

# Council

## Agenda

### Members of the Council

Mrs K A Vincent (Chairman)	Mr R R Foulger (Vice Chairman)
Mr A D Adams	Mrs J Leggett
Mr S C Beadle	Mr K G Leggett MBE
Mr N J Brennan	Mr I J Mackie
Mr D J Britcher	Mrs T M Mancini-Boyle
Mr P E Bulman	Mr I N Moncur
Ms S J Catchpole	Mr M L Murrell
Mr S M Clancy	Ms J A Neesam
Mrs B Cook	Mr G K Nurden
Mrs J K Copplestone	Mr G Peck
Mr A D Crotch	Mrs S M Prutton
Mr J J Emsell	Mr S Riley
Mr J F Fisher	Mr D Roper
Ms R M Grattan	Ms C E Ryman-Tubb
Mrs S C Gurney	Mr N C Shaw
Ms N J Harpley	Mr M D Snowling MBE
Mr D G Harrison	Mrs L A Starling
Mrs L H Hemsall	Mr D M Thomas
Ms S I Holland	Miss J L Thomas
Mrs N C Karimi-Ghovanlou	Mr S A Vincent
Mr K S Kelly	Mr S C Walker
Mr D King	Mr J M Ward
Miss S Lawn	Mr F Whymark
Dr K E Lawrence	

### Group meetings:

Conservative Group	Trafford Room (6.00pm)
Liberal Democrat Group	John Mack Room (6.00pm)
Labour Group	Members Room (6.00pm)

### Date

Tuesday 24 March 2020

### Time

7.00pm

### Place

**Council Chamber**  
Thorpe Lodge  
1 Yarmouth Road  
Thorpe St Andrew  
Norwich

### Contact

**Dawn Matthews** tel (01603) 430404

Broadland District  
Council  
Thorpe Lodge  
1 Yarmouth Road  
Thorpe St Andrew  
Norwich NR7 0DU



E-mail: [dawn.matthews@broadland.gov.uk](mailto:dawn.matthews@broadland.gov.uk)



@BDCDemServices

**Trevor Holden - 16 March 2020**

### The Openness of Local Government Bodies Regulations 2014

Under the above Regulations, any person may take photographs, film and audio-record the proceedings and report on all public meetings. If you do not wish to be filmed / recorded, please notify an officer prior to the start of the meeting. The Council has a protocol, a copy of which will be displayed outside of each meeting room and is available on request.

**The Chairman will ask if anyone wishes to  
film / record this meeting**

<b>A G E N D A</b>		<b>Page No</b>
<b>1</b>	<b>To receive declarations of interest under Procedural Rule no 8 – guidance and flow chart attached</b>	<b>4</b>
<b>2</b>	<b>Apologies for absence</b>	
<b>3</b>	<b>Minutes</b>	<b>6</b>
	To consider the minutes of the meeting held on 20 February 2020	
<b>4</b>	<b>Matters Arising</b> (if any)	
<b>5</b>	<b>Announcements</b>	
	To receive announcements from	
	(1) The Chairman – list of Civic Engagements attached	<b>32</b>
	(2) The Vice Chairman	
	(3) The Leader	
	(4) Members of the Cabinet	
	(5) Head of Paid Service	
<b>6</b>	<b>Questions from the public</b>	
	To consider any questions received from members of the public in accordance with Procedural Rule 10.	
<b>7</b>	<b>Public Speaking</b>	
	To consider representation from members of the public who have expressed the wish to convey their views on items on this agenda.	
	In accordance with the Constitution a total period of 15 minutes is allowed (each speaker may speak for 3 minutes only)	
<b>8</b>	<b>Overview and Scrutiny Committee</b>	
	To receive the minutes of the meeting held on 3 March 2020	<b>33</b>
<b>9</b>	<b>Cabinet</b>	
	To receive the decisions of the meeting held on 10 March 2020 (minutes to follow)	<b>41 to follow</b>

