and rural impact assessments (Appendix H(i)).

From the County Council Budget 2019-20 to 2021-22: Statement on the Adequacy of Provisions and Reserves 2019-22 Report (Annexe 2):

2) Agree to:

- a) Note the planned reduction in non-schools earmarked and general reserves of 42.4% over three years, from £85.180m (March 2018) to £49.044m (March 2022) (paragraph 5.2);
- b) Note the policy on reserves and provisions in Appendix C;
- c) Agree, based on current planning assumptions and risk forecasts set out in Appendix B:
 - i. for 2019-20, a minimum level of General Balances of £19.536m, and
 - ii. a forecast minimum level for planning purposes of
 - 2020-21, £25.927m; and
 - 2021-22, £26.550m.

as part of the consideration of the budget plans for 2019-22, reflecting the transfer of risk from Central to Local Government, and supporting recommendations;

- d) Agree the use of non-school Earmarked Reserves, as set out in Appendix E.

From the County Council Budget 2019-20 to 2021-22: Robustness of Estimates report (Annexe 3):

- 3) Agree the level of risk and budget assumptions set out in this report, which underpin the revenue and capital budget decisions and planning for 2019-22.

From the Capital Strategy and Programme 2019-20 report (Annexe 4):

4) Agree to:

- a) note capital grant settlements summarised in Section 4;
- b) note the estimated capital receipts to be generated, subject to market conditions, over the next three years to support schemes not funded from other sources, as set out in Table 5;
- c) agree the Capital Strategy at Appendix A as a framework for the prioritisation and continued development of the Council's capital programme;
- d) agree the proposed 2019-22+ capital programme of £548.592m;
- e) the programme as referred by Policy and Resources Committee for approval, including the new and extended capital schemes outlined in Appendix D;
- f) the Council's Flexible Use of Capital Receipts Strategy for 2019-20 to 2021-22 as set out in Section 5.

From the Annual Investment and Treasury Strategy 2019-20 Report (Annexe 5):

5) Agree:

- a) the Annual Investment and Treasury Strategy for 2019-20 at Annex 1, including:
 - i. the capital prudential indicators included in the body of the report;
 - ii. the Minimum Revenue Provision Statement 2019-20 at Appendix 1;
 - iii. the list of approved counterparties at Appendix 4, including working capital facilities for Hethel Innovation Limited (maximum £0.5m) and Repton Property Developments Limited (maximum £1m) to be made available from the date of approval by County Council;
 - iv. the treasury management prudential indicators detailed in Appendix 5.

5.3 The Deputy Leader of the Council, Mr G Plant, seconded the recommendations.

5.4 The Leader of the Labour Group, Mr S Morpew, proposed the following amendment to the Budget recommendations which was seconded by Ms E Corlett.

- 1. Apply £1.000m from the Council's Adult Social Care Business Risk Reserve in 2019-20 in order to defer into 2020-21 the proposed saving from the revision to the Council's charging policy for working age adults to apply the government's minimum income guarantee amounts (ASC046) [County Council [agenda](#) page 107]. As part of 2020-21 budget planning, review the

resulting total saving requirement of £4.000m in 2020-21 in light of the Social Care Green Paper to consider the scope for the proposed revision to the Council's charging policy to be removed.

2. Mitigate the proposed savings in the redesign of Early Childhood and Family Services (CHL041) [County Council [agenda](#) page 109] by providing resources of £1.300m in 2019-20 and £3.000m in 2020-21 in order to:
 - facilitate the implementation of the redesigned strategy;
 - meet potential demands for additional hubs; and
 - maximise staff to meet the demand for services in rural and urban areas.

To be funded in:

- a. 2019-20 by allocating £0.500m from the 2019-20 Norfolk Futures transformation budget and bringing forward £0.800m of income from the 2019-20 Business Rates Pilot; and
- b. 2020-21 by allocating £3.000m from the 2019-20 Business Rates Pilot.

Mr H Humphrey, Vice-Chairman, in the Chair for the debate.

Mrs M Stone, Chairman, in the Chair.

- 5.4.1 Following debate, the amendment from the Labour Group was put to a recorded vote (Appendix A). With 27 votes in favour, 47 votes against and 2 abstentions, the amendment was **LOST**.
- 5.5 The Leader of the Liberal Democrat Group, proposed the following amendment to the Budget recommendations, seconded by Mr S Aquarone.
 1. £1.000m to be added to the CHL041 Redesign of Early Childhood and Family Services [County Council [agenda](#) page 109] budget to maintain the level of front line early years support to be funded by £1.000m from the Provisional Settlement and Autumn Budget funding: Business Rates Pilot.
 2. £0.500m to be added as a new item to fund a public transport innovation fund to encourage organisations to come up with new ways to improve public transport in rural areas to be funded by £0.500 from the Norfolk Futures transformation budget.
 3. £1.000m be removed from the saving for ASC046 minimum income guarantee [County Council [agenda](#) page 107] to ensure that those adults who require care and support have enough income to cover their living costs and to remain at an appropriate Norfolk level to be funded by: £0.150m from Councillors Allowances; £0.500m from the Provisional Settlement and Autumn Budget funding: Business Rates Pilot and £0.350m from rephasing the Adult Social Care Business Risk Reserve.

Mr H Humphrey, Vice-Chairman, in the Chair.

- 5.5.1 Following debate, the amendment from the Liberal Democrat Group was put to a recorded vote (Appendix B). With 27 votes in favour, 48 votes against and 0 abstentions, the amendment was **LOST**.

Mrs M Stone, Chairman, in the Chair.

- 5.6 The Deputy Leader of the Independent Group, Ms S Squire, proposed the following amendment to the Budget proposals, which was seconded by Mr M Castle.

Implementation of single use plastics proposals

That £0.025m be taken from the Norfolk Futures Consultancy Budget (reduce from £0.500m to £0.475m) to fund actions arising from the deliberations of the EDT Task & Finish Group.

- 5.6.1 Following debate, the amendment from the Independent Group was put to a recorded vote (Appendix C). With 59 votes in favour, 1 vote against and 15 abstentions, the amendment was **CARRIED**.

- 5.7 Ms A Kemp proposed the following amendment to the Budget proposals, which was seconded by Mr D Roper.

Equality of opportunity, regional strategic infrastructure, economic growth and social mobility

Revenue

Use £1.000m from the Adult Social Care Business Risk Reserve in 2019-20 in order to defer by one year the proposed £1.000m saving from the revision to the Council's charging policy for working age adults to apply the government's minimum income guarantee amounts (ASC046) [County Council [agenda](#) page 107].

Commission officers to:

1. Identify options to deliver additional savings of £4.000m in 2020-21 to enable the proposed revision to the Council's charging policy to be fully removed from budget planning.
2. Identify alternative options to deliver the proposed employment and financial advice offer at no cost to the Council – this advice to be delivered with volunteers instead, particularly retired financial services employees who could set up their own charity as a vehicle to provide it.

Capital

Remove £5.500m from the proposed £6.000m included in the 2019-22+ Capital Programme for the Accommodation Rationalisation Programme (profiled as £3.000m in 2019-20, £2.000m in 2020-21 and £1.000m in 2021-22) [County Council [agenda](#) page 328]. This funding to instead be used to support and promote equality of opportunity, regional strategic infrastructure, economic growth and social mobility through the following capital projects:

1. £0.100m to enable and improve disabled access to St George's Guildhall in King's Lynn, to include a stairlift and other necessary equipment to support

offering employment opportunities for all.

2. £0.400m to support disabled access improvements for the West Lynn Ferry, to provide:
 - a. £0.240m for the installation of two floating pontoons; and
 - b. £0.160m for the purchase of a wheelchair accessible catamaran to be leased to the ferry operator by Norfolk County Council.
3. £5.000m to provide Norfolk County Council's contribution towards the construction of the West Winch relief road, which will reduce congestion, improve access and enable economic growth.

5.7.1 Following debate and upon being put to a recorded vote (Appendix D), with 2 votes in favour, 65 votes against and 9 abstentions the amendment was **LOST**.

5.8 The substantive recommendations, incorporating the agreed amendment, were then debated by Council and, following a summing up by the Leader, the matter was put to a recorded vote (Appendix E). With 47 votes in favour, 27 votes against and 2 abstentions, the recommendations were **CARRIED** and Council **RESOLVED** to:

In respect of the Strategic and Financial Planning 2019-20 to 2021-22 and Revenue Budget 2019-20 Report (Annexe 1):

1) Agree:

- a) An overall County Council Net Revenue Budget of £409.293m [£409.073m at Policy and Resources] for 2019-20, including budget increases of £116.536m [£116.081m at P&R] and budget decreases of -£96.042m [-£95.807m at P&R] as set out in Table 8 of this report (*note updated figures are shown in Table 4 and Appendix 2 of the following briefing*), and the actions required to deliver the proposed savings.
- b) The budget proposals set out for 2020-21 to 2021-22, including authorising Chief Officers to take the action required to deliver budget savings for 2020-21 to 2021-22 as appropriate.
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- d) To note the advice of the Section 151 Officer, at paragraph 10.11, on the financial impact of an increase in council tax, as set out in section 6 and section 10, and confirm, or otherwise, the assumptions that:
 - i) the Council's 2019-20 budget will include a general council tax increase of 2.99% with no (0.00%) increase in the Adult Social Care precept, an overall increase of 2.99% (shown at Appendix D) (*note updated figures are shown in Appendix 1 of the following briefing*) based on the current discretions offered by Government and as recommended by the Executive

Director of Finance and Commercial Services.

- ii) the Council's budget planning in future years will include council tax increases 1.99%, as set out in the Medium Term Financial Strategy (MTFS Table 5). These council tax assumptions have regard to the level of referendum threshold expected to be set for the year, and take into account the Government's assumptions in the Local Government Finance Settlement that Local Authorities will raise the maximum council tax available to them. The final level of council tax for future years is subject to Member decisions annually.
 - iii) No future increases in the Adult Social Care precept in 2020-21 onwards are assumed based on current Government policy but that these will be subject to Member decisions annually within and informed by any parameters defined by the Government.
 - iv) that if the referendum threshold were increased in 2020-21 and/or 2021-22 to above 1.99%, or any further discretion were offered to increase the Adult Social Care precept (or similar), then it is likely that the Section 151 Officer would recommend the Council take advantage of this flexibility in view of the Council's overall financial position.
- e) That the Executive Director of Finance and Commercial Services be authorised to transfer from the County Fund to the Salaries and General Accounts all sums necessary in respect of revenue and capital expenditure provided in the 2019-20 Budget, to make payments, to raise and repay loans, and to invest funds.
- f) To agree the Medium Term Financial Strategy 2019-22 as set out in Appendix I, including the two policy objectives to be achieved:
- i) Revenue: To identify further funding or savings for 2020-21 and 2021-22 to produce a balanced budget in all years 2019-22 in accordance with the timetable set out in the Revenue Budget report (Appendix E).
 - ii) Capital: To provide a framework for identifying and prioritising capital requirements and proposals to ensure that all capital investment is targeted at meeting the Council's priorities.
- g) The mitigating actions proposed in the equality and rural impact assessments (Appendix H(i)).

From the County Council Budget 2019-20 to 2021-22: Statement on the Adequacy of Provisions and Reserves 2019-22 Report (Annexe 2):

2) Agree to:

- a) Note the planned reduction in non-schools earmarked and general reserves of 42.4% over three years, from £85.180m (March 2018) to £49.044m (March 2022) (paragraph 5.2);
- b) Note the policy on reserves and provisions in Appendix C;
- c) Agree, based on current planning assumptions and risk forecasts set out in Appendix B:

- i. for 2019-20, a minimum level of General Balances of £19.536m, and
- ii. a forecast minimum level for planning purposes of
 - 2020-21, £25.927m; and
 - 2021-22, £26.550m.

as part of the consideration of the budget plans for 2019-22, reflecting the transfer of risk from Central to Local Government, and supporting recommendations;

- d) Agree the use of non-school Earmarked Reserves, as set out in Appendix E.

From the County Council Budget 2019-20 to 2021-22: Robustness of Estimates report (Annexe 3):

- 3) **Agree** the level of risk and budget assumptions set out in this report, which underpin the revenue and capital budget decisions and planning for 2019-22.

From the Capital Strategy and Programme 2019-20 report (Annexe 4):

- 4) **Agree** to:

- a) note capital grant settlements summarised in Section 4;
- b) note the estimated capital receipts to be generated, subject to market conditions, over the next three years to support schemes not funded from other sources, as set out in Table 5;
- c) agree the Capital Strategy at Appendix A as a framework for the prioritisation and continued development of the Council's capital programme;
- d) agree the proposed 2019-22+ capital programme of £548.592m;
- e) the programme as referred by Policy and Resources Committee for approval, including the new and extended capital schemes outlined in Appendix D;
- f) the Council's Flexible Use of Capital Receipts Strategy for 2019-20 to 2021-22 as set out in Section 5.

From the Annual Investment and Treasury Strategy 2019-20 Report (Annexe 5):

- 5) **Agree:**

- a) the Annual Investment and Treasury Strategy for 2019-20 at Annex 1, including:
 - i. the capital prudential indicators included in the body of the report;
 - ii. the Minimum Revenue Provision Statement 2019-20 at Appendix 1;
 - iii. the list of approved counterparties at Appendix 4, including working capital facilities for Hethel Innovation Limited (maximum £0.5m) and

- Repton Property Developments Limited (maximum £1m) to be made available from the date of approval by County Council;
- iv. the treasury management prudential indicators detailed in Appendix 5.

Implementation of single use plastics proposals

That £0.025m be taken from the Norfolk Futures Consultancy Budget (reduce from £0.500m to £0.475m) to fund actions arising from the deliberations of the EDT Task & Finish Group.

The meeting concluded at 4.50 p.m.

Chairman



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Norfolk County Council
11 February 2019

Appendix A

Labour Group: County Council Budget Amendment 2019-20

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

With 27 votes in favour, 47 votes against and 2 abstentions, the Labour Group budget amendment was LOST.

Norfolk County Council
11 February 2019

Appendix B

Liberal Democrat Group: County Council Budget Amendment 2019-20

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

With 27 votes in favour, 48 votes against and 0 abstentions, the Liberal Democrat Group budget amendment was LOST.

Norfolk County Council
11 February 2019

Appendix C

Independent Group: County Council Budget Amendment 2019-20

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

With 59 votes in favour, 1 votes against and 15 abstentions, the Independent Group budget amendment was **CARRIED**.

**Norfolk County Council
11 February 2019**

Appendix D

Ms A Kemp: County Council Budget Amendment 2019-20

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

With 2 votes in favour, 65 votes against and 9 abstentions, the budget amendment proposed by Ms A Kemp was LOST.

Norfolk County Council
11 February 2019

Appendix E

**Norfolk County Council Revenue & Capital Budget 2019-20 to 2021-22 -
Recommendations**

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

With 47 votes in favour, 27 votes against and 2 abstentions, the Recommendations in the report were CARRIED and Council RESOLVED accordingly.

Procedure for Leader's Question Time

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

Agenda Item 5 – Questions to the Leader of the Council

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

1. Questions to the Leader must be relevant to matters for which the Council has powers or duties. Members do not need to give prior notice of what they plan to ask and the Chairman's ruling as to relevance of questions will be final. If the Leader cannot give an immediate answer or feels that a written answer would be more helpful or appropriate, then the questioner will receive a written reply and this will be published to all members and to the public via the minutes.
2. The Chairman will begin Leader's Question Time by inviting the Leader of the Labour Group to ask the first question. All Group Leaders may delegate the asking of their question to another member of their Group. There is no right to ask a supplementary question.
3. After the first question has been answered, the Chairman will invite the Leader of the Liberal Democrat Group to ask a question.
4. When the second question has been answered, the Chairman will invite and select a member of the Independent Group to ask a question.
5. When the third question has been answered, the Chairman will invite and select a member of the Conservative Group to ask a question.
6. If the 15 minutes has not expired, the Chairman will then invite all members of the Council to indicate if they wish to ask a question, by raising their hands. The Chairman will select a member to ask their

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

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

Recommendations of the Policy and Resources Committee meetings held on 28 January 2019 and 25 March 2019

Item from the meeting of 28 January 2019

1 Finance Monitoring Report Period 8 November 2018

- 1.1 An extract from a report by the Executive Director of Finance and Commercial Services that was presented to the Committee is enclosed at Appendix A.
- 1.2 The Committee **RESOLVED to RECOMMEND:**

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

2 Limited Company Consents

- 2.1 An extract from a report by the Executive Director of Finance and Commercial Services that was presented to the Committee is enclosed at Appendices B and C.
- 2.2 The Committee **RESOLVED to RECOMMEND:**

- 1. **The change of directors to companies as detailed in appendix B.**
- 2. **The formation of a new subsidiary company of NPS Property Consultants Limited to be called Medway Growth Limited as detailed in appendix C.**

Items from the meeting of 25 March 2019

3 Independence Matters and Limited Company Consents

- 3.1 An extract from a report by the Executive Director of Finance and Commercial Services that was presented to the Committee is enclosed as Appendix D.
- 3.2 The Committee **RESOLVED to RECOMMEND:**

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

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

- 4.1 The Committee received a report by the Chief Legal Officer that included the draft Constitution agreed by the Cabinet System Member Working Group.
- 4.2 The Committee **RESOLVED to RECOMMEND:**

- 1. **To adopt the final draft as the Council's new Constitution from 7 May 2019.**
- 2. **To delegate authority to the Chief Legal Officer to make changes to factual references, changes required by a change in the law and consequential**

changes as well as correct typographical and formatting errors noted between 15 April and 7 May 2019.

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

N.B [The draft new Constitution can be viewed by clicking here.](#)

Andrew Proctor, Chairman, Policy and Resources Committee

Flexible use of capital receipts

Proposed strategy for the flexible use of capital receipts

On 12 February 2018 the County Council approved a capital programme including the Flexible Use of Capital Receipts Strategy for 2018-19 to 2022-23. At the time of approval, the Strategy did not contain details of the specific project that could best make use of the capital receipts flexibility (as required by the relevant guidance), partly due to uncertainty as to the level of capital receipts which would be available.

On 25 September 2017 Policy and Resources Committee considered a report entitled Demand Management & Prevention Strategy: Children's Services. This resulted in the allocation of £12-£15m into children's services over the four years 2018-22

The investment will fund a programme of transformational change, including investment in specialist, well supported alternatives to residential care, better 16+ provision, workforce training and development and better targeted interventions.

The aim is to create a financially sustainable social care model. Critical to this is ensuring a reduction in looked after children's numbers, with the considerable savings that this will generate. A successful business model developed by East Sussex County Council, "Transformation and Thrive", made a significant difference to their financial forecast through cost avoidance and savings, as well as the outcomes for vulnerable families concluding that for each £1m of one-off investment during the programme, they had a return of £1.5m pa.

Due to the level of capital receipts expected in 2018-19, in particular relating to the sale of part of the Hethel Engineering Centre to Hethel Innovation Limited, it is proposed that £2m of capital receipts is allocated to the Children's Services Demand Management & Prevention Strategy.

Appendix B

Company	Resign	Appoint
Repton Property Developments Ltd	Fiona McDiarmid	
Repton Property Developments Ltd	David Dukes	
Norwich Norse Environmental	Hannah Leys (Maternity)	Andrew Merricks

BUSINESS CASE MEDWAY GROWTH LIMITED

Contents

- 1. Proposal Overview**
- 2. Company Governance**
- 3. Finance**
- 4. Risk**
- 5. Timescale**
- 6. Group Resource**
- 7. Draft Project Agreement Head of Terms: Rainham High Street**

Abbreviations

The following abbreviations have been used

throughout this report. BGL Broadland

Growth Limited

GDV Gross Development Value

JVC Joint Venture Company

MC Medway Council

MGL Medway Growth Limited

1. Proposal Overview

Establish a JVC with MC for the purpose of developing, initially, parcels of land held by MC for residential dwellings through a design, build, finance and transfer model. While the JVC will predominately focus, initially, on sites brought forward by MC there will be the ability for Norse to promote sites and for the JVC to consider sites outside of MC boundaries. It is not the intention that the JVC will retain ownership of any completed units.

The JVC will not directly undertake construction works (ie will not act as a Contractor). Construction works will be procured and awarded under standard form building contracts (eg JCT).

The JVC will be used as a vehicle to develop multiple sites on a project-by-project basis. Each project will be subject to separate viability assessment, JVC Board (and shareholder) approval and Project Agreement. It is not intended, during the early stages of the venture, to discharge the construction phase of projects in parallel.

MC, with or without input from Norse, will identify MC land parcels that can potentially be released from their existing use for the purpose of development. Each site will be reviewed by the JVC for viability. While viability will be measured against usual tests the fundamental requirement will be to ensure that the development (subject to accepted risks) delivers a satisfactory financial return.

The JVC seeks to deliver against the following primary drivers for MC;

- New revenue stream.
- Contributing to bringing forward quality housing to the market.
- Moving at pace (not land banking).
- Facilitating and contributing to local regeneration.

The JVC will not represent an exclusive model for housing development for MC.

The model for the JVC has been based on the Broadland Growth Limited JVC and cultivated following a period of discussions with MC and in particular utilising a MC promoted site (Rainham High Street) to

illustrate concept and viability. The proposal was presented to, and approved by, the Norse Board on 15 February 2018 and the MC cabinet on 10 April 2018.

2. Company Governance

The JVC will be incorporated as a company limited by shares formed on the following basis.

- Compliant with Regulation 12 of the PCR15.
- 50:50 share issue.
- Paid up share capital at £10.00 divided into 10 shares of £1 each. Five shares to be held by Norse and five shares held by MC.
- Five directors, three appointed by Medway Council and two appointed by Norse.
- Intended Norse directors to be Simon Hersey and Richard Gawthorpe.
- Chairperson to be MC Director.
- No casting vote (deadlock provisions).
- Chairperson to have right of veto over any board decisions considered to be contrary to the public policies or values of the Council.
- Key decisions reserved for the shareholders.
- Quarterly (or as required) Board meetings.
- Registered office to be MC offices.
- Company Secretary to be Norse legal team.
- Financial year from 01 April to 31 March.
- The JVC will be named “Medway Growth Limited”.

Draft Articles of Association and Shareholders Agreement have been prepared for approval by both Norse and MC and have been prepared and reviewed by Norse legal team.

Each project will have an individual Project Agreement that will set out the commercial arrangements between the parties for that particular project – specifically relating to funding and services. Each project will be subject to defined process gateways (decision points).

The above reflects a similar governance adopted for BGL.

3. Finance

Returns

The proposal seeks to provide a financial return to Norse through one or more of the following streams;

- **Distributed profits** arising from individual projects; arising from the sale of completed units. Profit from each scheme will be distributed in accordance with the Project Agreement. The default position being profit distribution being in proportion to equity/debt funding provided by the parties. Only distributed profit will be recognised within the Norse statutory accounts.
- **Professional consultancy fees** paid by MGL to the Norse Group. The intention of the parties is that professional consultancy for projects will, in the first instance (as capacity and capability permits), be provided by Norse, through an arms-length contract between the JVC and Norse. Such commissions will need to demonstrate market tested fees, the default payment terms being consistent with normal market conditions. The scope of services to be provided by the parties will be identified within each Project Agreement. Where Norse does not provide project funding this will be the primary or sole source of return for Norse.
- **Interest income** from any Loan Agreements provided by Norse. The intention of the parties is that any funding provided by the parties will attract an agreed interest rate determined on a project by project basis and stated within each Project Agreement.