<b>10</b>	<b>Planning Committee</b>	
	To receive the decisions of the meeting held on 4 March 2020	<b>43</b>
<b>11</b>	<b>Pay Policy Statement</b>	
	To consider approval of the Pay Policy Statement	<b>44</b>
<b>12</b>	<b>Water Damage at Thorpe Lodge</b>	
	To consider issues arising from the recent water damage at Thorpe Lodge	<b>to follow</b>
<b>13</b>	<b>Programme of Meetings</b>	
	To consider the schedule of meetings for the 2020/21 municipal year	<b>59</b>
<b>14</b>	<b>Outside Organisations – Feedback from Representatives</b>	
	To note the reports from Members appointed to represent the Council on outside bodies	<b>63</b>
<b>15</b>	<b>Questions from Members</b>	
	To consider any questions received in accordance with Procedural Rule 12.4.	
<b>16</b>	<b>Motions</b>	
	To consider any motions received under Procedural Rule 13:	

Trevor Holden  
Managing Director

## DECLARATIONS OF INTEREST AT MEETINGS

When declaring an interest at a meeting Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest. Members are required to identify the nature of the interest and the agenda item to which it relates. In the case of other interests, the member may speak and vote. If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed. If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting. Members are also requested when appropriate to make any declarations under the Code of Practice on Planning and Judicial matters.

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.

Does the interest directly:

1. Affect yours, or your spouse / partner's financial position?
2. Relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?
3. Relate to a contract you, or your spouse / partner have with the Council
4. Affect land you or your spouse / partner own
5. Affect a company that you or your partner own, or have a shareholding in

If the answer is "yes" to any of the above, it is likely to be pecuniary.

Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.

Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?

If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

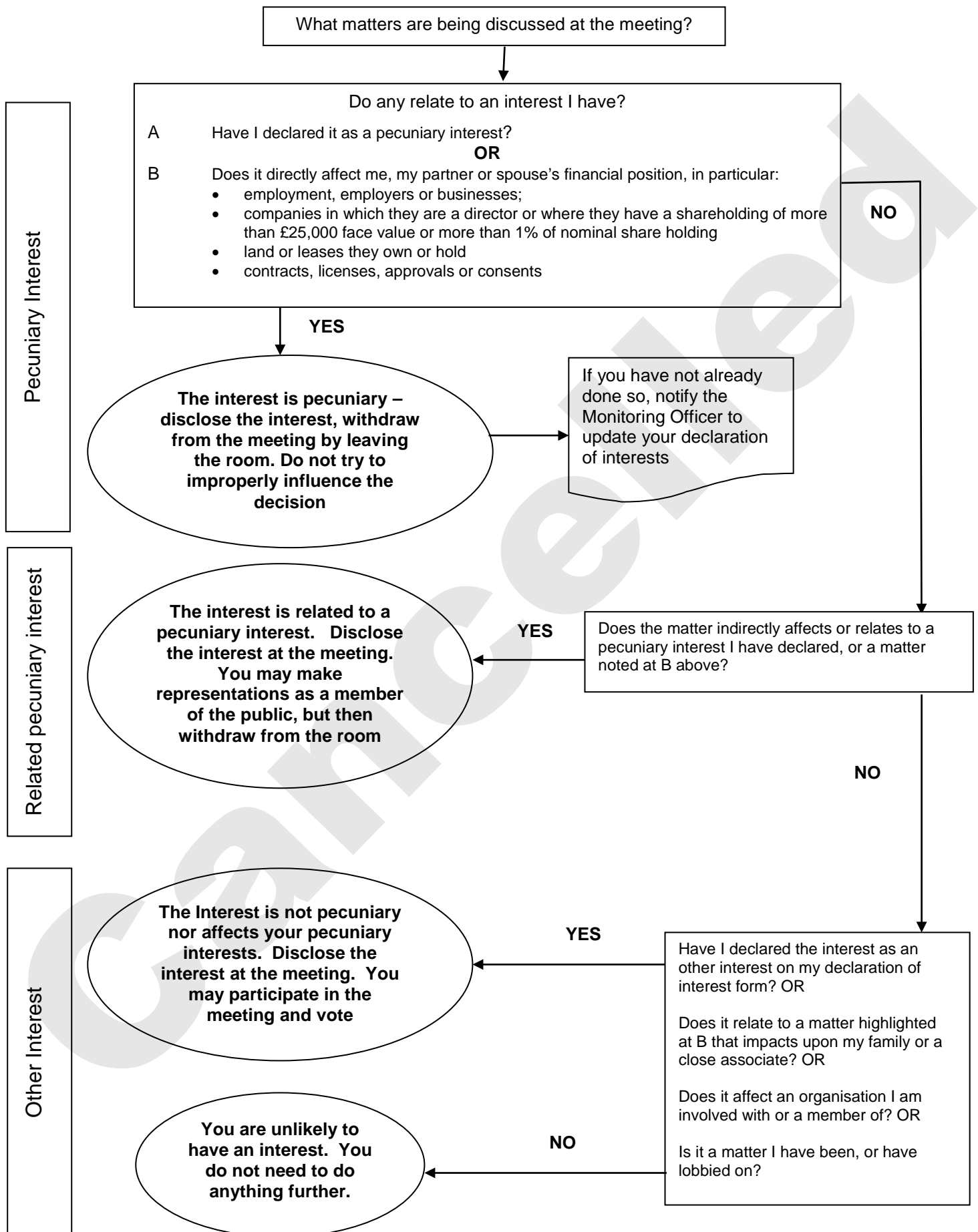
Is the interest not related to any of the above? If so, it is likely to be another interest. You will need to declare the interest, but may participate in discussion and voting on the item.

Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF**

**PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST INSTANCE**

# DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



## Council

Minutes of a meeting of the **Council** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Thursday 20 February 2020** at **7.00pm** when there were present:

Mrs K A Vincent – Chairman

Mr A D Adams	Ms S I Holland	Mr S Riley
Mr N J Brennan	Mrs N C Karimi-Ghovanlou	Mr D Roper
Mr D J Britcher	Mr K S Kelly	Mr N C Shaw
Mr P E Bulman	Mr D King	Mr M D Snowling
Ms S J Catchpole	Miss S Lawn	Mrs L A Starling
Mr S M Clancy	Dr K E Lawrence	Mr D M Thomas
Mr A D Crotch	Mrs J Leggett	Miss J L Thomas
Mr J J Emsell	Mr K G Leggett	Mr S A Vincent
Mr J F Fisher	Mrs T M Mancini-Boyle	Mr S C Walker
Mr R R Foulger	Mr M L Murrell	Mr J M Ward
Ms R M Grattan	Mr G K Nurden	Mr F Whymark
Mr D Harrison	Mr G Peck	
Mrs L H Hemsall	Mrs S M Prutton	

Also in attendance were the Director of Resources, the Assistant Director Governance & Business Support (Monitoring Officer), the Assistant Director Finance & Chief Financial Officer (Section 151 Officer) and the Committee Officer (DM).

### 106 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Member/ Officer	Minute No & Heading	Nature of Interest
The Chairman on behalf of all Members	108 - Review of the Broadland Scheme of Members' Allowances	Pecuniary Interest - In accordance with the Constitution, Part 4 Rules of Procedure, Section 8 – Interests to be declared at meetings – the Monitoring Officer granted a dispensation to all Members of the Council to enable discussion and voting on this item.

### 107 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr S C Beadle, Mrs J K Copplestone, Mrs B Cook, Mrs S C Gurney, Ms N J Harpley, Mr I J Mackie, Ms J A Neesam and Ms C E Ryman-Tubb.

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**108 REVIEW OF THE BROADLAND SCHEME OF MEMBERS' ALLOWANCES**

The Chairman welcomed to the meeting Mr P Franzen, Chairman of the Broadland Independent Remuneration Panel. Mr Franzen explained that the Independent Remuneration Panel (IRP) had been convened in October 2019 to undertake an exercise to find a solution to the current remuneration scheme in Broadland. It had become apparent early in the process that there was insufficient data available to undertake a full review and, in view of the short timeframe given to the Panel to report on its findings, it had been agreed to progress with an interim review of basic and special responsibility allowances (SRAs) pending a more detailed review which could be undertaken in conjunction with South Norfolk's scheme which was due for review by May 2020. The Panel had been ready to report its findings by the December 2019 deadline but this had been deferred because of the Parliamentary Election held that month. The review had concluded that there was little rationale and methodology to the current allowance scheme and how the levels of allowances had been determined. The existing allowances had therefore been reviewed against comparable local authorities and it was clear the Broadland allowances had fallen considerably behind the levels of other Norfolk authorities and an increase of circa 30% was needed to bring these in line. The Panel was conscious of the potential public perception associated with such an increase but felt this should not colour the integrity of the Panel's findings. Mr Franzen went on to state that he had been involved in work to review allowances at the County Council and South Norfolk Council and that the ideal model used to determine SRAs should have a clear methodology, for example, be based on a percentage of the allowance paid to the Leader, and should be mindful of government guidance that SRAs should be limited in number and should only be awarded to roles with significant extra responsibility. The Panel's findings had been shared with the current Administration who had raised a number of potential changes but the Panel had not received any evidence to support the suggestions.

The following questions were then put to Mr Franzen:

1. *Overall scheme and Methodology – mindful of the changing times for Councillors which was far more demanding than ever before, with more and more being expected at a local level - the IRP were seeking to establish the principles of the Members' Allowance scheme and that it should be inclusive, based on fairness, simple to understand and operate and transparent (clear who is getting what). Why were members not asked to complete the questionnaire which would have provided the IRP with data and information?*

The six week time frame given to complete the interim review had not given sufficient time to gather this data. Similar data gathered in the past had not assisted with previous reviews. The detailed review could allow for this data to be collected if required.

2. *Chairman's allowance - while it was recognised that it was an honour to hold the role of Chairman of the Council, there does need to be consideration of the huge amount of time and energy that goes into making the role a success and promoting Broadland. The report states that the current allowance for the Chairman is "relatively low compared to some others in Norfolk". Indeed it is the lowest across Norfolk by some margin. The IRP's recommendation of increasing the Chairman's allowance to £1,967 would still leave it as the lowest, by some margin, compared to other Norfolk councils and the resolution to this was to consider an 'honarium' to "top-up" the allowance. Is there a reason an amount was not recommended? Would setting the level around the 'Norfolk average' be an appropriate approach to take?*

The Panel did not have sufficient evidence to demonstrate significant extra responsibility as required by government guidance. The amount of time spent on the role and the "civic" element of the role alone did not satisfy this. An amount of honorarium was not proposed as the Panel did not have sufficient information to fully understand the role and make an informed judgement on an appropriate level and it would have been inappropriate to settle for a Norfolk average. The Panel was however mindful that the current allowance had fallen significantly behind and had endeavoured to find a quick fix.

3. *Leader's allowance - the recommendation was to increase the Leader's allowance by 31.06% but immediately reduce it – the real rise is 14.67%. This is considerably below the average of other Norfolk councils. Why was this figure picked as it is not even the same as the South Norfolk allowance?*

The Panel had attempted to increase transparency by splitting the allowance to reflect the roles of Leader of the Council and Leader of the majority group and increasing the allowance in line with the recommended increase in the basic allowance to provide some rationale for the allowance. The South Norfolk allowance had not been used as a benchmark; instead data had been used from other comparable councils. It was acknowledged that the allowance was still low compared to other Norfolk councils.

4. *Leader of the main opposition group allowance - the Panel has recommended the basic allowance be increased as it "gives parity with South Norfolk" but this is not the case with the role of Leader of the main opposition group. Why is a reduction in the current allowance being recommended which is significantly lower than SNC?*

*Why does the Panel acknowledge the role of the Leader of the main opposition group in relation to a manager of the group but not as the shadow Leader?*



Further work was needed at the next review to examine the allowances at South Norfolk to ensure they were at an appropriate level and whilst they had been used to give the desired parity across both councils where appropriate, not all the figures could be supported at this time.