The return to MC will be through distributed profits, interest

income and land value. Funding

It is intended that the activities of the JVC will be self-financed by the shareholders, primarily through Loan Agreements for individual projects and equity (predominately by means of recognised land value). The default position, and commitment, being that the parties will fund in equal proportion. That said for the initial project (Rainham High Street) MC intend to fully fund the project through debt in addition to providing the land. Loan Agreements from Norse, above an agreed quantum, will be secured by debt against the project site.

The JVC seeks to deliver against the following primary drivers for MC;

- New revenue stream.
- Contributing to bringing forward quality housing to the market.
- Moving at pace (not land banking).
- Facilitating and contributing to local regeneration.

The JVC will not represent an exclusive model for housing development for MC.

The model for the JVC has been based on the Broadland Growth Limited JVC and cultivated following a period of discussions with MC and in particular utilising a MC promoted site (Rainham High Street) to illustrate concept and viability. The proposal was presented to, and approved by, the Norse Board on 15 February 2018 and the MC cabinet on 10 April 2018.

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The JVC will be incorporated as a company limited by shares formed on the following basis.

- Compliant with Regulation 12 of the PCR15.
- 50:50 share issue.
- Paid up share capital at £10.00 divided into 10 shares of £1 each. Five shares to be held by Norse and five shares held by MC.
- Five directors, three appointed by Medway Council and two appointed by Norse.
- Intended Norse directors to be Simon Hersey and Richard Gawthorpe.
- Chairperson to be MC Director.
- No casting vote (deadlock provisions).
- Chairperson to have right of veto over any board decisions considered to be contrary to the public policies or values of the Council.
- Key decisions reserved for the shareholders.
- Quarterly (or as required) Board meetings.
- Registered office to be MC offices.
- Company Secretary to be Norse legal team.
- Financial year from 01 April to 31 March.
- The JVC will be named “Medway Growth Limited”.

Draft Articles of Association and Shareholders Agreement have been prepared for approval by both Norse and MC and have been prepared and reviewed by Norse legal team.

Each project will have an individual Project Agreement that will set out the commercial arrangements between the parties for that particular project – specifically relating to funding and services. Each project will be subject to defined process gateways (decision points).

The above reflects a similar governance adopted for BGL.

5. Finance

Returns

The proposal seeks to provide a financial return to Norse through one or more of the following streams;

- **Distributed profits** arising from individual projects; arising from the sale of completed units. Profit from each scheme will be distributed in accordance with the Project Agreement. The default position being profit distribution being in proportion to equity/debt funding provided by the parties. Only distributed profit will be recognised within the Norse statutory accounts.
- **Professional consultancy fees** paid by MGL to the Norse Group. The intention of the parties is that professional consultancy for projects will, in the first instance (as capacity and capability permits), be provided by Norse, through an arms-length contract between the JVC and Norse. Such commissions will need to demonstrate market tested fees, the default payment terms being consistent with normal market conditions. The scope of services to be provided by the parties will be identified within each Project Agreement. Where Norse does not provide project funding this will be the primary or sole source of return for Norse.
- **Interest income** from any Loan Agreements provided by Norse. The intention of the parties is that any funding provided by the parties will attract an agreed interest rate determined on a project by project basis and stated within each Project Agreement.

The return to MC will be through distributed profits, interest

income and land value. Funding

It is intended that the activities of the JVC will be self-financed by the shareholders, primarily through Loan Agreements for individual projects and equity (predominately by means of recognised land value). The default position, and commitment, being that the parties will fund in equal proportion. That said for the initial project (Rainham High Street) MC intend to fully fund the project through debt in addition to providing the land. Loan Agreements from Norse, above an agreed quantum, will be secured by debt against the project site.

APPENDIX D

Company	Appoint
Home Support Matters CIC	Mrs Susanne Baldwin

Recommendations of the Environment, Development and Transport Committee Meetings held on 18 January & 8 March 2019

A. Item from meeting held on 18 January

1. **Highway capital programme and Transport Asset Management Plan (TAMP)**
 - 1.1 The Committee considered the report summarising the government settlement and proposed allocations for the capital programme and asset planning 2019/20
 - 1.2 The Committee **RECOMMENDED** that Full Council approves as part of the capital programme:
 1. The proposed allocations and programme for 2019/20 and indicative allocations for 2020/21/22 (as set out in Appendices A, B, C and D of the report);
 2. The adoption of the 2016 Code of Practice ‘Well-Managed Highway Infrastructure’ following the successful implementation of the improvement plan;
 3. The Transport Asset Management Plan (TAMP) for 2019/20 - 22/23;
 4. The proposed road hierarchy changes detailed in Section 5.2 and Appendix F of the report

The full report and appendices considered by Committee can be found here:
[Highway Capital Programme and Transport Asset Management Plan \(TAMP\) report](#)

B. Item from meeting held on 8 March

1. **Recommendations of the Single Use Products Member Task and Finish Group**
 - 1.1 The Committee discussed the report setting out recommendations of the Single Use Products Member Task and Finish Group on a balloon and lantern free charter and about single use products and plastics in buildings owned or operated by the Council.
 - 1.2 The Committee:
 1. **RECOMMENDED** to Full Council on 15 April 2019 that it supports:
 - a) Adoption of a balloon and lantern free charter;

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

The full report and appendices considered by Committee can be found here:
[Recommendations of the Single Use Products Member Task and Finish Group report](#)

Martin Wilby
Chair, Environment, Development and Transport Committee

Recommendation from the Personnel Committee Meeting held on 26 February 2019

1. Pay Policy Statement 2019-20

- 1.1 Under the Localism Act 2011 each Local Authority is required to publish a draft Pay Policy Statement at the beginning of each financial year. The present statement was approved by full Council in April 2018.
- 1.2 A substantive change from the 2018-19 version is an added reference to the Recognition Payment Policy the Council has introduced to permit payments to employees who show exceptional dedication and contribution that warrants financial recognition. Other factual updates include those required to reflect changes to the Council's constitution and leadership structure.
- 1.3 The Committee noted that under the new governance arrangements from May 2019, the 2020/21 Pay Policy Statement will be taken to Cabinet for consideration and then to full Council for approval.
- 1.4 The Committee has reviewed the draft statement and **RESOLVED** to
 - **RECOMMEND** the Pay Policy Statement 2019-20 (attached at Appendix A) to full Council for approval.

**Andrew Proctor
Chairman**

DRAFT

NORFOLK COUNTY COUNCIL
Pay Policy Statement 2019-2020

Approved by County Council on [date to be inserted]

[Text is the same as for the 2018/19 Statement except where shown in **Bold Italics Underlined**]

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 **2019-2020**. 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 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, 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 in schools
 - d) Employees paid on national pay rates determined by the Soulbury Committee covering Education Improvement Professionals and Educational Psychologists
 - e) Employees in Public Health on NHS conditions of employment.
- 1.3. The Pay Policy Statement fulfils the Council's statutory requirements under Chapter 8 of the Localism Act 2011.

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 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 spinal column 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 employs some apprentices under the national Apprenticeship framework, 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 **s** from **April 2019** are from **£3.90** to **£8.21** per hour **depending on age** (equivalent to **£7,524 to 15,839** 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. ~~In future, the Pay Policy will be approved by council and the Officer Employment Procedure Rules will provide the delivery mechanism. The Council's Personnel Committee determines the terms and conditions of employment for all staff within the scope of this statement, including the application of any discretions available under the Local Government Pension Scheme. The full remit of the Personnel Committee is detailed in the Council's Constitution.~~

- 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 **the Personnel Committee 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 Hay 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 ~~at which~~ 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 the senior officers, views of Members of the Appointments Panel will inform the decision.
- 6.3. As the ~~existing~~ arrangements for determining senior **officer** salaries are robust and transparent, the County Council has decided that a vote on **individual** salary packages ~~above a pre-determined threshold~~ 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 **is subject to satisfactory performance as defined by the Council's performance development framework. An increment may be withheld from an individual where a satisfactory rating is not achieved 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 O, 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 locally reviews pay levels annually 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 **Personnel Committee Head of Paid Service**, taking account of affordability. **Any resulting changes would be reported to Cabinet.**

7. Additional Pay Determination

In addition to basic pay the Council's reward package may include additional pay elements.

- 7.1. 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 Supplements policy and procedure (recruitment and retention)**.
- 7.2. 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 and Procedure**. All payments are regularly monitored and reviewed as outlined in the policy.
- 7.3. **The County Council's recognition payment scheme, which allows a flat rate payment of up to £1000 in recognition of a 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.**
- 7.4. 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 **or bonus** payments paid to employees of the Council.

- 7.5. 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 and Procedure](#).
- 7.6. 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 **Personnel Committee Head of Paid Service**.
- 7.7. 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. 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, ~~the **Managing Director Head of Paid Service in consultation with the Leader, will consult the members of the Personnel Committee and**~~ **and the Cabinet will be advised. will refer the matter to full Council.**

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 Personnel 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 **Managing Director's highest paid Officer's** pay to the median pay in the organisation is published as set out in paragraph 5.1.

11. Review

11.1. The pay policy statement this year is reviewed by the Personnel Committee and is recommended to Full Council for **annual** approval. The statement for **2019-20** will be submitted to Full Council for approval **in April 2019**.

For queries contact hrstrategy@norfolk.gov.uk

**Recommendation to Council from the Standards Committee
Meeting held on 20 March 2019**

- 1. Procedure for handling Code of Conduct Complaints**
- 1.1 Under the Localism Act 2011 the Council is required to have procedures in place for considering complaints against members under the code of conduct. The council currently does have procedures in place, but they are not in writing and are not published, which means that complainants and members who are the subject of a complaint have no reference to see how the complaint will be dealt with.
- 1.2 The Committee considered a draft procedure for consideration of Code of Conduct complaints against members based on the procedure currently in place (but not in writing).
- 1.3 The Committee **RESOLVED** to approve the draft procedure (attached at Appendix 1) for handling Code of Conduct complaints and **RECOMMENDS** them to Full Council for approval.

**Mark Kiddle-Morris
Chairman, Standards Committee**

Arrangements for dealing with standards allegations

1 Context

These Arrangements set out how you may make a complaint that a member of this Council has failed to comply with the Code of Conduct and sets out how the Council will deal with allegations of a failure to comply with the Code of Conduct. Under Section 28(6) and (7) of the Localism Act 2011, the Council must have in place “arrangements” under which allegations that one of its members (elected or co-opted) has failed to comply with the Code of Conduct can be investigated and decisions made on such allegations. Such arrangements must provide for the Council to appoint at least one Independent Person, whose views must be sought by the Council before it takes a decision on an allegation which it has decided shall be investigated, and whose views can be sought by the authority at any other stage, or by a member against whom an allegation has been made.

2 The Code of Conduct

The Council has adopted a Code of Conduct for members, which is attached as Appendix One to these arrangements and is also available for inspection on the authority’s website.

3 Making a complaint

The Council regards complaints concerning the Code of Conduct very seriously and before you invoke the formal procedure you might wish to consider an informal meeting with the Monitoring Officer to discuss other options available. The Council encourages a process of informal resolution and the Monitoring Officer is always willing to assist with this whenever possible but cannot be asked to determine the validity of a complaint in such a process, this can only be decided after following the procedures set out below. If you do wish to make a formal complaint that a member of this Council has failed to comply with the relevant authority’s Code of Conduct, please write to the Monitoring Officer at helen.edwards2@norfolk.gov.uk or at County Hall, Martineau Lane, Norwich, NR1 2DH.

The Monitoring Officer is a senior officer of the authority who has statutory responsibility for maintaining the register of members’ interests and who is responsible for administering the system in respect of complaints of member misconduct. In order to ensure that we have all the information which we need to be able to process your complaint, please use the complaint form, which can be downloaded from the Council’s website, next to the Code of Conduct. Please do provide us with your name and a contact address, so that we can acknowledge receipt of your complaint and keep you informed of its progress. If you want to keep your name and address confidential, please indicate this in the space provided on the complaint form, in which case we will not disclose your name and address to the member against whom you make the complaint, without your prior consent. The Council does not normally investigate anonymous complaints (where no name has been provided) unless there is a clear public interest in doing so.

The Monitoring Officer will acknowledge receipt of your complaint within five working days of receiving it and will keep you informed of the progress of your complaint thereafter.

4 How will your complaint be dealt with?

The Monitoring Officer will review every complaint received and shall undertake an initial assessment of the complaint to determine whether the complaint is admissible, and may then consult with the Independent Person before taking a decision as to whether:

- a) it may be suitable for alternative resolution without investigation or,
- b) it warrants investigation, or
- c) it does not warrant any further action.

For the complaint to be admissible it must be in a legible format, relate to an existing member or co-opted member of the Council and be a complaint, which if proven, would be a breach of the applicable Code of Conduct. The Monitoring Officer will notify you in writing of the outcome of the initial review giving reasons for the determination. In determining whether or not an admissible complaint should be recommended for investigation or alternative resolution the Monitoring Officer will have regard to a range of factors including the following:

- a) Whether there is sufficient information upon which to base a decision;
- b) Whether the complaint has already been the subject of an investigation or other action relating to the Code of Conduct or the subject of an investigation by other regulatory authorities;
- c) How serious is the alleged action;
- d) Does the complaint appear to be simply malicious or vexatious;
- e) Did the action complained of occur recently or not? A complaint that has not been received within 3 months of the alleged misconduct is not likely to be recommended for investigation or alternative resolution unless there are exceptional circumstances e.g. allegation of bullying or harassment;
- f) Does it appear that there can be no breach of the Code of Conduct because for example, the matter relates to the member's private life, something the member has done in a private capacity or is about dissatisfaction with a decision of the authority?
- g) Has the member complained of apologised and/or admitted making an error and the matter would not warrant a more serious sanction?
- h) Whether the matter is considered suitable for alternative resolution and either the subject member or the complainant is not prepared to undertake alternative action.

An initial decision on how your complaint will be dealt with will normally be taken within 28 days of receipt of your complaint and you will be informed, in writing, of the decision and next steps, if any. Unless exceptional circumstances exist that indicate otherwise, the Monitoring Officer will also inform the member against whom your complaint is directed of the receipt and nature of any admissible complaint and invite their comments. The subject member will also be kept informed throughout the investigation of the expected timescale and process. Where the Monitoring Officer requires additional information in order to come to a recommendation, he/she may come back to you for such information and may also request additional information

from the member concerned. If your complaint identifies criminal conduct or breach of other regulation by any person, the Monitoring Officer has the power, or may have an obligation, to call in the Police or other regulatory agencies as an alternative to, or in addition to, referring the matter for investigation. When a matter is referred for alternative resolution or investigation, it does not mean that the Monitoring Officer has made a decision on the allegation, it simply means that the Monitoring Officer believes the alleged conduct, if proven, may amount to a failure to comply with the Code of Conduct and that some action should be taken in response to the complaint.

5 What happens if your complaint is referred for alternative resolution?

The Monitoring Officer may conclude that the matter can reasonably be resolved without the need for an investigation and hearing. In such a case, the Monitoring Officer may consult with the Independent Person and with you as complainant and seek to agree what you consider to be a fair resolution which also helps to ensure higher standards of conduct for the future. Such resolution may include the member accepting that his/her conduct was unacceptable and offering an apology, and/or other remedial action by the authority. If the member complies with the suggested resolution, the Monitoring Officer will inform the chairman of the Standards Committee but will take no further action. If the member concerned is not prepared to participate in an alternative resolution process or undertake any proposed remedial action, the Monitoring Officer will determine whether the complaint should then be investigated and referred to the Standards Committee.

6 If the complaint is referred for investigation how is the investigation conducted?

If the Monitoring Officer decides that a complaint merits formal investigation, the Monitoring Officer may either carry out the investigation, or may appoint an Investigating Officer, who may be another senior officer of the authority, an officer of another authority or an external investigator. The Investigating Officer or Monitoring Officer will decide whether he/she needs to meet or speak to you to understand the nature of your complaint and so that you can explain your understanding of events and suggest what documents need to be seen, and who needs to be interviewed. The Investigating Officer or Monitoring Officer would normally write to the member against whom you have complained and provide him/her with a copy of your complaint and ask the member to provide his/her explanation of events, and to identify what documents he/she suggests need to be seen and who needs to be interviewed. In exceptional cases, where it is appropriate to keep your identity confidential or disclosure of details of the complaint to the member might prejudice the investigation, the Investigating Officer or Monitoring Officer can delete your name and address from the papers given to the member, or delay notifying the member until the investigation has progressed sufficiently. At the end of his/her investigation, the Investigating Officer or Monitoring Officer will produce a draft report and will send copies of that draft report, in confidence, to you and to the member concerned, to give you both an opportunity to identify any matter in that draft report which you disagree with or which you consider requires more consideration. Having received and taken account of any comments which you may make on the draft report, the Investigating Officer will send his/her final report to the Monitoring Officer, or the Monitoring Officer will produce his/her final report. A copy of the final report will also be sent to the Independent Person.

The length of time taken for an investigation will depend on the complexity of the complaint, and the availability of witnesses. The investigation will normally be

completed within three months of being referred for investigation. You will be advised as soon as possible if it becomes apparent that the investigation cannot be completed in that timescale.

7 What happens if the Investigating Officer or Monitoring Officer concludes that there is no evidence of a failure to comply with the Code of Conduct?

If an Investigating Officer has been appointed the Monitoring Officer will review the Investigating Officer's report and seek also the views of the Independent Person on the report. If, after having taken into account the views of the Independent Person, the Monitoring Officer is satisfied that the Investigating Officer's report is sufficient, the Monitoring Officer will write to you and to the member concerned, notifying you that he or she is satisfied with the report, and give you both a copy of the final report. If an Investigating Officer has been appointed and if the Monitoring Officer is not satisfied that the investigation report is sufficient, he or she may ask the Investigating Officer to reconsider his/her report. If the Independent Person is not satisfied that an investigation report prepared by the Monitoring Officer is sufficient, the Monitoring Officer shall have regard to that opinion, and reconsider his/her report as he/she thinks appropriate. Once the Monitoring Officer has reviewed his or her report he or she will write to you and to the member concerned, notifying you that he or she is satisfied with the report, and give you both a copy of the final report.

The Monitoring Officer will report that there is no evidence of a failure to comply with the Code of Conduct to the Standards Committee for information, and will take no further action unless you notify the Monitoring Officer in writing within 7 days of receipt of the report that you do not accept a finding that there is no evidence of a failure to comply with the Code of Conduct.

8 What happens if the Investigating Officer or Monitoring Officer concludes that there is evidence of a failure to comply with the Code of Conduct or you notify the Monitoring Officer that you not accept a finding that there is no evidence of a failure to comply with the Code of Conduct?

The Monitoring Officer will seek the views of the Independent Person. A hearings sub-committee of Standards Committee (as set out in para 11 below) will then be convened, and the Monitoring Officer will then report the findings of the investigation to the hearings sub-committee of the Standards Committee which will conduct a hearing before deciding whether the member has failed to comply with the Code of Conduct and, if so, whether to take any action in respect of the member. The Monitoring Officer will conduct a "pre-hearing process", requiring the member to give his/her response to the Investigating Officer's report, in order to identify what is likely to be agreed and what is likely to be in contention at the hearing, and the Chairman of the hearings sub-committee may issue directions as to the manner in which the hearing will be conducted. At the hearing, the Investigating Officer or Monitoring Officer will present his/her report, call such witnesses as he/she considers necessary and make representations to substantiate his/her conclusion that the member has failed to comply with the Code of Conduct. For this purpose, the Investigating Officer or Monitoring Officer may ask you as the complainant to attend and give evidence to the hearings sub-committee. The member will then have an opportunity to give his/her evidence, to call witnesses and to make representations to the hearings sub-committee as to why he/she considers that he/she did not fail to comply with the Code of Conduct. The hearings sub-committee, with the benefit of any advice from the Independent Person, may conclude that the member did not fail to comply with

the Code of Conduct, and so dismiss the complaint. If the hearings sub-committee concludes that the member did fail to comply with the Code of Conduct, the Chairman will inform the member of this finding and the hearings sub-committee will then consider what action, if any, the hearings sub-committee should take as a result of the member's failure to comply with the Code of Conduct. In doing this, the hearings sub-committee will give the member an opportunity to make representations to the sub-committee and will take into account any views of the Independent Person, and will then decide what action, if any, to take in respect of the matter. The rules of procedure for the hearing are set out in App 21 of the Council's Constitution.

9 What action can the hearings sub-committee take where a member has failed to comply with the Code of Conduct?

The Council has delegated to the hearings sub-committee such of its powers to take action in respect of individual members of the Council as may be necessary to promote and maintain high standards of conduct. The hearings subcommittee will take advice from the Monitoring Officer and seek the views of the Independent Person, in respect of the sanctions (if any) that might be appropriate in a particular case, and it is expected that the more severe sanctions will be reserved for more serious breaches of the Code of Conduct. The sanctions available are that the hearings sub-committee may:

9.1 Censure or reprimand the member;

9.2 Publish its findings in respect of the member's conduct;

9.3 Report its findings to Council (or to the parish council) for information

9.4 Recommend to the member's Group Leader (or in the case of un-grouped members, recommend to Council or to Committees) that he/she be removed from any or all committees or subcommittees of the Council, including joint committees or sub-committees for a stipulated period;

9.5 Removing from all outside appointments to which he/she has been appointed or nominated by the Council for a stipulated period;

9.6 Instruct the Monitoring Officer to arrange appropriate training for the member;

9.7 Withdraw for a stipulated period facilities provided to the member by the Council, such as a computer, website and/or email and Internet access, to the extent that such a withdrawal is reasonable and proportionate to the nature of the breach and does not unduly restrict the person's ability to perform the functions of a member;

9.8 Exclude the member from the Council's offices or other premises for a stipulated period, with the exception of meeting rooms as necessary for attending Council, Committee and Sub-Committee meetings; or

9.9 Limit access to officers for a stipulated period or require communication between the member and officers or other persons or bodies to be confined to certain forms or ceased for a stipulated period.

The hearings sub-committee has no power to suspend or disqualify the member or to withdraw members' allowances.

10 What happens at the end of the hearing?

At the end of the hearing, the Chairman will state the decision of the hearings subcommittee as to whether the member failed to comply with the Code of Conduct and as to any actions which the hearings sub-committee resolves to take. As soon as reasonably practicable thereafter, the Monitoring Officer shall prepare a formal decision notice in consultation with the Chairman of the hearings subcommittee, and send a copy to you, to the member, make that decision notice available for public inspection and report the decision to the next convenient meeting of the Council.

11 What is the hearings sub-committees?

The hearings sub-committee is a sub-committee of the Council's Standards Committee. The Council has decided that these subcommittees will comprise 3 members of the Standards Committee and be made up of members drawn from at least two different political parties and where possible will be gender balanced. If an appropriately constituted hearings sub-committee cannot be drawn from the members of the Standards Committee, it will be drawn from a panel of named substitutes who have received appropriate training alongside the Standards Committee members. The Independent Person is invited to attend all meetings of the sub-committee and his/ her views are sought and taken into consideration before the sub-committee takes any decision on the matters before them. Insofar as is possible, members will be selected who have no connection with the subject matter of the complaint.

12 Who is the Independent Person?

The Independent Person is a person who has applied for the post following advertisement of a vacancy for the post and is appointed by a positive vote from a majority of all the members of Council. A person cannot be "independent" if he/she:

12.1 Is, or has been within the past five years, a member, co-opted member or officer of the authority, with the exception that former Independent Members of Standards Committees can be appointed as Independent Persons;

12.2 Is or has been within the past five years, a member, co-opted member or officer of a parish council within the authority's area, or

12.3 Is a relative, or close friend, of a person within paragraph 12.1 or 12.2 above. For this purpose, "relative" means:

12.3.1 Spouse or civil partner;

12.3.2 Living with the other person as husband and wife or as if they were civil partners;

12.3.3 Grandparent of the other person;

12.3.4 A lineal descendant of a grandparent of the other person;

12.3.5 A parent, sibling or child of a person within paragraphs 12.3.1 or 12.3.2;

12.3.6 A spouse or civil partner of a person within paragraphs 12.3.3, 12.3.4 or 12.3.5; or

12.3.7 Living with a person within paragraphs 12.3.3, 12.3.4 or 12.3.5 as husband and wife or as if they were civil partners.

13 Revision of these arrangements

The Council may by resolution agree to amend these arrangements and has delegated to the chairman of the sub-committee the right to depart from these arrangements where he/she considers that it is expedient to do so in order to secure the effective and fair consideration of any matter being dealt with at a meeting of the hearings sub-committee.

14 Appeals

There is no right of appeal for you as complainant or for the member against a decision of a hearings sub-committee. If you feel that the authority has failed to deal with your complaint properly, you may make a complaint to the Local Government Ombudsman.

Appendix One

The Authority's Code of Conduct

Procedure for Questions to Service Committee Chairs

Questions to the Chairs of:-

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

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

1. The Chairman will begin Questions to Chairs by inviting members to indicate, by raising their hands, if they wish to ask a question of the Chairman of the Adult Social Care Committee.
2. The Chairman will select a member to ask their question and all other members should put down their hands until the Chairman next invites questions.
3. The Chairman will follow the principle of selecting the first questioner from the Labour Group, followed by the Liberal Democrat Group, the Independent Group and the Conservative Group. The Chairman will then revert to the Labour Group etc.
4. The session will be timed by the existing lights system for timing speeches. The amber light will be lit after 9 minutes and the red light after a further minute. If a question is being asked at the point at which the red light is lit, the Chairman will allow the question to be completed and the answer to be given.
5. Questions should be asked succinctly and in a business-like manner. They should not be preceded by lengthy preambles. Similarly, answers should be given succinctly, so that there is sufficient time for a reasonable number of questions to be dealt with. The Chairman of the Council will be prepared to intervene if he considers this principle is not being adhered to.
6. After questions to the Chair of the Adult Social Care Committee have ended, the Chairman will then invite questions to the Chair of the Business and Property Committee, following the procedure in 1-5 above

Report of the Policy and Resources Committee meetings held on 28 January 2019 and 25 March 2019

Items from the meeting of 28 January 2019

1 Finance Monitoring Report Period 8 November 2018

- 1.1 The Committee received a report by the Executive Director of Finance and Commercial Services that summarised the Period 8 (30 November 2018) forecast financial outturn position for 2018-19, to assist Members to maintain an overview of the overall financial position of the Council.

1.2 RESOLVED

That the Policy and Resources Committee:

- 1. Note a period 8 forecast general fund revenue underspend of £0.035m (period 6 overspend £4.496m) noting also that Chief Officers will take measures throughout the year to reduce or eliminate potential over-spends;**
- 2. Note the forecast General Balances at 31 March 2019 of £19.536m, before taking into account any over/under spends;**
- 3. Note the revised expenditure and funding of the current and future 2018-22 capital programme as set out in Appendix 2 of the report.**

1.3 The Committee also RESOLVED (with 2 recorded abstentions):

- 1. Approve additional current year capital funding for 1) Norfolk Community Learning Services ICT Transformation Project (£0.420m) and 2) Schools ICT refresh programme 2018-22 £0.360m, in advance of schools contributions, as set out in capital Appendix 2 section 3 of the report;**
- 2. RECOMMEND TO COUNTY COUNCIL the flexible use of £2m capital receipts to fund the Children's Services Demand Management & Prevention Strategy in 2018- 19, as set out in Appendix 2 section 4 of the report.**

2 Developing a whole-Council business plan

- 2.1 The Committee received a report by the Executive Director of Strategy and Governance that proposed the development of a Norfolk County Council business plan for the period 2019-2025, to be developed between January and April 2019.

2.2 **RESOLVED**

That Policy and Resources Committee:

- 1. Agree to the development of a 6-year Norfolk County Council business plan, in line with the principles and proposals set out in the report.**
- 2. Agree the timetable for completing the Norfolk County Council business plan as set out in paragraph 4 of the report.**

3 **Brexit Implications for the County Council**

- 3.1 The Committee was updated on changes in government guidance since the publication of the report for EU citizens to apply to continue to live, work and study in the UK after Brexit under the EU settlement scheme without having to incur a fee.

3.2 **RESOLVED**

That Policy and Resources Committee:

- 1. Note the work in hand to understand Brexit's impact on the Council's workforce and that of its supply chain, as well as schools with significant EU communities.**
- 2. Note the Council's efforts to shape future funding to benefit Norfolk plans to make the case to Government for more funding for local business advice related to Brexit.**
- 3. Ask for a further progress report at the next meeting.**

4 **Liquidlogic Project Update**

- 4.1 Members spoke about the good progress that continued to be made with the Liquidlogic project in Adult Social Services, Children's Services and Finance.

4.2 **RESOLVED**

That Policy and Resources Committee note the good progress in delivering the new Social Care System for Adult Social Services, Children's and Finance and ask for no further progress reports to be presented to this Committee.

5 **NORSE Business Plan**

- 5.1 The Managing Director of the Norse Group Ltd outlined the aspirations of Norse Group Ltd for the financial year 2019-20 including plans for on-going growth in the business and the benefits the company would continue to bring to the Norfolk economy.

5.2 **RESOLVED**

That Policy and Resources Committee:

- 1. Approve the Norse Group Business plan for 2019/20.**
- 2. Note that the business plan reflects the aspirations of the shareholders.**
- 3. Note that a further report on a proposal for the appointment of non-executive directors of Norse Group Ltd will be reported to the next meeting of Policy and Resources Committee.**

6 Health, Safety and Well-being mid-year report 2018/19

- 6.1 The Committee received a report by the Executive Director of Strategy and Governance that summarised the County Council's key priorities to ensure that the Council had in place a robust management system to ensure the health and safety of Council employees and others affected by Council business undertaking; including anyone who the Council provided services to (either directly or through a 3rd party) such as school pupils, commissioned services clients, contractors and Members.

6.2 RESOLVED

That the Policy and Resources Committee:

- 1. Note overall performance position at the midyear Point;**
- 2. Endorse the commitments made by Executive Directors to further improve the position by the end of March 2019.**

7 Determination of Admission Arrangements 2020/21

- 7.1 The Director of Children's Services explained the changes in admission arrangements for 2020/21 that were consulted upon, considered by Children's Services Committee on 22 January 2019 and recommended to Policy and Resources Committee for approval.

7.2 RESOLVED

That the Policy and Resources Committee:

- 1. Approve the co-ordination schemes and timetables including in-year coordination for 2020/21.**
- 2. Agree the admission arrangements for Community and VC schools.**
- 3. Agree to the revised priority for Looked After Children, to include children adopted from abroad within the over-subscription rules for Community and VC schools.**
- 4. Approve the introduction of the Fair Access Protocol.**

8. Notifications of Exemptions Under Contract Standing Orders

8.1 RESOLVED

That as required by paragraph 9.12 of the Council's Contract Standing Orders, Policy and Resources Committee note the exemptions that have been granted under paragraph 9.11 of Contract Standing Orders by the Head of Procurement and Head of Law in consultation with the Chairman of Policy and Resources Committee that are over £250,000.

Items from the meeting of 25 March 2019

9 Finance monitoring report P10: January 2019

- 9.1 The Committee received a report by the Executive Director of Finance and Commercial Services that summarised the Period 10 (31 January 2019) forecast financial outturn position for 2018-19, to assist Members to maintain an overview of the overall financial position of the Council.

9.2 RESOLVED

That the Policy and Resources Committee:

- 1. Note the period 10 forecast general fund revenue underspend of £0.021m (p8 underspend £0.035m) noting also that Chief Officers will take measures throughout the year to reduce or eliminate potential overspends.**
- 2. Note the forecast General Balances at 31 March 2019 of £19.536m, before taking into account any over/under spends.**
- 3. Note the revised expenditure and funding of the current and future 2018-22 capital programme.**
- 4. Approve additional current year capital funding of £0.231m for Changing Places facilities within seven Multifunction Centres as set out in Appendix 2, paragraph 3.1 of the report.**

10 Delivering Financial Savings 2018-19

- 10.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided details of the forecast year-end position in respect of the delivery of the 2018-19 savings agreed by the County Council at its budget meeting on 12 February 2018.

10.2 RESOLVED

That the Policy and Resources Committee:

- 1. Request officers continue to take action to ensure that savings are delivered and that shortfalls in savings are met through alternative savings or underspends.**
- 2. Note the total projected shortfall of £4.435m in 2018-19, which amounts to 15% of total savings.**

3. Note the budgeted value of 2018-19 savings projects rated as RED of £0.642m which are all forecast not to be delivered.
4. Note the budgeted value of 2018-19 savings projects rated as AMBER of £14.645m, of which £10.51m are forecast to be delivered.
5. Note the budgeted value of GREEN and BLUE rated projects of £14.712m, where £15.513m of savings are forecast to be delivered.
6. Note the forecast changes to assumptions and rescheduling of savings totalling £5.900m in 2019-20, £1.550m in 2020-21 and £2.500m in 2021-22, which have been reflected in budget planning.

11 **Corporately Significant Vital Signs Performance Management report**

- 11.1 The Committee received a report by the Executive Director Strategy and Governance that provided up to date performance management information for corporately significant vital signs for the period to December 2019/January 2019. The report was based on the 'vital signs' performance indicators agreed by the Committee in March 2018.

11.2 **RESOLVED**

That Policy and Resources Committee note the performance data and recommended action.

12 **Risk Management Report**

- 12.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided the Committee with sight of corporate risks with significant changes since the last risk management report in October 2018, and other related matters, following the latest review conducted during late February and early March 2019.

12.2 **RESOLVED**

That the Policy and Resources Committee:

1. Agree the main changes to the corporate risk register since the last report (in Appendix A to the report) which include the following;
2. Agree to lower the classification of risk RM017 – Failure to deliver the Broadland Northway within agreed budget (£205m) from being managed at a corporate level to a service level.
3. Agree to close risk RM021 – Failure of Estate Management, as recommended by the Business and Property Committee.
4. Note the heat map with corporate risk index, plotting all current corporate risks (Appendix C to the report).

13 **Procurement Six-Monthly Update**

- 13.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided a regular update on procurement issues, so that Members had sufficient notice about forthcoming procurements and were aware of current issues and any concerns.

13.2 **RESOLVED**

That the Policy and Resources Committee:

- 1. Note the procurement pipeline and comments on contracts mentioned in the report.**
- 2. Note the information contained in the report about contract management.**

14 **Progress on the Council's Equality, Diversity & Inclusion Objectives 2017-2020**

- 14.1 The Committee received a report by the Executive Director, Community and Environmental Services that summarised progress on the Council's five Equality, Diversity and Inclusion Objectives for 2017-2020.

14.2 **RESOLVED**

That the Policy and Resources Committee confirm that the Council's five Equality, Diversity and Inclusion Objectives for 2017-2020 remain relevant.

15 **Living Well-Homes for Norfolk-Fakenham Extra Care Scheme**

- 15.1 The Committee received a report by the Executive Director of Adult Social Services that summarised the business case for approving £212,500 capital funding from the Living Well Homes for Norfolk Capital Programme to Housing 21 to support the development and secure nomination rights in a new 66 unit Living Well Homes (extra care housing) for older people, in Fakenham, North Norfolk.

15.2 **RESOLVED**

That the Policy and Resources Committee approve £212,500 of capital contribution funding from the Living Well Homes for Norfolk Capital Programme to Housing 21 to support the development and secure nomination rights in a new 66 unit Living Well Home (extra care housing) for older people in Fakenham, north Norfolk.

16 **Norfolk County Council's Carers Charter Next Steps**

- 16.1 The Committee received a report by the Executive Director of Adult Social Services that set out the next steps around promoting the Carers Charter

and engaging with other key employers and with public sector partners to pledge actions and sign the Charter. The report also set out progress against specific service-level actions to take forward the Norfolk County Council pledges in the Charter.

16.2 RESOLVED

That the Policy and Resources Committee:

- a) Agree to promote the Charter and gain commitment and signatories.**
- b) Ask the Charter Task and Finish Group to reconvene to review progress in late June/early July 2019.**

17 Integration with the NHS and 10 Year Plan

- 17.1** The Committee received a report by the Executive Director of Adult Social Services that provided an overview of the recently published NHS 10-year Plan and updated Members on work locally to move towards an integrated care system across Norfolk and Waveney. The report made the case for further integration between the Council and NHS partners to deliver joined up health and care services and recommended that this was endorsed by Policy and Resources Committee.

17.2 RESOLVED

That the Policy and Resources Committee welcome the NHS plan and support the NCC response by:

- 1. Committing to continued integration with NHS partners to deliver the ambitions of an ICS. Aligning our services and relevant resources with emerging primary care networks and continuing leadership in STP activity, e.g. Local Delivery Groups and charring workstreams.**
- 2. Giving delegated authority to the Executive Director of Adult Social Services to renew our contractual arrangements (under a Section 75 Agreement) for the integrated management of community services with Norfolk Community Health & Care to March 2021.**
- 3. Approving the reshaping of integrated commissioning arrangements to support a move towards an integrated care system.**
- 4. Following the recommendations of the Mental Health Strategy and to support development of an integrated health and care model for children and adult's mental health services, which could include structural integration with the community mental health provider to create a joint service.**
- 5. Committing to full participation in the prevention agenda across the Council.**
- 6. Supporting the Council's lead role in information intelligence,**

producing the Joint Strategic Needs Assessment, and increasing our contribution to whole-system, population based, intelligence as the basis of decision making.

18 Independence Matters and Limited Company Consents

- 18.1 The Committee received a report by the Executive Director of Finance and Commercial Services that, following the national financial difficulties experienced by Allied Healthcare and in line with the Care Quality Commission advice, explained the urgent action taken by the Council to secure the safe continuation of care to service users affected in Norfolk through the support of Independence Matters CIC, which had led to some changes in the structure of that company.

18.2 RESOLVED

That the Policy and Resources Committee:

- 1. Note the actions taken by Independence Matters to repurpose a subsidiary company to create Home Support Managers to manage the safe transfer of contracts from Allied Health Care.**
- 2. Recommend to Full Council the appointment of directors to companies. (Note: these appointments can be found in the report of recommendations from Policy and Resources Committee).**
- 3. Approve the agreement of a new Strategic Partnership Agreement with Independence Matters CIC including purchase and transfer of shares to NCC to ensure Teckal compliance.**

19 Norse Governance Proposals

- 19.1 The Committee received a report by the Executive Director of Finance and Commercial Services that proposed a further strengthening of the Norse Board with the appointment of two independent Non- Executive Directors with one vote each.

19.2 RESOLVED

That the Policy and Resources Committee:

- 1. Agree the proposal to recruit two independent non-executive Directors with one vote each. These will be remunerated positions.**
- 2. Agree to the same approach as Repton Property Developments Ltd and advertise and recruit as soon as possible.**
- 3. Ask for the appropriate amendments to be made to the Articles of Association.**

20 Transition from a Committee to an Executive Leader and Cabinet

System of Governance.

- 20.1 The Committee received a report by the Chief Legal Officer that included the draft Constitution agreed by the Cabinet System Member Working Group.

20.2 **RESOLVED (by 9 votes to 4 votes)**

That the Policy and Resources Committee:

1. **Note the final working draft of the new Constitution.**
2. **Grant authority to the Chief Legal Officer to make any further changes agreed as necessary by the Committee to produce the final draft Constitution to be presented to Full Council on 15 April 2019.**

21 **Electoral Review of Norfolk County Council**

- 21.1 The Committee received a report by the Chief Legal Officer that set out the background and process for the County Council's electoral review.

21.2 **RESOLVED (by 9 votes to 4 votes)**

That the Policy and Resources Committee:

1. **Note the decision by the Local Government Boundary Commission for England to undertake an electoral review of Norfolk County Council and the timescale set out in paragraph 3.2 of the report;**
2. **Agree that an Electoral Review Working Group provides Member oversight of this project with the composition and Terms of Reference set out in Appendix A to the report;**
3. **Agree that Officers give further consideration to resourcing phase 2 of the project once the proposed size of the new Council is clearer.**

Andrew Proctor
Chairman, Policy and Resources Committee

Report of the Adult Social Care Committee Meeting held on 14 January and 4 March 2019

A – Items from the meeting of 14 January 2019

1. Executive Director's Update

- 1.1 The Director of Community Social Work updated Members on:
- Winter pressures in the acute hospitals which had started on around the 5 January 2019
 - The “transforming care programme” (TCP) and an associated bid underway for advocacy services for people with learning disabilities
 - Recruitment for social workers which was showing a steady improvement
 - The National Social Work Award which had been awarded to the “people from abroad team” for close work with libraries and providing innovative social work services with people from abroad
 - The Social Care Green paper which was not yet published; planned publication date of the Green Paper was not known

2. Chairman's Update

- 2.1 The Chairman discussed the Social Care Green Paper; it was difficult to plan as a Committee while the Government's main strategic objectives were unknown. He expressed disappointment that it had not been published and proposed to write to the Minister about this on behalf of the Committee. This was agreed.

3. Update from Members of the Committee regarding any internal and external bodies that they sit on

- 3.1 Verbal updates were received from Members of the Committee

4. Peer Review

- 4.1 The Committee received the report setting out the results and outcomes of the Peer Review of Adult Social Services
- 4.2 The Committee **REVIEWED** the key findings and recommendations from the Peer Review and unanimously **AGREED** the Action Plan to be taken forward in response

5. Autism Strategic Update

- 5.1 The committee considered the report giving an update on progress to support the implementation of the Autism Act (2009) National Autism Statutory Guidance (2016) and Strategy' Think Autism'.
- 5.2 Mr B Watkins **PROPOSED** seconded by Mr M Sands, that the Autism Strategy was

handed to a national body such as the national autistic society; with 5 votes for and 8 against, the proposal was lost.

5.3 With 8 votes for and 5 against the Committee:

- a) **ACKNOWLEDGED** the work undertaken in the continued development of Norfolk All-Age Autism Partnership Board, Norfolk All-Age Autism Group and the working groups in place to undertake priority work identified
- b) **CONSIDERED** the contribution from services across Norfolk County Council (the Council) to the strategy
- c) **AGREED** to receive the local all-age autism strategy that will be informed by the completion of the National Autism Self-Assessment (completed 14 December 2018) with a co-produced all age strategy available March 2019

6. Performance Management

6.1 The Committee discussed the report showing the latest available performance position for Adult Social Services, using data from the new LiquidLogic system.

6.2 With 8 votes for and 5 votes against, the Committee **DISCUSSED** and **AGREED** the overall performance position for Adult Social Care as described in section 2 of this report

7. Adult Social Care Finance monitoring report Period 8 (November) 2018-19

7.1 The Committee received the report showing financial monitoring information based on information to the end of November 2018, variations from the budget, progress against planned savings and a summary of the use of the improved Better Care Fund.

7.2 With 8 votes for and 5 against, the Committee **AGREED**:

- a) The forecast outturn position at Period 8 for the 2018-19 Revenue Budget of a balance position
- b) The planned use of reserves totalling £5.800m, which is below the original level agreed

8. Fee levels for adult social care providers 2019/20

8.1 The Committee received the report reviewing fee levels for Adult Social Care Providers for 2019-20 based on legal duties under the Care Act 2014 to promote the effective and efficient operation of this market including its sustainability.

8.2 The Committee unanimously **CONSIDERED** and **AGREED** the approach to fee uplifts for the 2019/20 financial year as set out below:

- a) In respect of contracts where an inflation index or indices are referenced an uplift is implemented to match any changes in the relevant index or indices
- b) In respect of contracts where there is a fixed price for the duration of the contract no additional uplift in contract prices takes place
- c) In other contracts, where the Council has discretion in relation to inflationary uplifts, that uplifts are considered in line with those set out in this report
- d) In the case of residential and nursing care any final uplift including other adjustments is subject to formal consultation with implementation being through the use of Chief Officer delegated powers following that process

9. Strategic and Financial Planning 2019-20 to 2021-22 and Revenue Budget 2019-20

- 9.1 The Committee considered and discussed the report showing proposals to inform Norfolk County Council's decisions on council tax, contribute to the Council setting a legal budget for 2019-20, allow the Committee to take a careful view of all the relevant issues to agree budget proposals for 2019-20 and the Medium Term Financial Strategy to 2021-22 and make recommendations on these to the Policy and Resources Committee
- 9.2 Mr Watkins, seconded by Mr Harrison **proposed** that Members remove the budget cut to minimum income guarantee and that Officers bring a proposal to Policy and Resources Committee on how to meet this saving instead. With 5 votes for and 8 votes against, the proposal was **lost**

The recommendations were taken separately:

- a) With 8 votes for and 5 against, the Committee **CONSIDERED** the content of this report and the continuing progress of change and transformation of Adult Social Services
- b) With 8 votes for and 5 against, the Committee **CONSIDERED** and **AGREED** the service-specific budgeting issues for 2019-20 as set out in section 5 of the report
- c) With 8 votes for and 5 against, the Committee **CONSIDERED** and **COMMENTED** on the Committee's specific budget proposals for 2019-20 to 2021-22, including the findings of public consultation in respect of the budget proposals set out in Appendix 1 of the report
- d) With 8 votes for and 5 against, the Committee **CONSIDERED** the findings of equality and rural impact assessments, attached at Appendix 2 to this report, and in doing so, **NOTED** the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - i. Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
 - ii. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - iii. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it
- e) With 8 votes for and 5 against, the Committee **CONSIDERED** and **AGREED** the mitigating actions proposed in the equality and rural impact assessments
- f) With 8 votes for and 5 against, the Committee **CONSIDERED** the advice of the Executive Director of Finance and Commercial Services, and **RECOMMENDED** to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2019-20, within the Council's tax referendum limit of 3.00% for the year
- g) With 8 votes for and 5 against, the Committee **AGREED** and **RECOMMENDED** to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 3 of the report including all of the savings for 2019-20 to 2021-22 as set out
- h) With 8 votes for and 5 abstentions, the Committee **AGREED** and **RECOMMENDED** the Capital Programme and schemes relevant to this Committee as set out in Appendix 4 to Policy and Resources Committee for consideration on 28 January 2019, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 11 February 2019

B – Items from the meeting of 4 March 2019

1. Executive Director's Update

1.1 The Executive Director of Adult Social Services updated Members on:

- The Sustainability and Transformation Plan (STP); a paper would be taken to Policy and Resources Committee in March 2019
- The NHS plan, which had implications for integrated work between health and social care; it included new challenges and proposals including the 2-hour urgent and 2-day reablement response proposals, work on population health management and enhancing care in care homes which would work well alongside the Adult Social Care integrated approach
- The Green Paper for Adult Social Care which was still being awaited; NHS providers 'Health for Care' were launching a campaign for more funding for social care
- The recruitment for the Director of Commissioning role
- Preparations to mitigate risks posed by Brexit; there was an Officer responsible for coordinating business risks which may arise
- The Norfolk Care Awards which were an opportunity to celebrate the work of those in the care sector. Norfolk County Council had sponsored two categories, and awarded a bursary for the winners
- His attendance at Association of Directors of Adult Social Services (ADASS) meetings in preparation to take up the Vice President Role
- The National Social Care Recruitment Campaign which was launched in Norfolk
- This being the last meeting of Adult Social Care Committee, the Executive Director thanked Members for making decisions and holding plans to account
- Officers had continued to co-produce the Autism Strategy with the autistic community and commissioners and planned for the Strategy to be signed off with the Autistic Community and All-Age Partnership Board and agreed by the Health and Wellbeing Board in time to be released for Autism Week in April 2019
- The issue of adults waiting up to 4 years for an autism diagnosis had been taken forward to the Health and Overview Scrutiny Committee; the Executive Director reported that the All Age Partnership Board had also considered this

2. Chairman's Update

- #### **2.1**
- Discussed the National Care Recruitment Campaign, launched in Norfolk, focussed on careers in care and educating employers on what carers wanted from their job
 - Had visited an Association of Clinical Commissioning Groups and Local Government Association conference in London focussed on better working between Local Government and the NHS.
 - Discussed the possible Green Paper on Health and Social Care
 - The Chairman was keen to take the message about prevention from Adult Social Care Committee forward with the Health and Wellbeing Board and other partners

3. Update from Members of the Committee regarding any internal and external bodies that they sit on

- #### **3.1**
- Verbal updates were heard from Committee Members and a written report circulated

4. Adult Social Care Finance Monitoring Report Period 10 (January) 2018-19

- 4.1 The Committee received the report detailing financial monitoring information based on information to the end of January 2019, including variations from the budget, progress against planned savings and a summary of the use of the improved better care fund.
- 4.2 With 8 votes for and 5 against, the Committee **AGREED**:
- a) The forecast outturn position at Period 10 for the 2018-19 Revenue Budget of a balance position
 - b) The planned use of reserves totalling £1.688m which is below the original level agreed

5. Risk Management

- 5.1 The Committee discussed the report providing the latest on the existing corporate and departmental risks reported by exception for Adult Social Services
- 5.2 With 8 votes for and 5 against, the Committee:
- a) **NOTED** the current risks reported by exception in Appendix A
 - b) **CONSIDERED** that no further action is required

6. Prevention

- 6.1 The Committee considered the report outlining Adult Social Services' approach and contribution to Early Help and Prevention
- 6.2 With 8 votes for, 3 against and 2 abstentions, the Committee
- a) **ENDORSED** Adult Social Services approach to Early Help and Prevention
 - b) **AGREED** that they did not want further detail or reports on any specific aspect of Early Help and Prevention included in the report or specific prevention approaches

7. Annual review of progress against priorities

- 7.1 The Committee considered the report outlining progress against the priorities for Promoting Independence and priorities for the coming year 2019/20
- 7.2 With 8 votes for and 5 against, the Committee
- a) **DISCUSSED** and **NOTED** progress against the 2018/19 priorities
 - b) **AGREED** the priorities for Adult Social Care for 2019/20

Bill Borrett
Chair, Adult Social Care Committee

Report of the Business and Property Committee Meeting held on 15 January and 05 March 2019.

A – Items from the meeting of 15 January 2019

1. **Update from Members regarding Internal and External bodies they sit on**
 - 1.1 A written update on Apprenticeships was circulated to Members and discussed
2. **Greater Thetford Development Partnership Board**
 - 2.1 The Committee considered the appointment of a second representative to the Board of the Greater Thetford Development Partnership in addition to existing Member Cllr Roy Brame.
 - 2.2 The Committee **APPOINTED** Cllr Martin Wilby as additional Member on the Greater Thetford Development Partnership Board
3. **Forward Plan**
 - 3.1 The Committee reviewed the report showing the Committee's forward plan and delegated decisions taken by Officers
 - 3.2 The Committee:
 1. **REVIEWED** the Forward Plan at Appendix A.
 2. **AFFIRMED** the delegated decisions.
4. **Economic Development contribution to the Norfolk & Suffolk Economic Strategy**
 - 4.1 The Committee received the report showing how we Norfolk were making a fundamental contribution to the Norfolk & Suffolk Economic Strategy, which was adopted in October 2017.
 - 4.2. The Committee **AGREED** the Council's contribution to the delivery of the Norfolk & Suffolk Economic Strategy
5. **Inward Investment Activity**
 - 5.1 The Committee considered the report giving an update on Norfolk County Council's approach to attracting & retaining investment and giving an overview of recent activity, the County's performance in attracting Foreign Direct Investment and Invest East.
 - 5.2 The Committee:
 - 1) **ENDORSED** the approach being taken by the Economic Development Team and the identified priorities in the report, and
 - 2) **SUGGESTED** areas for further consideration.

6. Skills Update

- 6.1 The Committee considered the report providing an overview of projects currently underway, together with some emerging plans designed to ensure that Norfolk was capitalising on new opportunities for the benefit of business and individuals
- 6.2 The Committee
- 1) **AGREED** the direction of travel for NCC in supporting current skills projects and initiatives
 - 2) **AGREED** future plans and considered what else could be developed

7. Strategic and Financial Planning 2019-20 to 2021-22 & Revenue Budget 2019-20

- 7.1 The Committee considered the report setting out information to enable them to take a considered view of all the relevant issues in order to agree budget proposals for 2019-20 and the Medium Term Financial Strategy to 2021-22 and make recommendations on these to the Policy and Resources Committee.

With 12 votes for and 1 against, the Committee:

- 1) **CONSIDERED** the content of this report and the continuing progress of change and transformation of Business and Property services
- 2) **CONSIDERED** and **AGREED** the service-specific budgeting issues for 2019-20 as set out in section 5 of the report
- 3) Considered and commented on the Committee's specific budget proposals for 2019-20 to 2021-22
- 4) **CONSIDERED** the findings of equality and rural impact assessments, and in doing so, **NOTED** the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it
- 5) **CONSIDERED** the advice of the Executive Director of Finance and Commercial Services, and recommend to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2019-20, within the council tax referendum limit of 3.00% for the year;
- 6) **AGREED** and **RECOMMENDED** to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 1 of the report including all of the savings for 2019-20 to 2021-22 as set out

For consideration by Policy and Resources Committee on 28 January 2019, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 11 February 2019

- 7) **AGREED** and **RECOMMENDED** the Capital Programme and schemes relevant to this Committee as set out in Appendix 2 of the report to Policy and Resources Committee for consideration on 28 January 2019, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 11 February 2019

8. Finance Monitoring

- 8.1 The Committee received the report providing the Committee with information on the revenue budget position for services reporting to Business & Property Committee for 2018 -19, information on the use of reserves and the capital programme.
- 8.2 The Committee **NOTED**
- a) The 2018 – 19 revenue position for this Committee
 - b) The 2018 – 19 to 2020 - 21 capital programme for this Committee
 - c) The 2018 - 19 reserves position for this Committee

9. Performance Management

- 9.1 The Committee received the report based upon the revised Performance Management System, which was implemented as of 1 April 2016

The Committee **REVIEWED** and **COMMENTED** on the performance data, information and analysis presented in the body of the report and **DETERMINED** that the recommended actions identified were appropriate

10 Risk Management

- 10.1 The Committee received the report providing the Committee with the latest departmental level risks falling under the remit of the Committee as at January 2019, following the latest review conducted in December 2018
- 10.2 The Committee **AGREED**
- a) the reconciliation report in Appendix A of the report, which is designed to detail any significant changes to the Committee's corporate and department level risks
 - b) details of the current risks for this Committee to consider, managed on the corporate and departmental risk registers as reported in Appendix B of the report
 - c) The list of possible actions, suggested prompts and challenges presented for information in Appendix C of the report
 - d) The background information to put the risk scoring into context, shown in Appendix D of the report

11. Repton Property Developments Ltd Update

- 11.1 The Committee discussed the report supporting Norfolk County Council priorities by focussing on key objectives of the Council's Asset Management Plan to pro-actively exploit the latent value of the property portfolio & release capital resources for other purposes.
- 11.2 Business and Property Committee **NOTED** the appointment of Lovell Partnerships Ltd as development services provider for Repton Property Developments Ltd.

12. Disposal, Acquisition and Exploitation of Properties

- 12.1 The Committee considered the proposals in the report to support Norfolk County Council priorities by exploiting properties surplus to operational requirements, proactively releasing property assets with latent value where operational needs could be met from

elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County.

12.2 The Committee:

- (i) **AUTHORISED** the Head of Property to dispose of the northern land parcel (and if Children Services do not require it dispose of the southern land parcel), London Road Attleborough. In the event of disposal receipts exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offers and report the fact at a subsequent B&P Committee meeting.
- (ii) **AGREED** to the acquisition of a licence for the erection of a notice board on land owned by Mr & Mrs Pegg adjacent to the entrance to the St Mary's Priory Site, Off Cromer Road, Beeston Regis for an annual fee of £1.
- (iii) **AGREED** to the acquisition of a licence for part of the ground floor of Benjamin Court, Roughton Road, Cromer for use by Adult Support Services on an annual licence fee of £148,477.49.
- (iv) Formally **DECLARED** the Baron's Close Land, Fakenham surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting.
- (v) Formally **DECLARED** the 15 former highway landholdings as listed in Appendix 1 surplus to Council requirements and **INSTRUCTED** the Head of Property to dispose of the land parcels. In the event of a disposal receipt for each land parcel exceeds delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offers and report the fact at a subsequent B&P Committee meeting.
- (vi) Formally **DECLARED** the Land rear of Great Crow Farm, Blakeney Road, Hindringham surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property to the adjacent owner for £25,000 (exclusive of any VAT that may be payable).
- (vii) **AGREED** to the acquisition of 1.6 hectares (3.95 Acres) of land north of the Broadland Northway, Horsham St Faith and Newton St Faith for a new recycling centre and 0.6 hectares (1.5 acres) for a new access road and **DELEGATED** the completion of the negotiations and final decision to acquire both sites to the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee and report the fact at a subsequent B&P Committee meeting.
- (viii) Formally **DECLARED** Land at Baldock Drive, Kings Lynn surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting.
- (ix) **AGREED** to allow the local community housing organisations until the end of March 2019 to draw up a costed proposal for the Redundant site, North Lynn, Lawrence Road King's Lynn
- (x) Formally **DECLARED** Land at Back Lane, North Elmham surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property

in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting

- (xi) Formally **DECLARED** Kings Head Barns and adjacent land, Dereham Road, North Elmham surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting
- (xii) Formally **DECLARED** Carrow Bridge House, Norwich surplus to Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting
- (xiii) Formally **DECLARED** the Allthorpe Road Land, Redenhall with Harleston surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting
- (xiv) Formally **DECLARED** Land West at Burlingham Road, South Walsham surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting

13. Exclusion of the Public

- 13.1 The committee **AGREED** to exclude the public from the meeting under section 100A of the Local Government Act 1972 for consideration of items 20 and 21 on the grounds that they involved the likely disclosure of exempt information as defined by Paragraphs 1, 3 and 3.5 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information

14. County Farms Estate Management Update

- 14.1 The Committee considered the report by the Executive Director of Finance and Commercial Services
- 14.2 The Committee **AGREED** the recommendations as set out in the report

B – Items from the meeting of 05 March 2019

- 1. **Verbal update from Members of the Committee regarding Member Working Groups or bodies that they sit on**
 - 1.1 A written update was circulated to Members of the Committee

2. Decisions taken under delegated authority

- 2.1 The Committee received the report giving an update on decisions taken under delegated powers by Officers
- 2.2 The Committee **NOTED** the delegated decisions

3. Finance monitoring

- 3.1 The Committee discussed the report containing information on the revenue budget position for services reporting to the Committee for 2018-19, use of reserves and details of the capital programme.
- 3.2 The Committee **NOTED**:
 - a) The 2018 – 19 revenue position for this Committee
 - b) The 2018 – 19 to 2020 - 21 capital programme for this Committee
 - c) The 2018 - 19 reserves position for this Committee

4. Performance Management

- 4.1 The Committee received the report based on the revised Performance Management System implemented as of 1 April 2016, giving data against the 2018/19 Vital Signs list.
- 4.2 The Committee **REVIEWED** the performance data, information and analysis presented in the body of the report and determined that the recommended actions identified are appropriate

5. Risk Management

- 5.1 The Committee discussed the report providing the latest departmental level risks falling under the remit of the Committee as at March 2019, following the latest review conducted in late January 2019
- 5.2 The Committee **CONSIDERED** and **AGREED**:
 - a) the reconciliation report in Appendix A of the report, which is designed to detail any significant changes to the Committee's corporate and department level risks
 - b) details of the current risks for this Committee to consider, managed on the corporate and departmental risk registers as reported in Appendix B of the report
 - c) The list of possible actions, suggested prompts and challenges presented for information in Appendix C of the report
 - d) The background information to put the risk scoring into context, shown in Appendix D of the report

6. France (Channel) England Programme - annual update

- 6.1 The Committee received the report and heard a presentation (included in the agenda report) giving an annual update on the France (Channel) England (FCE) programme
- 6.2 The Committee **DISCUSSED** the presentation and **DETERMINED** there were no issues they would like to explore further; Members requested further information as detailed in the minutes of the meeting

7. Apprenticeships Training Agency pilot and next steps - Development of Apprenticeships Norfolk Network

- 7.1 The Committee discussed the report giving an update on progress with the Apprenticeships Training Agency pilot and progress to date with upscaling the model
- 7.2 The Committee:
- **NOTED** the progress to date with the pilot ATA project
 - **ENDORSED** the direction of travel to develop and upscale the model to a wider cohort

8. Disposal acquisition and exploitation of properties

- 8.1 The Committee considered the proposals in the report aimed at supporting Norfolk County Council priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County

8.2 The Committee

- (i) **AGREED** to the disposal of Herondale, Bridewell Lane, Acle to Norse Care Ltd and **AUTHORISED** the Head of Property to agree the terms of the disposal in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee/Portfolio Holder and report the agreement at a subsequent Committee/Cabinet meeting
- (ii) **AGREED** to the sale of the freehold interest in the Hethel Engineering Centre to Hethel Innovation Ltd for £2,700,000
- (iii) With 8 votes for and 2 abstentions, **AGREED** to the freehold transfer of the 17 care homes (listed in the table) to Norse Care Ltd at £1 each and **AUTHORISED** the Head of Property to agree the details of the transfer in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee/Portfolio Holder
- (iv) Formally **DECLARED** the land adjoining East Harling Fire Station (3042/013) surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee/Portfolio Holder is authorised to accept the most advantageous offer and report the fact at a subsequent Committee/Cabinet meeting.
- (v) Formally **DECLARED** the 15 former highway landholdings as listed in Appendix 2 surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the land parcels. In the event of a disposal receipt for each land parcel exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee/Portfolio Holder is authorised to accept the most advantageous offers and report the fact at a subsequent Committee/Cabinet meeting.
- (vi) Formally **DECLARED** Land at Hardingham Road, Hingham surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee/Portfolio Holder is authorised to accept the

most advantageous offer and report the fact at a subsequent Committee/Cabinet meeting.

- (vii) **AGREED** to the leasing of Loddon Library Annexe, Church Plain (7066/027) to Loddon Parish Council for 15 years at a rent of £6,000 per annum on the terms agreed.
- (viii) **AGREED** to the leasing of part of the site at Roydon Primary School to UK Power Networks for 99 years to accommodate a new electricity substation.

9. Exclusion of the Public

- 9.1 After hearing the public interest test, the Committee **AGREED** to exclude the public under section 100A of the Local Government Act 1972 on the grounds that items 17 and 18 involved the likely disclosure of exempt information as defined by Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information

10. County Farms Estate Management Update

- 10.1 The Committee received the report by the Head of Property
- 10.2 The Committee:
 - (i) **NOTED** the general update.
 - (ii) **APPROVED** the proposed tenancy changes that will take place this October.

**Mr B Stone, Chairman,
Business and Property Committee**

Report of the Children's Services Committee Meeting held on 22 January 2019 and 12 March 2019

A Report from the meeting held on 22 January 2019

1. Performance Monitoring Report 2018-19

1.1 The Committee received the report by the Executive Director, Children's Services which focused primarily on data as at end of November 2018.

1.2 The Committee REVIEWED and COMMENTED on the performance data, information and analysis presented in the vital sign report cards and **AGREED** that the recommended actions identified were appropriate.

2. Early Childhood and Family Service

2.1 The Committee received the report by the Executive Director, Children's Services, which set out the revised proposals for a new Early Childhood and Families Service, considering the community views and the equality impact assessment, and a timetable for procuring the new service. It set out both the national policy direction, research into effectiveness and assessment of 'what works' in early years provision, as well as local drivers for change including an assessment of need across the County. It detailed the consultation that had been undertaken to ensure views of service users were reflected in the proposals and set out the findings.

2.2 The Committee;

1. Unanimously **NOTED** the consultation on proposals to develop a new Early Childhood and Family Service, and the future of children's centres
2. Unanimously **NOTED** the feedback from the community
3. Unanimously **NOTED** the rationale for the revised proposals
4. **APPROVED** the revised proposals following 9 votes for and 4 votes against (Mr M Smith-Clare, Ms E Corlett, Mr S Morphew and Mr E Maxfield).
5. **APPROVED** the de-designation of specific children's centres as set out in the paper following 9 votes for and 4 votes against (Mr M Smith-Clare, Ms E Corlett, Mr S Morphew and Mr E Maxfield).
6. **APPROVED** the timetable for the transitions to new service arrangements set out in the paper, following 9 votes for, 3 votes against (Mr M Smith-Clare, Mr S Morphew and Ms E Corlett) and 1 abstention (Mr E Maxfield).
7. **AGREED** to delegate any further decisions regarding the operational implementation of the new service to the Executive Director of Children's Services, in consultation with the Chair of Children Services Committee following 9 votes for and 3 votes against (Mr M Smith-Clare, Mr S Morphew and Ms E Corlett).

3. Budget Monitoring Period 8 (November)

3.1 The Committee received the report by the Executive Director, Children's Services which set out the financial resources to deliver the Safer Children and Resilient

Families Strategy of Norfolk Futures and the forecast revenue expenditure for 2018/19.

- 3.2 The Committee **NOTED** that;
- i). the forecast overspend of £11.340m for General Fund Children's Services
 - ii). the forecast use of Children's Services General Fund reserves and provisions
 - iii). the forecast overspend of £5.514m for the Dedicated Schools Grant Children's Services, which:
 - a. is after utilisation of the additional High Needs Block allocation of £1.803m announced in December for 2018-19
 - b. will need to be carried forward as a deficit, alongside previous years' deficits brought forward of £8.087m, to be recovered in future years the amendments to and reprogramming of the Children's Services Capital Programme
4. **Strategic and Financial Planning 2019-20 to 2021-22 and Revenue Budget 2019-20**
- 4.1 The Committee received the report by the Executive Director, Children's Services which summarised the Committee's saving proposals for 2019-20, identified budget pressures and funding changes, and set out the proposed cash- limited revenue budget as a result of these. The report also provided details of the proposed capital programme for 2019-20 to 2021-22.
- 4.2 With 8 votes in favour, and 3 against, the Committee **RESOLVED** to;
- 1) Consider the content of this report and the continuing progress of change and transformation of Children's services;
 - 2) Consider and agree the service-specific budgeting issues for 2019-20 as set out in sections 5 and 6;
 - 3) Consider and comment on the Committee's specific budget proposals for 2019-20 to 2021-22;
 - 4) Consider the findings of equality and rural impact assessments, attached at Appendix 1 to this report, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
 - 5) Consider and agree any mitigating actions proposed in the equality and rural impact assessments;
 - 6) Consider the advice of the Executive Director of Finance and Commercial Services, and recommend to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2019-20, within the council tax referendum limit of 3.00% for the year;

- 7) Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 2, including all of the savings for 2019-20 to 2021-22 as set out, for consideration by Policy and Resources Committee on 28 January 2019, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 11 February 2019.
- 8) Agree and recommend the Capital Programme and schemes relevant to this Committee as set out in Appendix 3 to Policy and Resources Committee for consideration on 28 January 2019, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 11 February 2019.

5. Dedicated Schools Grant (DSG)

5.1 The Committee received the report by the Executive Director, Children's Services which presented the changes to the distribution for the Dedicated Schools Grant from April 2019 in line with the Department of Education's Fairer School Funding arrangements.

5.2 The Committee **AGREED**;

- (i) the Dedicated Schools Grant funding and the changes to the schools funding formula;
- (ii) to delegate decision making powers to the Executive Director, in consultation with the Chair of the Committee, to revise the Dedicated Schools Grant funding if the application to the Secretary of State to move £4.580m from the Schools Block to the High Needs Block is not approved in full.

6. Determination of 2020/21 Admissions Arrangements

6.1 The Committee received the report by the Executive Director, Children's Services which summarised the statutory consultation outcomes and changes to Norfolk's admissions co-ordination scheme and timetable for the academic year 2020/21.

6.2 The Committee **AGREED**;

- i. The co-ordination schemes and timetables including in-year coordination for 2020/21
- ii. The admission arrangements for Community and VC schools
- iii. The revised priority for Looked After Children, to include children adopted from abroad within the over-subscription rules for Community and VC schools
- iv. To approve the introduction of the Fair Access Protocol

7. Committee Forward Plan and update on decisions taken under delegated authority

7.1 The Committee reviewed and **AGREED** the forward plan and decisions taken by Officers under delegated authority.

B Report from the meeting held on 12 March 2019

1. Performance Monitoring Report 2018-19

- 1.1 The Committee received the report by the Executive Director, Children's Services which focused primarily on data as at end of January 2019 and in addition to vital signs performance, the report contained other key performance information via the (MI) Report.
- 1.2 The Committee **REVIEWED** and **COMMENTED** on the performance data, information, analysis presented in the vital sign report cards and **AGREED** that the recommended actions identified were appropriate.
- 2. Budget Monitoring Period 10 (January)**
- 2.1 The Committee received the report by the Executive Director, Children's Services which set out the Period 10 (January) financial forecast for Children's Services, and the programme of transformation and improvement that was continuing. The report specifically set out the financial resources to deliver the safer Children and Resilient Families Strategy of Norfolk Futures and the forecast revenue expenditure for 2018-19.
- 2.2 The Committee **NOTED**;
- (i) the forecast overspend of £12.786m for General Fund Children's Services
 - (ii) the forecast use of Children's Services General Fund reserves and provisions
 - (iii) the forecast overspend of £5.977m for the Dedicated Schools Grant Children's Services, which:
 - a. Is after utilisation of the additional High Needs Block allocation of £1.803m announced in December for 2018-19
 - b. will need to be carried forward as a deficit, alongside previous years' deficits brought forward of £8.087m, to be recovered in future years
 - (iv) the amendments to and reprogramming of the Children's Services Capital Programme
- 3. Risk Management**
- 3.1 The Committee received the report by the Executive Director, Children's Services which provided the Committee with the Children's departmental risk register, as at March 2019, following the latest review conducted in February 2019.
- 3.2 The Committee **AGREED**;
- a) The corporate and departmental risks reported on the Children's Services departmental risk register, in the risk register report (Appendix A);
 - b) that the recommended mitigating actions identified in Appendix A for the risks presented are appropriate (as per Appendix B);
 - c) The background information on risk management (Appendix C).
- 4. Children's Advice and Duty Service (CADS) 3 Month Review**
- 4.1 The Committee received the report by the Executive Director, Children's Services which set out for the Committee details of the new way of working at the front door into Children's Services and how that would help achieve key outcomes for the service and meet the Council's priorities.
- 4.2 The Committee **NOTED** the review of the new approach to managing contacts and referrals into the Council's Children's Services.

5. Children's Services Transformation Programme

5.1 The Committee received the report by the Executive Director, Children's Services, which together with the presentation at appendix B, provided an overview and update on the progress, impact to date and the latest proposals and plans.

5.2 The Committee **NOTED** the contents of the report and associated presentation.

6. Meeting Special Educational Needs and Disabilities (SEND) Education Health and Care Plans (EHCP) Performance Update

6.1 The Committee received the report which explained the Local Authority duty to carry out the assessment of Education Health and Care Plans within the statutory 20 week deadline and the ongoing plans to improve performance within this timescale.

6.2 The Committee **RESOLVED**;

1. To understand the duties placed on the Local Authority in relation to pupils with SEND requiring Education Health & Care Plan Assessment (EHCP)
2. To support current and ongoing plans to improvement EHCP performance within the context of the overall SEND Transformation Programme and draft Area SEND Strategy

7. School and Childcare Sufficiency in Norfolk

7.1 The Committee received the report which set out the proposed strategic response to the growth in pupil numbers across Norfolk. This year's annual report was combined with the statutory report to Members on the published Childcare Sufficiency Assessment.

7.2 The Committee **RESOLVED** to adopt the Schools' Local Growth and Investment Plan and the Childcare Sufficiency Assessment.

Stuart Dark

Chairman, Children's Services Committee

Report of the Communities Committee Meetings held on 16 January 2019 and 6 March 2019

A: Meeting held on Wednesday 16 January 2019.

- 1 **Verbal update/feedback from Members of the Committee regarding any Member working groups or bodies they sit on.**
 - 1.1 The Chairman advised that the next meeting of the Road Safety Reduction Group would be held on 22 January 2019.
 - 1.2 The Chairman also advised that there would be a meeting of the Integrated Risk Management Plan Working Group at 1.30pm on Wednesday 16 January.
 - 1.3 The Chairman had attended a meeting of the SCAMS Steering Group on Monday 14 January 2019 where the Group had agreed, after the success of last year's conference, to hold a second SCAMS conference in 2019. The Group had also considered a range of scams, together with ways of working with the police and other agencies, to develop an app to publicise scams and provide information on how to recognise them.
- 2 **Emergency Services Collaboration – joint update from the Chief Fire Officer and Chief Constable.**
 - 2.1 As the Norfolk Fire and Rescue Authority, the Committee received the report by the Executive Director of Community & Environmental Services asking it to approve the Emergency Services Collaboration Agreement as well as approving the request from the Police & Crime Commissioner for membership of the Fire & Rescue Authority.
 - 2.2 The Committee welcomed Assistant Chief Constable (ACC) Paul Sandford and Police & Crime Commissioner Lorne Green to the meeting.
 - 2.3 During the presentation of the report, the Committee noted that the first meeting of the Emergency Services Collaboration Board had taken place on Tuesday 8 January 2019 where the Board had agreed to hold monthly meetings in future.
 - 2.4 The Committee **RESOLVED** to:
 1. **Approve** the Emergency Services Collaboration Agreement as set out in Appendix B of the report, as the basis on which to progress further work with Norfolk Constabulary.
 2. **Approve** the request from the Police & Crime Commissioner for membership of the Fire & Rescue Authority, for the reasons set out in paragraph 4.3 of the report.

3 Mobile Library Service – Feedback from the rural service delivery pilots.

3.1 The Committee considered the report by the Executive Director, Community and Environmental Services setting out the outcomes of a trial of pop up libraries that took place in a number of rural locations in October/November 2018. The report also explored the notion of libraries in other locations, including public houses.

3.2 The Committee **RESOLVED** to:

- **Acknowledge** the results of the trial in relation to feasibility, cost and customer satisfaction.
- **Agree** the pop-up concept is only pursued as part of a wider corporate agenda in targeted areas defined by having a local need. The library would be part of a wider offer.
- **Agree** not to actively pursue implementing library offers into alternative premises at present due to lack of evidence of their success elsewhere and the agreed continuation of a county-wide mobile library offer.

4 Future Vision for the Wensum Lodge Site, Norwich

4.1 The Committee considered the report by the Executive Director of Community & Environmental Services setting out the proposal to sympathetically redevelop Wensum Lodge in Norwich which would support skills development and economic growth within the county, as well as seeing the transformation of an underutilised site into a thriving cultural asset, benefiting both creative businesses and individuals. The proposal also aimed to bring in additional funding to the county, both in terms of the short-term capital investment and support for the growing cultural sector.

4.2 The Committee received a presentation from Hannah Wooller, Hudson Architects, titled “Wensum Lodge, Creative Hub for Norwich”, a copy of which is attached at Appendix B.

4.3 The Committee **RESOLVED** to:

- **Approve** the proposed vision for the redevelopment of Wensum Lodge site as a creative hub.
- **Agree** the next steps to carry out surveys and feasibility studies.

5 Strategic and Financial Planning 2019-20 to 2021-22 and Revenue Budget 2019-20.

5.1 The Committee considered the report by the Executive Director of Community and Environmental Services setting out proposals to inform Norfolk County Council’s decisions on council tax and contributing to the Council setting a legal budget for 2019-20 which would see its total resources targeted at meeting the needs of residents.

5.2 Each recommendation was separately voted on as follows:

1. Consider the content of the report and the continuing progress of change and transformation of Communities services. **This recommendation**

was unanimously agreed.

2. Consider and agree the service specific budgeting issues for 2019-20 as set out in section 5 of the report. **With 8 votes in favour, 4 votes against and 0 abstentions, this recommendation was agreed.**
3. Consider the comment on the Committee's specific budget proposals for 2019-20 to 2021-22 including the findings of public consultation in respect of the budget proposals set out in Appendix 1 of the report. **This recommendation was unanimously agreed.**
4. Consider the findings of equality and rural impact assessments, attached at Appendix 2 of the report and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.**This recommendation was unanimously agreed.**
5. Consider and agree any mitigating actions proposed in the equality and rural impact assessments. **With 8 votes in favour, 4 votes against and 0 abstentions, this recommendation was agreed.**
6. Consider the advice of the Executive Director of Finance and Commercial Services, and recommend to Policy & Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2019-20, within the council tax referendum limit of 3.00% for the year. **With 8 votes in favour, 4 votes against and 0 abstentions, this recommendation was agreed.**
7. Agree and recommend to Policy & Resources Committee the draft Committee Revenue Budget as set out in Appendix 3 of the report:
 - a. Including all of the savings for 2019-20 to 2021-22 as set out.

For consideration by Policy & Resources Committee on 28 January 2019, to enable Policy & Resources Committee to recommend a sound, whole-Council budget to full Council on 11 February 2019.

With 8 votes in favour, 4 votes against and 0 abstentions, this recommendation was agreed.

8. Agree and recommend the Capital Programme and schemes relevant to this Committee as set out in Appendix 4 to Policy & Resources Committee for consideration on 28 January 2019 to enable Policy & Resources Committee to recommend a Capital Programme to full Council on 11 February 2019. **With 8 votes in favour, 4 votes against and 0 abstentions, this recommendation was agreed.**

6 Finance Monitoring

6.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing it with financial monitoring information for the services reporting to Communities Committee for 2018-19.

6.2 The Committee **RESOLVED** to:

- a) **Note** the 2018-19 revenue budget and forecast out-turn position for this Committee.
- b) **Note** the Capital programme for the Committee.
- c) **Approve** the tender evaluation criteria to assess bids to be the construction contractor for the Norwich Castle Gateway to Medieval England project, as set out in Appendix A of the report;
- d) **Delegate** the award of the contract for the Norwich Castle Gateway to Medieval England Project, to the Executive Director of CES and Executive Director of Finance & Commercial Services, in consultation with the Chairman of Communities Committee and the Chairman of the Joint Museums Committee.
- e) **Note** the balance of reserves brought forward to 2018-19 and the planned use of reserves for 2018/19.

7 Risk Management

7.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing it with the Communities committee departmental risks, reported as at January 2019, following the latest review conducted during December 2018. The reporting of risk was aligned with, and complemented, the performance and financial reporting to the Committee.

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

- a) the reconciliation report, which detailed the significant changes to the Communities department level risks;
- b) the departmental level risk reported by exception to this Committee.
- c) A summary of the departmental risks that fell under the remit of the Committee.
- d) The list of possible actions, suggested prompts and challenges presented for information.
- e) The background information to put the risk scoring into context.

8 Performance Management

8.1 The Committee considered the report by the Executive Director of Community and Environmental Services based upon the revised Performance Management System, implemented from 1 April 2016.

8.2 The Committee **RESOLVED** to **note**:

- The performance data, information and analysis presented in the report and determine whether any recommended actions identified are appropriate or whether another course of action is required.

- 9 Forward Plan and Decisions taken under delegated authority**
- 9.1 The Committee considered the report by the Executive Director of Community and Environmental Services setting out the Forward Plan for Communities Committee.
- 9.2 The Committee **RESOLVED** to note:
1. The Forward Plan at Appendix A of the report.
 2. The delegated decision set out in section 2 of the report.

B: Meeting held on Wednesday 6 March 2019

- 1 Verbal update/feedback from Members of the Committee regarding any Member working groups or bodies they sit on.**
- 1.1 The Chairman updated the Committee on the work of the Road Safety Task and Finish Group.
- 2 Norfolk Armed Forces Community Covenant Strategy and Action Plan**
- 2.1 The Committee considered the report by the Executive Director of Community & Environmental Services providing it with the year-end progress report on Norfolk's independent Armed Forces Covenant Board's Strategy and Action Plan 2017-19. The report also set out the Board's forward strategy for 2019-22.
- 2.2 The Committee welcomed Tony Tomkinson to his last meeting as Armed Forces Commissioner and thanked him for the work he had undertaken in setting up the Armed Forces Covenant and his service to the armed forces in Norfolk. Mr K Kiddie, Armed Forces Member Champion, paid tribute to Tony Tomkinson, thanking him for his commitment on behalf of the Covenant Board in setting up the covenant.
- 2.3 The Committee also welcomed Air Commodore Keith Pellatt who had been appointed as the new Armed Forces Commissioner.
- 2.4 The Committee **RESOLVED** to:
- Endorse** the scope of the Board's forward strategy for 2019-22.
- 3 Trading Standards Service Plan including Food and Feed Law Enforcement Plan and Enforcement of Age Restricted Sales and Illegal Tobacco Plan.**
- 3.1 The Committee considered the report by the Executive Director of Community and Environmental Services introducing the Trading Standards Service Plan 2019-20, including Annex 1: Enforcement of Age Restricted Sales and Illegal Tobacco Plan 2019-20, and Annex II: Food and Feed Law Enforcement Plan 2019-20 which need to be adopted by the Communities Committee.
- 3.2 The Committee **RESOLVED** to:
- **Adopt** the Trading Standards Service Plan including Annexes I and II

4 Norfolk Fire and Rescue Authority Statement of Assurance 2017-18.

- 4.1 The Committee considered the report by the Executive Director of Community & Environmental Services setting out how the Statement looked back to the previous financial year and provided assurance on financial, governance and operational matters.
- 4.2 The Chairman welcomed Lorne Green, Police & Crime Commissioner for Norfolk to the meeting.
- 4.3 The Committee **RESOLVED** to:
- **Note** the assurances that financial, governance and operational management of Norfolk Fire and Rescue Service meet statutory requirements.
 - **Approve** the Norfolk Fire and Rescue Authority Statement of Assurance 2017/18.

5 Norfolk Fire and Rescue Annual Service Plan 2019-20

- 5.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing an oversight of the priorities and activities to be delivered by Norfolk Fire and Rescue Service in 2019-20.
- 5.2 The Committee **RESOLVED** to:
1. **Agree** the Norfolk Fire and Rescue Service Delivery Plan 2019-20.
 2. As it was the last meeting of the Committee, no areas on which to receive further information were identified.

6 Attleborough Library

- 6.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing an overview of the planned move of Attleborough Library from its current location in Connaught Road into a multi-function hub within the Attleborough Community and Enterprise Centre.
- 6.2 The Committee received a presentation from the Head of Libraries and Information.
- 6.3 The Committee welcomed the move of Attleborough Library, particularly the inclusion of the changing places disabled facilities.
- 6.4 The Committee **RESOLVED** to:
- **Endorse** the movement of Attleborough Library into the multi-service hub, as part of the Local Service Strategy agreed through Norfolk Futures.

7 Development of Sexual Health Services

7.1 The Committee considered the report by the Executive Director of Community and Environmental Services proposing a comprehensive review and redesign of contraception services commissioned and provided by Norfolk County Council under its Public Health duties arising from the Health and Social Care Act 2012.

7.2 The Committee **RESOLVED** to:

- Recommend a comprehensive review of the council's sexual health services to develop a modern, integrated and affordable service offer for implementation in 2020 and beyond.
- Officers report back on the outcome of this work in due course, including future commissioning strategy.

8 Risk Management

8.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing it with the Communities committee departmental risks, reported as at March 2019, following the latest review conducted during February 2019. The reporting of risk was aligned with, and complemented, the performance and financial reporting to the Committee.

8.2 The Committee **RESOLVED** to agree:

- a) the departmental level risk reported by exception to this Committee, along with the new risk for Norfolk Museums Service.
- b) A summary of the departmental risks that fell under the remit of the Committee.
- c) The list of possible actions, suggested prompts and challenges presented for information.
- d) The background information to put the risk scoring into context.

9 Performance Management

9.1 The Committee received the report by the Executive Director of Community and Environmental Services based upon the revised Performance Management System, implemented from 1 April 2016.

9.2 The Committee **RESOLVED** to note:

- The performance data, information and analysis presented in the report and determine whether any recommended actions identified are appropriate or whether another course of action is required.

10 Finance Monitoring

10.1 The Committee considered the report by the Executive Director of Community and Environmental Services providing it with financial monitoring information for the services reporting to Communities Committee for 2018-19.

10.2 The Committee **RESOLVED** to:

- a) **Note** the 2018-19 revenue budget and forecast out-turn position for this Committee.
- b) **Note** the Capital programme for the Committee.
- c) **Note** the balance of reserves brought forward to 2018-19 and the planned use of reserves for 2018/19.

Margaret Dewsbury
Chairman, Communities Committee

Report of the Digital Innovation and Efficiency Committee meetings held on 23 January 2019 and 13 March 2019

Items from the meeting held on 23 January 2019

1 Chairman's Update-- the purchase of a new Cabinet Office Fraud Hub System

- 1.1 The Chairman reported that after engaging with other Local Authorities in Norfolk the County Council had proceeded with the purchase of a new Cabinet Office Fraud Hub system at a cost of £36, 000. This system would strengthen existing data sets, address new risks and ensure the sharing of best practice. This would both help prevent errors and better allow the detection of cases of fraud. The system was projected to recoup its costs after less than one year of operation.

2 Finance Monitoring

- 2.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided the Committee with information on the budget position for services reporting to Digital Innovation and Efficiency Committee. The report also provided information on the use of reserves and details of the capital programme.

2.2 RESOLVED

That the Committee note:

- 1. The 2018 - 19 revenue position for this Committee.**
- 2. The 2017 - 18 to 2020 – 21 capital programme for this Committee.**
- 3. The 2018 – 19 reserves position for this Committee.**

3 IMT Performance Indicators

- 3.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided operational dashboard information based on the eight vital signs performance indicators that fell under the remit of this Committee.
- 3.2 Members heard that future performance indicators would include the percentage of calls that were dealt with by digital means. Work continued to review what other data might be appropriate to report to committee. Items under consideration included digital inclusion indicators which continued to be developed as a vital signs indicator.

3.3 RESOLVED

That the Committee are content with the existing use of IMT Performance Indicators and note the information provided in the report.

4 Digital Economy Development proposals

- 4.1 The Committee received a report by the Executive Director of Community and Environmental Services that brought Members up to date with current activity in the technology sector and explored options for further strengthening of the sector.

4.2 **RESOLVED**

That the Committee note the information provided in the report and support the initiatives that are being taken.

5 **Agritech**

- 5.1 The Committee received a report by the Executive Director of Community and Environmental Services that explained how the use of technology in agriculture was expected to evolve to embrace new technological opportunities and increase the competitiveness and profitability of Norfolk's agricultural sector.

- 5.2 Members heard that the County Farms Estate was the 2nd largest estate of its kind in the county after Holkham estate, and therefore agri-tech offered the County Council and its tenants with a unique opportunity to increase productivity and profitability. It was pointed out that "Brexit" might provide agri-tech with an opportunity to cope with the risk of a reduction in the availability of itinerant labour. Members suggested that those who applied to be County Farm Estate tenant farmers should be encouraged to explain as part of their business cases how agri-tech might help them achieve their goals.

5.3 **RESOLVED**

That the Committee:

- 1. To note the information provided in this report.**
- 2. To direct officers to further investigate the opportunity to promote the use of agri-tech across the County Farms estate.**
- 3. To encourage potential newcomers to the County Farms estate to explain as part of their business case how the use of agri-tech might help them to achieve their business aims.**

6 **Cyber Security Update**

- 6.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that explained how cyber-attacks and the risk of cyber-crime against Norfolk County Council had continued to increase and how it remained essential that the Council's retained the ability to protect itself from these attacks.

- 6.2 Members suggested that the approach to cyber security being taken by the County Council might be of interest to Parish and Town Councils who might benefit from a wider range of information on this topic in helping them to reduce their own risks of a Cyber Security Breach. It was suggested that where the County Council was able to provide such information then this should be sent to the local County Councillor in the first instance.

6.3 **RESOLVED**

That the Committee note the information provided in this report and the importance of ongoing investment in the continuous improvement of our cyber security capabilities.

7 Assistive Technology Update

- 7.1 The Committee received a progress report by the Executive Director of Adult Social Services that provided an update on work undertaken since the previous report in July 2018. The report provided an overview of the work in progress and planned work to support the development of a new strategy and approach for assistive technology in Adult Social Services.

7.2 RESOLVED

That the Committee:

- 1. Note progress to date and work in progress.**
- 2. Ask that further updates on progress continue to be made to future Council Committee meetings.**

8 Video streaming proposals for future NCC Cabinet Meetings

- 8.1 The Committee received a report and a PowerPoint presentation about the progress being made by Norfolk County Council on possible options for webcasting of meetings if Members wished to proceed with this matter.

8.2 RESOLVED

That the Committee:

- 1. Note the information set out in the report and in the presentation by officers.**
- 2. Agree that the County Council should video broadcast meetings live on the Internet and that the YouTube webcam service should be explored as a first step (there being no intention to incur a revenue-based hosting system at this stage).**
- 3. Agree that the video streaming proposals should be applied for a pilot period and to Cabinet and County Council meetings only in order that Members might undertake a full assessment before any decision to roll out further was taken.**
- 4. Note that in the pilot period the Council Chamber would look to broadcast Full Council meetings approx. 6 times a year and the Edwards Room broadcast Cabinet meetings) approximately 12 times per annum.**
- 5. Note that soft market testing had indicated the initial purchase cost of the camera system for two rooms to be between £10,000 - £20,000 as a one-off capital cost.**

9 Forward Plan and decisions taken under delegated authority

9.1 RESOLVED

That the Committee:

1. **Note the forward work programme and ask that updates on funding bids for the improvement of the LoRaWAN network and mobile phone connectivity be provided at the next meeting.**
2. **Note that no decisions were taken under delegated authority since the previous meeting.**

Items from the meeting held on 13 March 2019

10 Chairman's Update- progress of the Counter-Fraud initiative

- 10.1 The Chairman updated Members on progress of the Counter-Fraud initiative which would allow housing payment data to be screened for fraudulent payments, as well as highlighting errors and discrepancies; it was a joint project between District, Borough and City Councils in Norfolk and the County Council and was anticipated to save £100,000s income to reinvest into the people of Norfolk each year.

11 Finance Monitoring Report

- 11.1 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided the Committee with information on the budget position for services reporting to Digital Innovation and Efficiency Committee. The report also provided information on the use of reserves and details of the capital programme.

11.2 RESOLVED

That the Committee note:

- a) **The 2018-19 revenue position for this Committee**
- b) **The 2017-18 to 2020-21 capital programme for this Committee**
- c) **The 2018-19 reserves position for this Committee.**

12 Committee Performance Indicators

- 12.1 The Committee considered their latest performance management report incorporating elements of the revised Performance Management System implemented from 1 April 2016.

12.2 RESOLVED

That the Committee are content with the existing use of IMT Performance Indicators and note the information provided in the report.

13 Electronic and Autonomous Vehicles

- 13.1 The Committee discussed a report providing information on use of Electric Vehicles in Norfolk, trials of Autonomous Vehicles and autonomous features and the impact of these technologies.

13.2 RESOLVED

That the Committee:

1. Continue to closely monitor industry developments.
2. Monitor relevant funding opportunities to help maximise Norfolk's suitability for use by electric and autonomous vehicles.
3. That Norfolk County Council look at utilising electric or hybrid pool and other vehicles wherever practical.

14 Use of mobile working across technology across Council services

- 14.1 The Committee received a report that considered mobile working technologies in use by Norfolk County Council to enable efficient delivery of council services and potential for further benefits to be delivered.

14.2 RESOLVED

That the Committee note the contents of this report and consider opportunities to further exploit mobile working technologies across the Council.

15 Smart Lighting Upgrades

- 15.1 The Committee received the report outlining ways of making use of emerging technologies by installing smart street lighting.

15.2 RESOLVED

That the Committee support the proposals outlined in Appendix A to the report which provided an update on initiative to install more smart lighting to save energy and reduce costs.

16 Digital Skills for Business

- 16.1 The Committee discussed a report on the work of the Council to help Norfolk businesses acquire technological skills and capacity to grow and prosper.

16.2 RESOLVED

That the Committee note the progress to date with various skills initiatives and interventions and endorse the direction of travel to address the skills needs of the sector at various levels.

17 Mobile Phone Coverages

- 17.1 The Committee considered a report providing an update on work to improve mobile phone network coverage in Norfolk.

17.2 RESOLVED

That the Committee

1. Note the information regarding progress with coverage.
2. Direct Officers to investigate options to measure current coverage via Ofcom or through recommissioning a drive study of the areas that lacked coverage in 2018.

- 3. Direct Officers to continue to work with mobile operators and other infrastructure companies to access NCC and other public-sector buildings.**

18 LoRaWAN (Long Range Wide Area Network) bid to New Anglia Local Enterprise Partnership

- 18.1 The Committee received a report about work by officers to develop and submit a bid into the New Anglia Local Enterprise Partnership to seek funding to implement the largest single public LoRaWAN network in the UK.

18.2 RESOLVED

That the Committee:

- 1. Note the contents of this report and consider opportunities to further promote exploitation of the network.**
- 2. If the bid is not successful, to continue to support the slower roll out of the LoRaWAN network across Norfolk using social value funds from NCC's WAN contract with Capita Updata.**

19 Department for Digital, Culture, Media & Sport Local Full Fibre Bid

- 19.1 The Committee discussed the report giving detail on the Council's county wide bid into the Department for Digital, Culture, Media & Sport Local Full Fibre Programme Challenge Fund to improve access to gigabit speed fibre for public sector service delivery to stimulate business growth through greater availability of ultrafast fibre across the county

19.2 RESOLVED

That the Committee note the contents of this report and consider opportunities to further promote exploitation of the network.

20 Risk Report Verbal Update

- 20.1 The Chairman gave a verbal update on changes to the risk register.

21 Forward Plan

- 21.1 **The Committee received the report, highlighting that there was no forward plan, this being the last meeting.**

**Tom FitzPatrick
Chairman**

Report of the Environment, Development and Transport Committee Meetings held on 18 January and 8 March 2019

A - Items from the meeting of 18 January 2019

1. Urgent Business

- 1.1 The Chairman shared the following urgent business with Committee:
- Planning permission had been granted for work on the Hempnall Crossroads Roundabout
 - The Chairman had sent a letter to the Chief Executive of Highways England, about the ongoing trial related to snails on the Acle Straight. In it he asked for reassurance that this would not delay the dualling of the road
 - The Great Yarmouth Third River crossing contract had been awarded to BAM-Farrans

2. Demaining rivers (re-designation of main rivers as ordinary watercourse)

- 2.1 The Committee received the report outlining Environment Agency proposals to designate three stretches of Main River as Ordinary Watercourses, as part of a pilot project to establish a process for 'demaining'.
- 2.2 The Chairman proposed to take recommendation 2, proposal 2, seconded by Mr T Jermy. This was **AGREED** unanimously
- 2.3 The Committee
1. **CONSIDERED** the Environment Agency's proposals for de-maining in Norfolk and **AGREED** the Committee's position on the proposals so that it can be taken into account before a decision is made on the way forward.
 2. The Committee **AGREED**:
 - 2: To support the proposals in principle, subject to the relevant District Councils confirming their support

3. Great Yarmouth Third River Crossing

- 3.1 The Committee considered the report on the Great Yarmouth Third River Crossing project, giving a general update and an update on the statutory pre-application consultation that is required prior to making an application for a Development Consent Order
- 3.2 The Committee:
1. **NOTED** the preliminary outcomes of the statutory consultation described in the report and the further work required to develop the Development Consent Order application
 2. **NOTED** the final consultation results including the final scheme to be submitted as an application for a Development Consent Order including any proposed changes to the scheme as a result of the statutory consultation, will be reported to Committee on 8 March 2019

4. Review of the county council's Local Transport Plan

- 4.1 The Committee discussed the report proposing a review of the County Council's Local Transport Plan to ensure that the plan continued to deliver the Council's objectives and priorities including underpinning the county council's priority transport projects and to ensure that the County Council continued to meet the requirements of the Local Transport Act 2008 to have an up-to-date plan
- 4.2 The Chairman proposed that a member working group was set up to look at the plan. The Committee **AGREED** the proposal.

The Committee

1. **AGREED** to review the Local Transport Plan.
 - **AGREED** that a Member working group be set up to review the Transport plan, consisting of Tony White, Bev Spratt, Andy Grant, Phillip Duigan, Colleen Walker, Tim East and Mick Castle

5. Norfolk Safety camera partnership

- 5.1 The Committee considered the report updating Members on the work of a Member Task and Finish Group on casualty reduction/road safety, which was set up by the Communities Committee and the intention to move to a 'safe system' approach
- 5.2 The Committee:
1. **APPROVED** the process for identification and implementation of new safety camera schemes, as set out in Appendix B of the report
 2. **APPROVED** the recommendation from the Assistant Director Highways and Waste to permit the A149 safety camera scheme to proceed to implementation
 3. **AGREED** in principle to the promotion of a 50mph speed limit, subject to the necessary statutory processes, and associated low cost junction improvements, for the two sections of A149 identified in paragraphs 3.7.4. and 3.7.5 of the report

6 Commercialisation of Highways Services

- 6.1 The Committee reviewed the report setting out the conclusions of the further work that has been carried out related to the commercialisation of Highway Services; there was a proposal to establish an arm's length company with NORSE for the delivery of the highways services.
- 6.3 With 9 votes for and 4 against the Committee
1. **AGREED** to enter into a commercial arrangement with Norse Highways Ltd (when established) for the delivery of the highway services listed in para 2.1.1 of the report, to start 1 October 2019.
 2. **DELEGATED** responsibility to the Assistant Director (Highways and Waste), in consultation with the Head of Procurement, Committee Chair and Vice Chair, to prepare, agree and implement a Service Level Agreement (SLA) between the County Council and Norse Highways Ltd to deliver the services listed in para 2.1.1 below, on the basis that the SLA includes provision of the components listed in para 2.1.2 of the report .

7 Transforming Cities – Update on Norwich being shortlisted for major transport Funding

- 7.1 The Committee received the report discussing the successful shortlisting as one of the

12 city areas eligible for a share of £1.2bn funding from the Transforming Cities Fund, and work which would be done with the Department for Transport to develop business cases for projects to take forward in the period up to 2022/23

7.2 The Committee:

1. **NOTED** the current position regarding Norwich being one of 12 cities shortlisted for major transport funding through the TCF
2. **AGREED** to the proposed governance arrangements
3. **NOTED** the schemes being presented for Tranche 1 funding
4. **AGREED** the issues to address through Tranche 2 funding
5. **AGREED** the guiding principles and delivery themes derived from reviewing the existing transport strategy for Norwich to support the TCF

8. Review of Norwich Highways Agency Agreement

8.1 The Committee discussed the report outlining the arrangements in place with Norwich City Council via the Highways Agency Agreement, and giving proposals of how this could evolve in the future

8.2.1 The Chairman, seconded by Mr Spratt, **PROPOSED** option A, “give 12 months’ notice to terminate the existing agreement so that the County Council delivers all the remaining highway and traffic functions that are currently delegated to the City Council. This would be effective from 1 April 2020”

8.2.2 Mr T East **PROPOSED**, seconded by Mrs C Walker, that the decision was delayed by a year for a more complete and comprehensive report including Greater Norwich.

8.3.1 With 3 votes for and 9 against, Mr East’s proposal was **lost**

8.3.2 With 8 votes for and 4 against, the Chairman’s proposal for option A was **AGREED**

8.4 The Committee:

1. **DISCUSSED** the details of this review of the Norwich Highways Agency Agreement
2. **DECIDED**, with 8 votes for and 4 against, to give 12 months’ notice to terminate the existing agreement so that the County Council delivers all the remaining highway and traffic functions that are currently delegated to the City Council. This would be effective from 1 April 2020

9 Strategic and Financial Planning 2019-20 to 2022-23

9.1 The Committee considered and discussed the report showing proposals to inform Norfolk County Council’s decisions on council tax, contribute to the Council setting a legal budget for 2019-20, allow the Committee to take a careful view of all the relevant issues to agree budget proposals for 2019-20 and the Medium Term Financial Strategy to 2021-22 and make recommendations on these to the Policy and Resources Committee.

9.2 The Committee unanimously:

- 1) **CONSIDERED** the **CONTENT** of this report and the continuing progress of change and transformation of EDT services
- 2) **CONSIDERED** and **AGREED** the service-specific budgeting issues for 2019-20 as set out in section 5
- 3) **CONSIDERED** and **COMMENTED** on the Committee’s specific budget proposals

for 2019- 20 to 2021-22

- 4) **CONSIDERED** the findings of equality and rural impact assessments, attached at Appendix 1 to this report, and in doing so, **NOTED** the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it
- 5) **CONSIDERED** and **AGREED** any mitigating actions proposed in the equality and rural impact assessments
- 6) **CONSIDERED** the **ADVICE** of the Executive Director of Finance and Commercial Services, and recommended to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2019-20, within the council tax referendum limit of 3.00% for the year
- 7) **AGREED** and **RECOMMENDED** to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 2 including all of the savings for 2019-20 to 2021-22 as set out

For consideration by Policy and Resources Committee on 28 January 2019, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 11 February 2019.

- 8) **AGREED** and **RECOMMENDED** the Capital Programme and schemes relevant to this Committee as set out in Appendix 3 to Policy and Resources Committee for consideration on 28 January 2019, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 11 February 2019

10 Performance management

- 10.1 The Committee received the report based on the revised Performance Management System, which was implemented as of 1 April 2016
- 10.2 The Committee **REVIEWED** and **COMMENTED** on the performance data, information and analysis presented in the body of the report and **DETERMINED** that the recommended actions identified are appropriate

11. Risk Management

- 11.1 The Committee considered the report providing information from the latest risk register as at January 2019, following the latest review conducted in December 2018. The reporting of risk is aligned with, and complements, the performance and financial reporting to the Committee.
- 11.2 The Committee **CONSIDERED**:
 - a) The changes to EDT departmental risks since the last Risk Management report was reported to this Committee in October 2018, in Appendix A of the report
 - b) The risk reported by exception in Appendix B of the report
 - c) The summary of EDT departmental risks in Appendix C of the report
 - d) The list of possible actions, suggested prompts and challenges presented for information in Appendix D of the report
 - e) The background information to put the risk scoring into context, shown in Appendix

E of the report

12. Finance monitoring

- 12.1 The Committee received the report providing financial monitoring information for the services reporting to this Committee for 2018-19
- 12.2 The Committee **NOTED**:
- a) The 2018-19 revenue budget for Environment, Development and Transport Committee and the current forecast outturn position
 - b) The Capital programme for this Committee.
 - c) The balance of reserves brought forward to 2018-19 and the forecast use for 2019-20.

13. Forward Plan and decisions taken under delegated authority

- 13.1 The Committee:
1. **REVIEWED** the Forward Plan at Appendix A and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.
 2. **NOTED** the delegated decisions taken as set out in Section 2.

B - Items from the meeting of 8 March 2019

1. Parish Partnership Programme 2019-20

- 1.1 The Committee received the report setting out the proposed parish partnership programme for 2019/20 following analysis and review of the applications submitted.
- 1.2 The Committee:
1. **APPROVED** all bids listed in Appendix B for inclusion in the Parish Partnership Programme for 2019/20, including additional funding of £16,762.
 2. **APPROVED** bids in Appendix C for provisional inclusion pending the success of the bid to the Safety Camera Partnership

2. Adoption of the Norfolk Access Improvement Plan (NAIP)

- 2.1 The Committee considered the report detailing the Norfolk Access Improvement Plan 2019–2029, replacing the Rights of Way Improvement Plan 2007–2017 and fulfilling the statutory duty for Norfolk County Council as County Highway Authority to review and publish a Rights of Way Improvement Plan every 10 years under the Countryside and Rights of Way Act 2000
- 2.2 The Committee:
1. **ADOPTED** the Norfolk Access Improvement Plan and **INSTRUCTED** Officers to work to reference it across (and integrate it with) other Council plans, publications and initiatives
 2. **AGREED** to assist with promotion of the plan wherever possible

3. Endorsement of new Members / refreshed Members on the Norfolk Local Access Forum (NLAF)

- 3.1 The Committee received the report seeking endorsement of 18 recommended

appointees and appointment of 3 Norfolk County Councillors to the Forum.

3.2 The Committee:

1. **ENDORSED** the 18 recommended appointees to the NLA
2. **APPOINTED** the recommended Councillors to the NLA representing the indicated interest areas. Regular attendance at NLA meetings by Councillors is requested to bring total newly appointed Forum Membership to 21

4. Recycling Centre Improvement Programme

- 4.1 The Committee reviewed the report which detailed plans for replacement sites and site improvements and service enhancements for delivery of an improved service.
- 4.2 The Committee **AGREED** that the Member Task and Finish Group for the Norwich Recycling Centre replacement is concluded following successful completion of the land agreements.

5. Market Towns Transport Network Improvement Strategies

- 5.1 The Committee considered the report providing an update on the programme looking at the transport impacts of growth in market towns.
- 5.2 The Committee
 1. **AGREED** and adopt the final Dereham Network Improvement Strategy
 2. **NOTED** the key findings from the remaining first round studies for Diss, Swaffham, Thetford and North Walsham
 3. **NOTED** progress with the second round of studies in Aylsham, Downham Market, Fakenham, Wroxham/ Hoveton and Wymondham

6. Highways Winter Service Review

- 6.1 The Committee received the report setting out proposals for arrangements for the end of the current 20-year duration Salt Private Financial Initiative contract in Spring 2020.
- 6.2 The Committee **AGREED** that
 - a) Norfolk County Council seeks to take forward Procurement under OJEU Tender;
 - b) The new contract should be for salt supply only;
 - c) Norfolk County Council continues to treat the highway network with treated salt;
 - d) Norfolk County Council exercises the option to take on the leases at the Saddlebow and Sculthorpe sites and secures the lease on the strategic salt store at Swaffham

7. Great Yarmouth Third River Crossing

- 7.1 The Committee discussed the report setting out an update to the preliminary findings reported verbally to Committee on 18 January 2019, as well as seeking delegated authority to make the Development Consent Order application in Spring 2019
- 7.2 The Committee:
 - A. **NOTED** the summary of the results from the statutory preapplication consultations undertaken between 20 August and 9 December 2018
 - B. **NOTED** a further consultation in relation to minor scheme changes is currently being undertaken, which is due to finish on 22 March 2019. The full results of the pre-application consultation, including the results of the further consultation, will be documented in a Consultation Report that will form part of the Development

Consent Order application documents

- C. **AGREED**, on completion of the Consultation Report, to provide delegated authority to the Executive Director of Community and Environmental Services, in consultation with the Leader, Deputy Leader and Head of Law, in relation to the decision to submit the Development Consent Order application

8. Norwich Western Link

- 8.1 The Committee considered and discussed the report setting out an update on work to develop the Norwich Western link project. The report also proposed the work to be undertaken in financial year 2019/20 namely determination of a preferred route, development of the business case for submission to DfT and initial procurement activities to facilitate the future appointment of a contractor.
- 8.2 The Committee:
1. **NOTED** and **COMMENTED** on the progress of the project
 2. **NOTED** the new funding requirements from the Department for Transport for this type of road project, namely a Large Local Major
 3. **AGREED** to continue with the project, with funding provided for the next stages of the project for a further year to the end of financial year 2019/20

9. Streetlighting review

- 9.1 The Committee discussed the report providing an update on streetlighting initiatives to make energy cost savings and reductions to CO2 emissions, underway since 2008
- 9.2 The Committee
1. **DISCUSSED** the progress made in delivering environmental benefits and financial savings by introducing new technology and other streetlighting initiatives
 2. **APPROVED** the adoption of the latest streetlighting design standards for use in the Norfolk Streetlighting Private Funding Initiative contract

10. Brown Tourist Information Signs Policy

- 10.1 The Committee considered the report setting out the review of the Brown Signs Policy carried out to ensure it remained up to date and reflected the objectives of the Council.
- 10.2 The Committee **AGREED** to **APPROVE** the updated policy document attached to this report which includes scope for signs to retail destinations

11. Recommendations of the Greater Norwich Development Partnership Board

- 11.1 The Committee received the report containing information and proposals from the 29 January 2019 meeting of the Greater Norwich Development Partnership Board, which oversaw production of the Greater Norwich Local Plan
- 11.2 The Committee **SUPPORTED** the Greater Norwich Partnership Board's endorsement of the proposed approach for developing the planning strategy for growth for the Draft Greater Norwich Local Plan to be consulted on in Autumn 2019

12. Review of Norfolk County Council's Planning Obligations Standards (April 2019)

- 12.1 The Committee considered the report outlining proposed amendments to the County Council's Planning Obligations Standards, introduced in 2000 and updated annually

- 12.2 The Committee **AGREED** that the amended Standards set out in the Appendix to the report are adopted from 1 April 2019 (including updated Fire hydrant figures). Officers will write to the respective District Councils to inform them of the new Standards **with the proviso** that an appropriate body such as a Select Committee or Task and Finish Group bring a report of any suggested amendments to Cabinet.

13. Performance management

- 13.1 The Committee received the report based on the revised Performance Management System implemented from 1 April 2016 and providing data against the 2018/19 Vital Signs list derived from measures contained within the 'plans on a page'.
- 13.2 The Committee **REVIEWED** and **COMMENTED** on the performance data, information and analysis presented in the body of the report and determine that the recommended actions identified are appropriate.

14. Risk management

- 14.1 The Committee received the report providing information from the latest risk register as at March 2019, following the latest review conducted in February 2019.
- 14.2 The Committee **CONSIDERED** and **AGREED**:
- a) The risk reported by exception in Appendix A of the report
 - b) The summary of EDT departmental risks in Appendix B of the report
 - c) The list of possible actions, suggested prompts and challenges presented for information in Appendix C of the report.
 - d) The background information to put the risk scoring into context, shown in Appendix D of the report

15. Finance monitoring and Decisions taken under delegated authority

- 15.1 The Committee discussed the report containing financial monitoring information for services reporting to the Committee for 2018-19.
- 15.2 The Committee **NOTED**:
- a) The 2018-19 revenue budget for Environment, Development and Transport Committee and the current forecast outturn position.
 - b) The Capital programme for this Committee and the projected out-turn position for the Broadland Northway
 - c) The balance of reserves brought forward to 2018-19 and the forecast use for 2019-20
 - d) The delegated decisions taken as set out in Section 1 of Appendix A

**Martin Wilby, Chairman,
Environment Development & Transport Committee**

Report of the Personnel Committee Meeting held on 26 February 2019

1. Recognition Payment Policy

- 1.1 The Committee received a report from the Head of HR summarising a review of the County Council's pay and recognition arrangements and recommending the introduction of a Recognition Payment Policy which would enable the Council to financially reward employees who go significantly beyond normal requirements for flexibility and contribution.
- 1.2 The Committee has noted that regular monitoring of the policy will be undertaken to ensure that it is applied fairly and consistently across the organisation. An update report will also be brought to the appropriate decision making body outlining these findings in 12 months' time.
- 1.3 The Committee **RESOLVED** to:
 - Approve the draft Recognition Payment Policy
 - Note the parameters put in place to ensure the policy is applied fairly and consistently across the organisation
 - Authorise the Head of HR to sign off the final details once consultation with unions is complete.

Andrew Proctor
Chairman

**Report of the Standards Committee
Meeting held on 20 March 2019**

1. Performance and Monitoring Report

- 1.1 The Committee received the report from the Chief Legal Officer and Monitoring Officer updating Members on matters relating to standards and conduct for the period 22 September to 10 March 2019.
- 1.2 The Committee noted the conclusion of one complaint since the last meeting of the Standards Committee. Three complaints are still outstanding and currently being investigated.
- 1.3 The Committee **NOTED** the Council's performance in relation to member standards and conduct during the period 22 September 2018 to 10 March 2019.

**Mark Kiddle-Morris
Chairman, Standards Committee**

Report of the Audit Committee Meeting held on 31 January 2019

1 Norfolk County Council's Insurance Cover

- 1.1 The Committee considered the report by the Executive Director Finance & Commercial Services providing it with information relating to the current position of the insurance provision for Norfolk County Council. The report also provided assurance to the Committee as to how the insurance provision was delivered for the County Council and how claims against the Council were managed by the Insurance Team.
- 1.2 The Committee **RESOLVED** to **agree**:
- that proper insurance provision existed where appropriate, as confirmed by external and internal reviews and to accept the report.

2 Norfolk Audit Services Performance Reporting for the quarter ending 31 December 2018.

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

3 External Auditors Plan of Work

- 3.1 The Committee received the report by the Executive Director of Finance & Commercial Services introducing the External Auditor's Audit Plan for the year ending 31 March 2019.
- 3.2 The Committee welcomed Mr M Hodgson and Mr D Riglar from External Auditors Ernst & Young, who attended the meeting to present the report and answer questions from the Committee.
- 3.3 In introducing the report, Mr Riglar advised the Committee about a printing error in the published Audit Plans. A correct copy of the documents can be found [here](#).

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

- The External Auditor's Audit Plan for the Council for 2018-19 and the Norfolk Pension Fund Audit Plan, including their assessment of the Audit Risks and Value for Money Risks and the reporting timetable.
- That the scale fee had reduced to £98,361 (from £127,742 for 2017-18).

4 Counter Fraud, Bribery and Corruption (and Whistleblowing) Audit Committee Progress Report.

4.1 The Committee received the report by the Chief Legal Officer providing an update in respect of the counter fraud activity undertaken by Norfolk Audit Services during the current financial year.

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

The content of the Anti-Fraud, Bribery and Corruption and Whistleblowing Audit Committee Progress Report, the key messages, that the progress was satisfactory and arrangements were effective.

5 Audit Committee Terms of Reference

5.1 The Committee received the report by the Executive Director of Finance & Commercial Services introducing the Committee's Terms of Reference which were considered as part of a regular formal review as set out in its terms of reference.

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

- The proposed Terms of Reference; and
- That the Chief Legal Officer would make the necessary consequential changes as outlined in Appendix A of the report.
- To bring a report about how the Audit Committee would fit into the new system of governance to the next meeting.

6 Internal Audit Strategy, Our Approach and the Audit Plan 2019-20

6.1 The Committee received the report by the Executive Director of Finance & Commercial Services setting out how Internal Audit's work was planned to support the County Council's vision and strategy.

6.2 The Committee agreed to add the following topics to the Audit Committee forward work programme:

- High Needs Block – risks and ensuring value for money.
- Market failure in the housing with care sector and what was being done to address the risks.

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

- The Internal Audit Strategy, the approach to developing the Audit Plan for 2019-20 and the Audit Plan for 2019-20, supported by the 'Days Available to Deliver NAS Services 2019-20 and the 'Detailed Audit Plan for the first half of the year for 2019-20' and that this work would deliver the assurances required.
- That the arrangements were compliant with all applicable statutes and regulations, including the Public Sector Internal Audit Standards (2017) and the Local Authority Guidance Note of 2013, including safeguards in place to limit impairments to independence and objectivity for the roles of the Chief Internal Auditor and any other relevant statements of best practice.

7 Internal Audit Terms of Reference and Code of Ethics (incorporating the Interreg VA France Channel England Programme Audit Authority).

7.1 The Committee received the report by the Executive Director of Finance & Commercial Services presenting the revised Internal Audit Terms of Reference and the Code of Ethics following a review, in accordance with CIPFA's and the IIA's UK Public Sector Internal Audit Standards.

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

- **Agree** the amended Internal Audit Terms of Reference and the Code of Ethics.

8 Risk Management Report

8.1 The Committee received the report by the Executive Director of Finance and Commercial Services providing it with the corporate risk register as it stood in January 2019, along with an update on the Risk Management Strategy, and other related matters, following the latest review conducted during December 2018.

8.2 In relation to the risk for the France Channel England InterregV Programme, from Brexit, the Executive Director of Finance and Commercial Services advised the Committee he would be asking for reassurance from the Programme's Managing Authority that the Council had no liability. That was later confirmed.

8.3 The Committee **RESOLVED** to **agree**:

- a) The changes to the corporate risk register, the progress with mitigating the risks;
- b) The scrutiny options for managing corporate risks;
- c) The heat map of corporate risks.
- d) The draft summary of the Benchmarking Club 2018 results.
- e) The background information to the report.

9 Work Programme

9.1 The Committee received and **noted** the report by the Executive Director of Finance and Commercial Services setting out the Committee's work programme and added the following topics:

- Representative from Children's Services to attend to update the Committee on the risks around the High Needs Block
- Market failure in the housing with care sector and what was being done to address the risks.
- Update on how the Audit Committee would fit into the new system of governance.

Ian Mackie
Chairman, Audit Committee

Report of the Norfolk Health Overview and Scrutiny Committee meetings held on 17 January 2019 and 28 February 2019

Items from the meeting of 17 January 2019

- 1 The Queen Elizabeth Hospital NHS Foundation Trust – response to the Care Quality Commission report**
 - 1.1 The Committee received a suggested approach by Maureen Orr, Democratic Support and Scrutiny Team Manager, to a report from the Queen Elizabeth Hospital NHS Foundation Trust about the QEH response to the Care Quality Commission (CQC) inspection of the QEH between 4 April and 21 June 2018, published on 13 September 2018. The Committee heard from the Queen Elizabeth Hospital NHS Foundation Trust and West Norfolk CCG.
 - 1.2 The Committee also heard from Alexandra Kemp, local Member for Clenchwarton and King's Lynn South, who said that many of her constituents were concerned about the potential loss of hospital services from the QEH as part of the STP Plan Agenda and would struggle to afford the cost of travel to Norwich if services transferred to the Norfolk and Norwich Hospital. In reply, the speakers said that there were no plans to transfer cancer surgery (or any other form of surgery) to the N&N or to any other hospital because of a shortage of qualified nursing staff at the QEH. This proposal had not originated from within the QEH and the hospital was confident of being able to maintain patient clinical safety. The QEH planned to take all necessary steps to attract and retain qualified nurses so that it remained in control of its own surgical programme and continued to serve the needs of its emergency patients.
 - 1.3 During discussion the following key points were made
 - The speakers said that since the time of the CQC inspection, the QEH had taken additional measures to fill vacancies and cope with staff sickness.
 - At the start of January 2019, the “fill rate” on shifts at the QEH was said to be at between 90% to 95% of the expected number of nursing staff on any given shift. This was an increase from 70% and 80% of the expected number of nursing staff on any given shift at the start of 2018. Approximately 15% of the “fill rate” was currently made up of agency staff. At 90% to 95%, the “fill rate” (which included the full range of nursing skills required to meet the needs of the shift) was now at the national average for an acute hospital.
 - Preparations were being made for the impact that Brexit would have on the work of the hospital. Risk assessment and mitigation work was underway. The priority was to ensure that the 115 members of the nursing and support staff at the hospital who might be affected by Brexit understood the steps that they would have to take to remain in the country and felt that they were fully supported by the hospital.
 - The speakers said that the QEH would work with local schools and colleges to encourage students to seek rewarding careers within the medical profession and apply to work at the QEH. The QEH would also work with local recruitment agencies to build new and improved links with the local labour market.

- Given the rise in demand for hospital services, Members questioned whether “Block Contracts” (whereby the hospital received a fixed amount of funding regardless of how many patients they served) provided the hospital with a sustainable level of funding. The speakers said that the QEH did not have a Block Contract with the CCG at this time. Whether the hospital would be willing to enter into a Block Contract with the CCG in the future would partly depend on the size of the contract that was offered to the hospital.
- The speakers said that the reason why the QEH was showing less progress against the CQC’s ‘must do’ and ‘should do’ actions than might be expected was because of a rigorous self-assessment process which had led to a recalibration of the hospital’s Quality Improvement Programme. The QEH was in the process of recruiting three Quality Improvement Managers for this work.
- The divisions in leadership within the maternity service were being fully addressed.
- There were plans to expand the size of the A&E Department so that it could cope with increased numbers of patients.
- In reply to questions, the speakers said that there were four resuscitation cubicles at the hospital and that this number had not changed. There had been difficulties fitting new equipment into other cubicles because of room size constraints but this was now rectified.
- In addition to the service improvements required by CQC there were some high-rated risks in the QEH’s risk register relating to the poor state of repair of the hospital building that had to be addressed. A refurbishment programme was planned for the hospital.

1.4 **The Committee recommended:**

1. **That QEH representatives be asked to speak with Cllr Sue Fraser, Disabilities Champion for the Borough Council of King’s Lynn and West Norfolk, regarding ideas for staff training in relation to patients with Learning Disabilities.**
2. **That the QEH representatives come back to the Committee with a progress report in 6 months’ time; July 2019.**

- 1.5 The Committee **noted** the QEH’s good progress towards completing the ‘must do’ and ‘should do’ actions in the CQC’s report and that the CQC was expected to reinspect the QEH around March or April 2019.

2 **Norfolk and Suffolk NHS Foundation Trust – response to the Care Quality Commission report**

- 2.1 The Committee received a suggested approach by Maureen Orr, Democratic Support and Scrutiny Team Manager, to a follow up report from the Norfolk and Suffolk NHS Foundation Trust (NSFT) and NHS commissioners about their response to the Care Quality Commission’s (CQC) inspection report of the NSFT between 3 and 27 September 2018, published on 28 November 2018.
- 2.2 The Committee received evidence from Norfolk and Suffolk NHS Foundation Trust and South Norfolk CCG (lead commissioner for mental health services in Norfolk and Waveney). Cllr Jane Murray and Cllr Keith Robinson, Members of Suffolk Health Scrutiny Committee, were also in attendance for this meeting and asked questions of the speakers.

2.3 During discussion the following key points were made:

- The speakers said that the NSFT had taken immediate enforcement action in relation to the most significant concerns raised in the Care Quality Commission's (CQC) inspection report.
- The NSFT had already made significant progress.
- The NSFT aimed to deliver critical 'Must Do' issues by end of March 2019.
- The NSFT had reduced layers of management and increased clinical leadership in its operational teams. The NSFT had a new Executive Team in place with the overriding priorities of ensuring service users were safe and of creating a safety culture amongst all staff.
- Each of the Directors was assigned a geographical area of responsibility and encouraged to take a more "hands on approach" to the everyday work of the NSFT.
- A new overall staffing structure was being planned and local teams would have control of resources and be able to make decisions themselves. Service users would be included in local teams for decision-making. The new staffing structure would be shared with Members of the Committee.
- The NSFT recognised the importance of putting in place the staffing and procedural processes to deliver a reliable 24/7 service.
- There was a high turnover of NSFT staff in the first few months of their employment and national shortages in key areas of specialist staffing.
- Recruiting and retaining of Admiral Nurses was a challenge although in the central area their number had increased from two to six nurses.
- The speakers explained the different routes into the services provided by the NSFT and the work that was being done to centralise specialist services. They also spoke about the difficulties in "prioritising" patients who were waiting for mental health services and how this did not compare favourably with patients waiting for acute hospital services.
- The speakers said that the NSFT aimed for all crisis referrals to be seen face-to-face within four hours. This standard was not being met in only a small number of cases.
- Crisis referrals, which had been given a different priority or not seen within four hours, were now reported to the Executive Board daily and were audited to make sure any re- prioritization was valid clinically and that people were safe.
- Attention was being placed on seeing those service users with the longest waits, with steady progress being made.
- Teams were supported by a dedicated experienced clinician and via weekly service user tracker meetings.
- Members expressed concern that some 25% of girls were said to be self-harming in some way. The speakers said that there were different degrees of self-harming and that the primary level of support for many of these girls came from the voluntary sector although there were issues round joined up support with the NSFT that needed to be addressed.

2.4 The Committee **agreed**:

1. NSFT should provide details regarding the numbers of patients receiving urgent mental health assessment in their own homes and the numbers brought in to NSFT team bases for urgent assessment in the weeks since the CQC report was published.

2. NSFT should provide a copy of its staff structure chart in about 4 weeks' time (after consultations are complete).
3. The Commissioners and NSFT should provide details of the number of occasions where families of patients placed in out-of-area beds due to unavailability of local beds have received help with travelling expenses and the number that have had a carer assessment.
4. The Commissioners and NSFT should come back to the Committee with a progress report in 6 months' time; July 2019. Senior clinicians from NSFT (e.g. Medical Director; Chief Nurse) to attend on that occasion.

3 **Forward Work Programme**

- 3.1 The Committee **agreed** the forward work programme as set out in the report.
- 3.2 Members requested information on the following items to be included in the NHOSC Briefing so that the Committee could decide whether to add the subjects to future meeting agendas:
 - Children's autism services – assessment and diagnosis – progress update since 11 Jan 2018 NHOSC.
 - Eating disorder services – information about the community service in central and west Norfolk (information about the Great Yarmouth and Waveney service was included in the January 2019 NHOSC Briefing); information about the tier 4 specialist service available to Norfolk residents.

Items from the meeting of 28 February 2019

4 **Ambulance response times and turnaround times in Norfolk**

- 4.1 The Committee received a suggested approach to a report from the East of England Ambulance Service NHS Trust (EEAST) that provided information on ambulance demand and response times, along with updates on stroke performance, staff and recruitment and an assessment of the success of initiatives taken to help cope with demand during winter 2018-19 so far.
- 4.2 The Committee received evidence from East of England Ambulance Service NHS Trust, Norfolk and Norwich University Hospitals NHS Foundation Trust, Queen Elizabeth Hospital NHS Foundation Trust and North Norfolk CCG. The Committee also heard from Cromer Town Council.
- 4.3 The following key points were noted:
 - Members were informed that the ambulance service was jointly commissioned at a regional level, not on an individual CCG level, by all 19 CCGs in the east of England, including NN & WN CCGs. The co-ordinating commissioner was Ipswich and East Suffolk CCG.
 - The speakers from EEAST agreed to consider what (if any) new opportunities might exist to increase the Trust's visibility and engagement with the public at

the local level, including the possibility of attending on an occasional basis Parish and Town Council meetings (when this was at a Council's request). However, the speakers from EEAST added that the prime objective of their communications and engagement strategy had to remain on providing information on the services available to those requiring medical attention, rather than on collecting more public information at additional cost.

- In response to the proposal of placing mental health practitioners in the EEAST emergency operations centre in the same way as they have been placed in Norfolk Constabulary control room (with funding from the Police and Crime Commissioner's office) the speakers explained the practical difficulties of accessing mental health records across 6 counties.
- The statistics in the report from EEAST showed that while there was some improvement from the winter of last year, there remained delays across the board in meeting the 15 minute standards for handover of patients at hospitals, which were exaggerated at times of demand pressure and could vary in where they occurred.
- The position at the end of January 2019, with the greatest number of hours lost in delays at the NNUH and a high number lost at the QEH, was reflective of the trend throughout 2018-19.
- The speakers said that a full review of EEAST's forecasting and preparedness for winter 2018/19 would be undertaken to ensure that the lessons learnt from this year were embedded in the winter plan for next year. Members said that the review should be in the context of milder weather this winter than in the previous year.
- EEAST continued to look to learn lessons from best practice elsewhere.
- A safe and responsive service to patients could only be provided through collaborative working at the local level.
- System-wide workshops were in place to identify and support ambulance handover challenges at all Norfolk's acute hospitals.
- The speakers explained the initiatives that the hospitals were taking to improve patient flow and ambulance turnaround, including the introduction of digital improvements and a virtual ward at the NNUH, which had brought forward hospital discharge by an average of 48 hrs.
- The speakers said that EEAST worked with the acute hospitals every day through operational managers and had released an operational manager earlier in the year to support improvements in A&E at the QEH.
- The planned work to redesign the clinical areas of the A&E Dept at the QEH would help speed up ambulance response times at a time when hospital attendances were continuing to show a significant year on year increase.
- The NNUH had established a Clinical Decisions Unit to improve patient flow through emergency departments by moving patients to another area while awaiting the results of investigations and diagnostic tests.
- Although the NNUH had provided 8 additional rapid assessment and treatment cubicles (RATs) staffing had been a challenge and there were processing difficulties. The hospital was working to improve the patient assessment process.
- It was pointed out that EEAST formed a major part of the support network in a mental health emergency and that EEAST planned to make improvements to the pathways for the conveyance of mental health patients to hospital and other facilities.
- The speakers said that the implications for EEAST of changes in Norfolk's demography could be addressed by STP work to provide more services in the

community.

- A review of system capacity across the Norfolk STP had identified a significant shortfall in bed capacity that would result in a shortfall of 500 beds across Norfolk by 2023 in a “do nothing” environment.
- The Interim Chief Executive, East of England Ambulance Service NHS Trust spoke personally to staff who wished to leave the organisation.
- A strong EEAST recruitment and retention plan was in place.
- The Trust had recently devolved the recruitment of patient facing staff, including ambulance practitioner roles, to the local area level.
- The requirement for a “Freedom to Speak Up Guardian” in every NHS trust had helped restore the confidence of staff.
- NNUH staff had not reported issues directly to the CQC for several months. This was attributed to staff being better able to speak up within the hospital’s governance system e.g. via an anonymous email to Directors system.
- The number of serious incidents was greatly reduced in comparison to last year. There were daily discussions between the hospitals and EEAST on issues or incidents causing concern.
- Cases of where a “decline to convey” patients to hospital had subsequently proved to be misplaced were few and far between.
- Some 7% of ambulance calls were dealt with on a “hear and treat” basis, a figure that could be made to rise to 15% of ambulance calls without having a negative effect on performance.

4.4 East of England Ambulance Service NHS Trust (EEAST), **agreed** to consider what (if any) affordable opportunities were available to EEAST to increase the public visibility and engagement of the Trust at the local level.

4.5 The Committee **agreed** that the East of England Ambulance Service NHS Trust (EEAST), Norfolk and Norwich University Hospitals NHS Foundation Trust (NNUH), Queen Elizabeth Hospital NHS Foundation Trust (QEH) and CCGs should return to NHOSC in 6 months’ time (i.e. 5 September 2019 meeting) to report on the following:

- Plans to help patient flow in winter 2019-20
- Progress with pathways for mental health patients
- The interface between EEAST and the NHS 111 service

4.6 NHOSC Members were offered the opportunity to ride out with ambulance crews and /or visit EEAST’s emergency operations centre.

5. **Children’s speech and language therapy**

5.1 The Committee received a suggested approach by Maureen Orr, Democratic Support and Scrutiny Team Manager, to a follow up report from commissioners on access to and waiting times for children’s integrated speech and language therapy (SLT) in central and west Norfolk.

5.2 The Committee received evidence from Great Yarmouth and Waveney CCG, the Senior Commissioning Manager for Children and Young People for Norfolk and Waveney (hosted by Great Yarmouth and Waveney CCG), Norfolk County Council and East Coast Community Healthcare. The Committee also heard from SENsational Families Group, who said that the announcement of a 30% increase in investment in the SLT service was to be welcomed but the extra funding would not meet all the needs of a SLT service that was recognised to be 45% underfunded.

5.3 During discussion the following key points were made:

- The speakers said that while there was not enough funding to provide the desired level of provision to children and young people with Speech, Language and Communication Needs (SLCN) in Norfolk the service would receive a 30% (£510,093) uplift in funding effective from April 2019.
- The commissioners said that the assessment of 45% underfunding of the integrated SLT service was based on full fidelity to a combined system model but the service model in Norfolk differed from this. Some of the Special Educational Needs (SEN) funding which was delegated to mainstream schools was being spent on SLT.
- The additional funding would be used to enhance the 'whole service offer' and not to buy-in specific elements of the system from the private sector.
- In response to a question on how the commissioners had decided to extend the existing contract with East Coast Community Health (ECCH) the commissioners responded that they had not extended the contract at this point.
- Members said that the service had not operated with the right level of resources for many years. The Service required a higher priority for funding and more emphasis placed on achieving clinical outcomes, also significantly more Speech and Language Therapists were needed to meet the demands placed on the Service.
- In reply, the speakers said that ECCH was taking all possible steps to source and invest in additional Speech and Language workforce capacity.
- Members spoke about how more could be done to "co-produce" SLT with parents and a wide range of partner organisations.
- Members were informed that the remodelling of the SLT complex and special school offer was taking place within existing resources. Within the ongoing review of funding across the Schools Block (direct funding to individual schools) and the High Needs Block (education funding commissioned by the LA) Childrens Services was considering how delegated and 'top-up' funding could be used to enhance a 'whole service offer'.
- The speakers pointed out the steps that were being taken to rationalise the access routes to the SLT service. They said that Children's Services ensured that head teachers were clear about these routes and about SLT objectives.
- The Norfolk SLCN stakeholder group had commenced a system-wide piece of work to understand whether a single point of contact for SEND was feasible within existing resources. This work would look at how better access to information and advice might resolve challenges for parents seeking progress with support for their child.
- Members pointed out that Children's Centres had in the past helped to identify children with SLT requirements and asked how unmet need would be picked up in future. The commissioners said they were working to improve and simplify access to the service, which also made the level of need more apparent.
- Members were of the view that if more funding could be found to support early intervention, less assessments would be required. They pointed out that the statistics presented to the Committee showed that over the last three years the cost of tribunals in relation to Speech and Language Therapy had risen sharply.
- The speakers confirmed that SLT is an NHS service, free at the point of use. They also confirmed that if SLT is included in a child's Education Health and Care Plan (EHCP) then there is a statutory responsibility to provide it.

Members pointed out that many EHCP assessments were not being done within the statutory timescale.

- The speakers said that the SLT service assessed children individually for SLT needs. It was not automatically provided as a result of another diagnosis such as autistic spectrum disorder (ASD) or Down's syndrome. Not all children diagnosed with ASD had a need for SLT but the ECCH representatives confirmed that many children with ASD who required SLT were on the SLT caseload.
- It was pointed out that while the ECCH speech and language service was involved in the ASD assessment and diagnosis pathway ECCH was not commissioned to provide therapy sessions as part of this pathway. The process for the discharge of diagnosed children was a part of the review of the action plan that arose from the independent review of the SLT service.
- It was noted that SENSational Families were critical of ECCH for discharging children with an autism spectrum diagnosis (ASD) immediately after assessment with no therapy, intervention or advice. Parents with children with Down syndrome were discharged immediately or only offered a basic six--week course of therapy, after which they were discharged regardless of the progress made. This had forced families to either seek re-referral or attempt to access speech and language through other means such as personal budgets, through the local authority or through expensive private services.
- The commissioners said that £36m was delegated to mainstream schools for special educational needs. Schools decided how to spend this money and some buy in SLT. The service was reviewing how services were provided to schools.
- ECCH confirmed that the SLT service was available to all the complex and special needs schools.

- 5.4 The Committee **agreed** that central and west Norfolk service commissioners and provider should return to NHOSC in 6 months after the start of additional investment in the service (i.e. attend the meeting on 10 October 2019) to report on progress with the action plan arising from the independent review of the service. It was also agreed that the special needs schools' perspective on the subject should be sought for that meeting.

6 Forward Work Programme

- 6.1 The Forward Work Programme was **agreed** with the following changes:
- 'Local action to address health and social care workforce shortages' – moved from April to 30 May 2019 meeting.
 - 'Eating disorder services (adults' and children's)' – added to the agenda for 11 April 2019
 - 'Adult autism – access to diagnosis' – to be scheduled
- 6.2 The Committee nominated the following Members to attend a Sustainability and Transformation Partnership (STP) Workforce Workstream workshop in Norwich on Weds 10 April 2019, 9.30 – 4.00pm:
- David Fullman
 - Brenda Jones
 - Graham Middleton

Committee Members were invited to attend the Dying Matters event at the Forum, Norwich on 9 May 2019, 9.00 – 1.00pm.

**Michael Chenery of Horsbrugh
Chairman**

Report of the Health and Wellbeing Board Meeting held on 13 February 2019

1. Chairman's Opening Remarks

- 1.1 The Chairman updated the Board on
- Welcomed new Officers to the meeting
 - Reported that the Chair and Vice Chairs Group had endorsed the Better Care Fund Quarter 3 monitoring report for submission to NHS England on behalf of the Board. An End of Year report on the funding would be brought to the next meeting in April 2019

2. Our Joint Health and Wellbeing Strategy 2018-22 – implementation planning

- 2.1 The Health and Wellbeing Board (HWB) received the paper providing a draft high-level Implementation Framework based on the agreed Strategic Framework and outlining next steps for the Strategy
- 2.2 The Health and Wellbeing Board
1. **AGREED** the draft high-level Implementation Framework
 2. **AGREED** to develop an Implementation Action & Delivery Plan
 3. **COMMITTED** to action to take this work forward

3. NHS 10 Year Plan - Briefing

- 3.1 The HWB considered the report outlining key messages from the NHS Long Term Plan (LTP) published in January 2019, setting out a strategy for the health service for the next ten years and providing a framework for local systems to develop plans
- 3.2 The Health and Wellbeing Board
1. **DISCUSSED** the implications of the NHS Long Term Plan for our local health and wellbeing system and **NOTED** that there would be further discussion in the HWB development session outside of the main HWB meeting on 24 April 2019.

4. Norfolk & Waveney Sustainability and Transformation Partnership (STP) – Update, including integrating health and care services

- 4.1 The HWB discussed the report providing an update on the Norfolk and Waveney Sustainability and Transformation Partnership (STP), with a focus on progress on key pieces of work since the last report in October 2018.
- 4.2 The Health and Wellbeing Board:
1. **AGREED** to assist with building awareness of the three levels our Integrated Care System will have within their organisations, in order to build a consistent and shared understanding of how the system will work together to improve health and care

2. **CONSIDERED** the role that partners could play, both collectively and individually, in the development and implementation of our 20 Primary Care Networks across Norfolk and Waveney
3. **SUPPORTED** the continued involvement of service-users, carers, staff and other stakeholders in the implementation of our mental health strategy.
4. **COMMITTED** to supporting the development of the Norfolk and Waveney five-year plan.

5. Clinical Commissioning Group (CCG) Annual Reports

- 5.1 The HWB considered the draft narratives submitted by each Clinical Commissioning Group (CCG) in Norfolk and Waveney for their Annual Reports 2018-19, focussing on how they had supported and contributed to the delivery of Health and Wellbeing Board priorities.
- 5.2 The Health and Wellbeing Board:
 - **AGREED** the narratives
 - **ENDORSED** the move to a single management team in 2019

6. Access to health and social care services for Norfolk Families with Autism

- 6.1 The HWB received a presentation on the key findings of a recent HealthWatch Norfolk report
- 6.2 The Health and Wellbeing Board **NOTED** the presentation, which provided context for the discussion of the next item.

7. All Age Autism strategy update

- 7.1 The HWB received the report providing an update on the development of the All-Age Autism Partnership Board and the workstreams in place to support development of a local All-Age Autism Strategy
- 7.2 The Health and Wellbeing Board:
 - a) **ACKNOWLEDGED** the work undertaken in the continued development of Norfolk All-Age Autism Partnership Board, Norfolk All-Age Autism Group and the working groups in place to undertake priority work identified
 - b) **AGREED** to champion active engagement from services across Norfolk County Council (the Council) to the strategy
 - c) **AGREED** to receive the local all-age autism strategy that will be informed by the completion of the National Autism Self-Assessment (completed 14 December 2018) with a co-produced all age strategy available March 2018

8. Prevention Concordat for better Mental Health

The HWB considered the report showing the context and principles set out in the Prevention Concordat for Better Mental Health and asking partners to sign up to a cross sector approach

- 8.1 The Health and Wellbeing Board
 1. **REVIEWED**, **AGREED** and **SIGNED-UP** to the set of statements, listed below.

2. **AGREED** to work together to develop a shared system action plan for better mental health

Mr Bill Borrett
Chairman, Health and Wellbeing Board

Report of the Norfolk Joint Museums Committee meeting held on 11 January 2019

1 The 2018-19 cohort of museums trainees

- 1.1 Members were introduced to three of the 2018-19 cohort of museums trainees who delivered a huge range of impressive projects and programmes across the county. Each of the trainees explained the wide range of work that they undertook for NMS.

2 Area Museums Committees

- 2.1 The Joint Committee received reports from meetings of the Great Yarmouth, King's Lynn and West Norfolk and Norwich Area Museums Committees.
- 2.2 From the Great Yarmouth report, the Joint Committee's attention was drawn to the work that was being done as part of the *Making Waves Together* project which was aimed at building cultural partnerships, engaging new audiences and putting arts, culture and heritage at the heart of the local vision for the Great Yarmouth and Lowestoft area. As part of this project a feasibility study was being undertaken into the viability for co-curated content to be displayed in the Lowestoft partner museums, as well as designating the Time and Tide Museum as a centre for collecting, conserving and studying the cultural material of coastal community heritage in all its forms. The feasibility study would result in outline plans to reconfigure displays and galleries across several areas within Time and Tide and was expected to report to the Area Museums Committee in the next 12 months.
- 2.3 From the King's Lynn and West Norfolk report, the Joint Committee's attention was drawn to the to the latest programme of NMS activities and the partnership work that NMS and the Borough Council undertook with other organisations including King's Lynn Festival and the New Anglia Local Enterprise Partnership to provide a good cultural offer for local communities and visitors to King's Lynn.
- 2.4 From the Norwich report, the Joint Committee's attention was drawn to the importance of the forthcoming Viking exhibition and of maintaining access during the construction phase of the Castle Keep project. It was noted that a Wider Impact Group had been established to ensure that disruption to the operation of Norwich Castle and operational difficulties in maintaining access were kept to a minimum. These matters were further addressed as part of the NMS periodic report and as part of the presentation by Dr Robin Hanley at the end of the meeting.
- 2.5 The Joint Committee also noted from the Norwich report the success of the televised Children in Need event which was an excellent showcase for the Castle Keep.

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

- 3.1 The Joint Committee received a report that covered the forecast Norfolk Museums Service (NMS) budget out-turn for 2018/19, including the revenue budget, reserves and provisions and the capital programme. The report also detailed savings proposals applied to the revenue budget for 2019/20.

3.2 The Joint Committee **resolved** to note –

- a. **The latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2018/19.**
- b. **The proposed budget savings and changes for 2019/20 and beyond that were set out in the report.**

4 Risk Management report

4.1 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at December 2018.

4.2 The Joint Committee **resolved** to note –

The active and dormant risks that were set out in appendices A and B to the report and that the risks associated with the Castle Keep project would be reported as part of the next risk management report.

5 Norfolk Museums Service – Performance & Strategic Update Report

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

5.2 During discussion, the following key points were noted:

- The Joint Committee noted that the Winfarthing Pendant, an Anglo-Saxon treasure acquired through the generous support of the Art Fund, the National Heritage Memorial Fund (NHMF) and the Friends of the Norwich Museums, was voted as the nation's favourite acquisition for 2018 in a national poll. The Pendant was currently on display at the British Library and would return to Norwich Castle in the Spring.
- The Joint Committee welcomed the NMS partnership work with the County Council's Public Health services and third sector partners to identify and support people with mental health issues and the early onset of dementia. Because many of these Public Health initiatives were of relevance to Borough/City/District Councils Members suggested that they should be given an opportunity to consider NMS involvement in this line of work at meetings of the Area Museums Committees.
- Members were informed that the construction phase of the Castle Keep project was expected to commence in May 2019 and to be completed in phases during 2020. The prime draw for visitors to Norwich Castle during 2019 will be the *Viking: Rediscover the Legend* exhibition which will contain some of the most significant Anglian and Viking treasures ever discovered in Britain and feature star objects from the British Museum and Yorkshire Museum. Members would be given opportunities to see the Castle Keep while it was empty of contents and to see areas of the Castle Museum and the Shirehall that were not usually open to the public.
- A discussion was held amongst Members regarding access to museum experiences for those from lower socio-economic groups. It was suggested that this ongoing work could be referenced in the equality impact assessment

paragraph. It was agreed that officers would investigate with the Council's Equality and Diversity Manager and report back to the next meeting of the Joint Museums Committee.

- In reply to questions, it was pointed out that NMS curatorial staff continued to progress the *Deep History Coast* Project Initiative and would provide a presentation on this subject to the next meeting of the Joint Committee.

5.3 The Joint Committee resolved:

1. **To note progress regarding development of the Norwich Castle: Gateway to Medieval England project.**
2. **To note the position for the current financial year 2018/19, including delivery against the Arts Council England and Heritage Lottery Fund programmes.**
3. **That because it is not feasible for the County Council (the NMS governing body) to provide Arts Council England with a monthly cash flow statement for NMS's National Portfolio Organisation grant for 2018-22 and for NMS' Subject Specialist Organisation grant for Museum Development for 2018-22, the Joint Committee ask ACE to waive this payment requirement on the understanding that the County Council will commit to provide ACE with an assurance to underwrite any cash shortfalls across the life of the funding agreements.**

6 To Receive a presentation updating Members on progress with the Norwich Castle Gateway to Medieval England Project

6.1 The Joint Committee received a power point presentation on progress with the Norwich Castle Gateway to Medieval England Project.

6.2 The Joint Committee noted the following:

- The Norwich Castle: Gateway to Medieval England project would provide a state of the art venue supporting an extensive and creative programme of formal and informal learning events, alongside commercial functions.
- The £13.5m project would re-create the 12th century Norman royal palace and develop a new British Museum Gallery of the Medieval Period.
- The Norwich Castle: Gateway to Medieval England project would help to link together the existing heritage assets in Norwich, including the Cathedrals, the medieval churches and the City walls and make Norwich Castle the premier heritage destination in the East of England.
- A new and much improved main entrance was being planned for the Castle Museum that addressed accessibility issues, gave improved customer service and supported the generation of partnership income.
- The project would provide full public access to all levels of the Castle Keep including the roof and basement areas.
- The project would deliver improved access to the Museum, a newly positioned café, improved toilets and a new Changing Places facility and improved facilities for school parties.
- Discussions were continuing with the City Council about the future display and safe storage of the Norwich Civic Regalia.
- The Castle Keep was due to be empty of contents by the end of Easter 2019. There would then be a few months in which visitors would be able to see the Castle Keep before building work commenced.

- Medieval themed events were to be planned for across the City as part of the Heritage Lottery Fund supported Activity Programme.
- A tapestry was to be produced by local Norfolk volunteers referencing Norwich's medieval history. When completed, the tapestry would hang in the new Great Hall of the Castle Keep.
- Members were informed that a separate Castle Museum interpretation plan would be put together to tell the wider story of the building.
- Members said that visitors should be informed on arrival when the Keep was not open to visitors or had restricted access. The rest of the museum, including parts which were not usually open to the public, would remain open throughout the whole of the development. Special behind-the-scenes tours and digital access to the Keep would also be made available for visitors, so that they could feel part of the development journey.
- Members were assured that any issues about public access during the development period would be kept under close review and that regular reports would come to both the Norwich Area Museums Committee and the Joint Committee.

John Ward
Chairman

Report of the Norfolk Records Committee Meeting held on 11 January 2019.

Items from the meeting of 11 January 2019

1. Proposed Changes to the NRO (Norfolk Record Office) Public Service

- 1.1 The Committee considered the report outlining proposed changes to the Public Service at the Norfolk Record office to achieve the required £75,000 savings for 2019-20.
- 1.2 The Records Committee **CONSIDERED** the results of the public consultation and **APPROVED** changes to the public service provided by the Norfolk Record Office. They **AGREED** recommendation 1:
 1. The changes proposed in the consultation, and AGREED that opening should be Tuesday to Friday, opening at 10, and one Thursday a month

2. Finance and Risk Report

- 2.1 The Committee received the report setting out the forecast financial out-turn for the Norfolk Record Office for 2018/19, the NRO revenue budget for 2018/19, reserves and provisions.
- 2.2 The Committee **CONSIDERED** and **APPROVED**:
 - Forecast position of the revenue budget, reserves and provisions for 2018/19
 - Management of risk for 2018/19

Phillip Duigan
Vice-Chairman, Norfolk Records Committee

Report of the Planning (Regulatory) Committee Meeting held on 15 March 2019

1 C/2/2017/2010: Waste Recycling Centre, Station Road, West Dereham.

- 1.1 The Committee considered the report by the Executive Director of Community and Environmental Services seeking retrospective planning permission at the existing waste management facility to install and use waste shredding plant including a generator and a concrete block noise attenuation wall. The application did not seek to make any changes to any of the currently approved operations authorised by previously issued planning permissions.
- 1.2 The Executive Director of Community and Environmental Services was authorised to:
- i. Grant planning permission subject to the conditions outlined in section 13 of the report.
 - ii. Discharge conditions where those detailed in the report require the submission and implementation of a scheme, or further details, either before development commenced, 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 C/2/2018/2022: Land north of Willows Road, Willows Industrial Estate, King's Lynn.

- 2.1 The Committee considered the report by the Executive Director of Community and Environmental Services seeking planning permission for the development of a replacement Household Waste Recycling Centre (HWRC) at Willows Road, King's Lynn. The HWRC is being relocated in order to facilitate proposals for the construction and operation of a new gas-fired power station (the 'King's Lynn 'B' CCGT Power station project) which would consume the existing HWRC site.
- 2.2 The Executive Director of Community and Environmental Services was authorised to:
- i. Grant planning permission subject to the conditions outlined in section 13 of the report.
 - ii. Discharge conditions where those detailed in the report require the submission and implementation of a scheme, or further details, either before development commenced, or within a specified date of planning permission

being granted.

- iii. Delegate powers to officers to deal with any non-material amendments to the application that may be submitted.

Colin Foulger

Chairman, Planning (Regulatory) Committee

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

A: Meeting held on 20 December 2018.

1 Transport for Norwich – A11 Newmarket Road – A140 Mile End Road Improvements to relieve congestion at the Daniels Road Roundabout.

The Committee received the report updating members on the current position of the work to identify capacity improvements on the outer ring road between South Park Avenue and Newmarket Road and to agree to consult on proposals.

The Committee **RESOLVED** to:

- (1) agree to consult on proposals for changes to the section of the outer ring road between South Park Avenue and Newmarket Road as shown on the plans in Appendix 1 to include the following:
 - (a) alterations to the traffic light controlled junction at South Park Avenue to improve the operation of the junction, including pedestrian facilities;
 - (b) new pedestrian refuges near to Highland Road and Unthank Road;
 - (c) replacing the existing pedestrian crossings near Mornington Road and Waldeck Road with a staggered signalised pedestrian crossing;
 - (d) provide double yellow lines on the northern side of Colman Road with a combination of double yellow lines and limited waiting parking bays on the southern side;
 - (e) provide double yellow lines on both sides of Unthank Road with a parking bay on the northern side;
 - (f) provide double yellow lines at the junction of South Park Avenue
- (2) ask the head of city development services to commence the necessary statutory process to implement the above proposals;
- (3) note that the results of the consultation will be reported to the committee at a future date.

2 Tombland Transforming Cities Project

The Committee received the report seeking approval to consult on the proposals for improvement of Tombland.

The Committee **RESOLVED** to approve for consultation the proposals for Tombland that improve facilities for pedestrians, cyclists and public transport users by better managing existing traffic movements and creating and improved the environment to boost the local economy as shown on the plan attached as Appendix 1 which have the following effects:

- (1) removing traffic from the northern arm of the 'Tombland Triangle', creating a two-way route to the Ethelbert Gate and improved pedestrian space;
- (2) replacing the pedestrian crossing where Upper King Street meets Tombland, narrowing the carriageway to make crossing easier and putting it on a table to reduce speeds and increase pedestrian safety;
- (3) moving the inbound bus stop CP from Tombland to Upper King Street and widening the pavement to provide improved waiting facilities, including a bus shelter;
- (4) moving the outbound bus stop CK from Upper King Street to Tombland and extending the kerb space available for bus stopping on the west side of Tombland to provide more coherent facilities for north bound bus services;
- (5) providing a new bay in Tombland that caters for loading (including coach drop-off and pick up), taxis and disabled parking;
- (6) formalising the motorcycle parking and increase the amount of bicycle parking;
- (7) implementing changes to the on street parking and loading restrictions.

3 Essex Street Safety Scheme

The Committee received the report asking it to consider the responses from the consultation and approve installation of further improvements described in this report.

The Committee **RESOLVED** to:

- (1) approve the installation of (as set out in the plan shown as appendix 3 of the report):

- (a) a changed priority at the junction between Essex Street and Suffolk Square;
 - (b) additional 20mph signage and road markings;
 - (c) road markings to delineate a parking bay.
- (2) agree not to introduce the proposed pinch point / cycle bypass (shown in Appendix 1).
- (3) ask officers to carry out a further weeklong traffic survey in Essex Street approximately 6 months after the change of priority and additional 20mph signs and roundels have been introduced, to see what effect the changes have had on speeds, and to ask officers to report those findings back to a future meeting of this committee.

4 Waggon and Horses Lane – Proposed Traffic Management

The Committee considered the report asking members to consider the results of an Experimental Traffic Regulation Order for a road closure on Waggon and Horses Lane to protect no 21 Elm Hill and to agree to make the closure permanent.

The Committee **RESOLVED** to:

- (1) note the results of the experimental road closure and that the initial road closure point has achieved the scheme objectives without the need to trial alternative road closure locations on Waggon and Horses Lane.
- (2) ask the head of city development to undertake the necessary statutory procedures to make permanent the provisions of the Experimental Traffic Regulation Order (TRO) without amendments.
- (3) agree minor highway works in response to consultation feedback in relation to the choice of bollard used and removal of redundant bollards nearby.

5 Proposed Limited Waiting Restrictions in the Sewell Ward – Consultation Results

The Committee considered the report setting out all the responses from the consultation and asking it to approve installation of the proposed limited waiting restrictions in four locations in Sewell Ward

The Committee **RESOLVED** to:

- (1) approve the installation of the proposed limited waiting restrictions in four locations in Sewell Ward (as set out in the report and in 2 (a) to (d) below);
- (2) ask the head of city development services to carry out the statutory legal procedures to finalise the traffic regulation orders to:

- (a) amend waiting restrictions in Denmark Opening as shown on plan No.PL/TR/3329/788;
- (b) install waiting restrictions in Garrett Court and Gertrude Road as shown on plan No. PL/TR/3329/790;
- (c) amend waiting restrictions in John Stephenson court and Violet Road as shown on plan No. PL/TR/3329/791;
- (d) install waiting restrictions in Mousehold Avenue and Lavengro Road as shown on plan No. PL/TR/3329/792.

B: Meeting held on Thursday 21 March 2019.

1 Welsh Streets area Permit Parking Consultation.

The Committee considered the report advising Members of the responses to the recent consultation in the 'Welsh Streets' area to extend the existing permit parking areas and recommended the partial implementation of permit parking.

The Committee **RESOLVED** to:

- (1) note the responses to the permit parking consultation;
- (2) agree to implement a Monday-Saturday, 8:00am to 6:30pm (8:00 to 18:30) controlled parking zone (CPZ) as shown on the plans (nos. PL/TR/3584/440/A) as set out in Appendix 1 in:
 - (a) Cardiff Road, Havelock Road and part of Earlham Road and Denbigh Road;
 - (b) College Road and Recreation Road from the junction of Avenue Road to the junction with Earlham Road;
 - (c) The Avenues between Recreation Road and Christchurch Road;
- (3) install extended yellow lines at the junctions of other streets in the area including Caernarvon Road, Denbigh Road (part), Earlham Road, Swansea Road and Wellington Road also shown on the plan no. PL/TR/3584/440/A in Appendix 1;
- (4) ask the head of city development services to complete the statutory processes to implement these proposals.
- (5) ask the head of city development services to re-consult residents in the remaining streets in the light of (2) to (4) above to give them the opportunity to reconsider whether they wish to have permit parking or not;
- (6) commence the statutory processes to introduce short stay parking provision in the vicinity of The Avenues School and Peapod Nursery, and the businesses on Cardiff Road and Havelock Road in accordance with details to be agreed with local ward members;
- (7) note that the results of this additional consultation will be considered at a future meeting.

2 Transport for Norwich – A140 Mile End Road and Colman Road Improvements to relieve congestion at the Daniels Road Roundabout.

The Committee considered the report asking it to consider the responses to the consultation on proposed changes to the Outer Ring Road (ORR) and to agree to implement the proposals as originally proposed with minor amendments.

The Committee **RESOLVED** to:

- (1) agree to implement the proposals on Colman Road, Mile End Road, South Park Avenue and Unthank Road as shown on the plan numbered 1-4 attached as Appendix;
- (2) ask the head of city development to complete the necessary statutory process to implement the above proposals with the exception of those items in (3) below as detailed in the report:
- (3) ask the head of city development to advertise the following minor amendments to the previously proposed traffic regulation orders, as shown on the plans in Appendix 1:
 - (a) the removal of the previously advertised short stay spaces on Unthank Road and their replacement with double yellow lines;
 - (b) changes to the proposed arrangement of the bus stop and parking spaces on the westbound section of Colman Road;
- (4) agree to delegate any objections to these minor changes to the head of city development services in discussion with the chair and vice-chair.
- (5) note that the proposed scheme will have an impact on the existing school crossing patrol operating at the Colman Road / South Park Avenue junction;
- (6) ask the Transport for Norwich manager to explore further the impact on the school crossing patrol and request that additional resources are provided if needed.

3 Transport for Norwich – Bank Plain and London Street

The Committee considered the report asking it to agree to consult on proposals to upgrade Bank Plain and London Street at its junction with Bank Plain and its junction with Opie Street and to agree to advertise revised Traffic Regulation Orders to facilitate the revised layout.

The Committee **RESOLVED** to:

- (1) agree to consult on proposals, shown on the plans contained in Appendix 1, that will:
 - (a) Improve the section of London Street at its junction with Opie Street;
 - (b) Improve the area at the eastern end of London Street, at its junction with Bank Plain;

- (c) Improve Bank Plain by widening pavements and re-arranging the on street parking and loading facilities;
 - (d) Upgrade Bank Street to create a more pedestrian friendly environment;
- (2) ask the head of city development services to commence the statutory procedures associated with the following traffic regulation orders and notices associated with these proposals, which is shown on the plan contained in Appendix;
 - (a) Install new loading facilities in Bank Plain on the western side;
 - (b) Create an extended blue badge parking area and further loading facilities on the east side;
 - (c) Replace the loading bay on Redwell Street with Car Club spaces;
 - (d) Widen the light controlled pedestrian crossing on Bank Plain, and include crossing facilities for cyclists;
 - (e) Introduce a restricted zone in Bank Street, maintaining the existing one-way arrangements for motorised vehicles but allowing contraflow cycling and allowing loading only in the street;
 - (f) Remove the existing designated bays (including the car club bay, pay and display bays, blue badge spaces and loading bays) in Bank Street and Opie Street and the existing bus and coach stops on Bank Plain;
- (3) note that the responses to the consultation and any objections to the statutory notices will be considered at a future committee.

4 Permit Issuing Software Upgrade and the Introduction of 'Virtual' Parking Permits.

The Committee considered the report asking it to note that the existing software that was used to issue parking permits must be updated and to agree to the rollout of 'virtual' permits once the new system was in place.

- (1) note that the software that is used to issue parking permits needs to be replaced;
- (2) agree to the rollout of 'virtual' permits (where appropriate) once the new system is in place;
- (3) authorise the head of city development to make the necessary changes to the permit parking terms and conditions to reflect the move to virtual permits.

5 Committee Schedule 2019-20

The Committee considered the report asking it to agree the meeting schedule for the 2019 to 2020 civic year.

The Committee RESOLVED to agree, subject to approval at the city council's annual council, the schedule of meetings of the Norwich Highways Agency committee for the civic year 2019-20, with all meetings to be at 10:00 and held at City Hall, as follows:

Thursday, 20 June 2019

Thursday, 19 September 2019

Thursday, 19 December 2019

Thursday, 19 March 2020

John Fisher
Chair, Norwich Highways Agency Committee

Notice of Motions

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

1. Proposed by Steve Morpew, seconded by Emma Corlett

Climate change

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

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

Council therefore resolves to

Strategic policy

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

Governance

1. Request the Leader to designate a cabinet member with overall responsibility for climate change and include specific responsibility for the climate change impact in the portfolios of every cabinet member

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

Operational

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

Climate Emergency Declaration

This Council notes that:

- The findings of the Intergovernmental Panel on Climate Change report 'Global warming of 1.5°' published on 8 October 2018, in particular:
 - Human activities are estimated to have already caused approximately 1.0°C of global warming above pre-industrial levels;

- If we continue at the current rate, we are likely to surpass the Paris Agreement target of 1.5°C as early as 2030;
- At the current level of commitments, the world is on course for 3°C of warming with irreversible and catastrophic consequences for humans and the natural world.

The Council believes that:

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

Therefore, this Council agrees to:

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

- Request the Leader to write the Prime Minister to inform that this Council has declared a climate emergency and ask for the Government to provide the resources and powers necessary to deal with it
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3. Proposed by Judy Oliver, seconded by Andrew Proctor

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

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

4. Proposed by Alexandra Kemp

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

Under the current Committee and the last Cabinet System, this Council has held debates in full Council on Motions proposed by Members. Administrations have always respected this. It is the public's expectation. It is Custom and Practice in this Council.

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

This measure could potentially exclude nearly all Motions from debate.

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

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

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

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

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

Constitution Page 116 Point 9.4

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

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

5. Proposed by John Fisher

Norfolk County Council recognises the serious impact of climate change globally and the need for urgent action. Over a number of years NCC has taken a leadership role working with partners on major projects and programmes which are developing sustainable approaches to travel and transport, reducing emissions and mitigating effects of climate change especially on those communities and environments most vulnerable.

Looking to the future Norfolk County Council commits to support the delivery of the Government's 'A Green Future: Our 25 Year Plan to improve the Environment' with local targets and priorities for safeguarding Norfolk for future generations.

<https://www.gov.uk/government/publications/25-year-environment-plan>

The Government has made a commitment to be the first generation to leave the environment in a better state than we inherited it and we welcome the Environment (Principles & Governance) Bill the first in over 20 years. The Government has pledged Embed an 'environmental net gain' principle, and introduce higher environmental standards for new builds. Green our towns & cities creating green infrastructure and planting 1 million urban trees. Make sure resources are used more efficiently, minimise waste and tackle air pollution. Provide international leadership and lead by example to tackle climate change.

The County Council has a good track record on environmental projects and programmes saving 19,000 tonnes CO2 on their Street Lighting & traffic signs, owns the site of the 250,000 panel solar farm, supports through their planning department major offshore wind farms, a range of green projects including, Coastal Connections, Bidrex, Endure, (resilience to climate change), Norfolk non native species initiative, Wildlife in Common (project with UEA), Norfolk Coast Rivers Restoration Project, and recently Transforming cities.

Norfolk County Council will continue to commit to cutting down unnecessary resource use and waste, reducing our impact on the world and shaping a more

efficient, sustainable and competitive economy. We must lead by example and demonstrate to the next generation our action and responsibilities in tackling climate change.

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

This Council agrees to:

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

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

7. Proposed by Coleen Walker, seconded by Emma Corlett

Council acknowledges that easy access to sanitary products is a basic right for all citizens.

Council notes the good work of our libraries in providing sanitary products through a working partnership with "Tricky Period" and other organisations.

We therefore agree that this Council will:

- provide sanitary products at no charge in toilets of its premises for staff and users to access
- write to Theresa May MP to lobby the government to remove VAT from sanitary products, as they are not luxury items