The Panel had not been able to engage with the Leader of the Opposition as part of the review so could not take their views into account and had no information before them in relation to this. The Leader of the Opposition referred to a breakdown in communication on this matter and stated that he would welcome the opportunity to engage with the Panel for the next detailed review.

5. *Basic allowance – why was the suggested increase still considerably below the average of other Norfolk councils? Whilst it was accepted that the level gave “parity with South Norfolk” what was to say their allowance was set at the appropriate level – the IRP recommendation would still leave the basic allowance significantly below the average of the other Norfolk councils?*

The current allowance was the lowest in the County and the recommended increase had been derived not by applying a percentage increase but by endeavouring to place Broadland in the appropriate quartile in the County and to have parity with the South Norfolk allowance. The Norfolk average was skewed as a result of a higher allowance paid in some other councils.

6. *Chairman of Overview & Scrutiny allowance - the Panel has recommended the basic allowance be increased as it “gives parity with South Norfolk” but this is not the case with the role of Chairman of Overview & Scrutiny - why is a much lower SRA being recommended?*

Further work was needed at the next review to examine the allowances at South Norfolk to ensure they were at an appropriate level and, whilst they had been used to give the desired parity across both councils where appropriate, not all the figures could be supported at this time.

7. *Outside organisations – why was there no SRA for Members appointed to outside organisations?*

This was a matter which would be included in the full review mindful of the need to have regard to the government guidance requiring significant extra responsibility to justify a SRA.

With regard to the changes proposed to the overall scheme, a concern was expressed about the recommended increases stating that Members had accepted the levels of allowances when elected to their roles and these

should not be reviewed until the end of the current term of office. It was also suggested that the time was not right to be supporting the increases proposed pending the more detailed review in conjunction with South Norfolk and in the light of the haste in which the current review had been undertaken and with little supporting evidence.

The Chairman thanked Mr Franzen for his work with the Panel on the interim review and Mr Franzen left the meeting. The Chairman invited Members to consider each of the recommendations in turn.

(1) Basic Allowance

Reference was made to the level to which Broadland allowances fell well below those at other Norfolk authorities and to the principles which needed to be applied in setting the appropriate allowances: inclusivity and ensuring the allowance did not exclude anyone from joining the Council as an elected Member, fairness, transparency and simplicity. The role of a councillor was becoming increasingly demanding and there was a need to ensure councillors were representative of all sectors of the community. It was proposed, seconded and, on being put the vote

**RESOLVED** to increase the basic allowance from £3,712 to £4,865 and to continue to link the allowance to the annual pay award for staff.

(2) Leader of the Council

It was suggested that the Panel's recommendation to split the Leader's allowance into two elements could lead to confusion and detract from the agreed principles in terms of simplicity and transparency. An amendment was proposed, duly seconded to not create two allowances but to increase the existing allowance in line with the increase for the basic allowance (31.06%) resulting in an allowance of £12,908. On being put to the vote, the amendment was carried. Members then voted on the substantive motion and it was

**RESOLVED** to not create two allowances but to increase the current allowance to £12,908.

(3) Chairman of the Council

Reference was made to the fact that the Broadland allowance for the Chairman of the Council was the lowest in Norfolk at £1,501 with the highest being £6,325. There was concern that the use of an honorarium to close the gap would not be transparent or practical as it would need to be reviewed each year and could reflect the person appointed and not the role. A clearer, more transparent option was needed and a recognition of the importance of the role. An amendment was proposed that the allowance for the Chairman of the Council be

set at 30% of the allowance of the Leader, resulting in an allowance of £3,872. On being put to the vote, the amendment was carried. Members then voted on the substantive motion and it was

**RESOLVED** to set the allowance for the Chairman of the Council at 30% of the allowance of the Leader, resulting in an allowance of £3,872.

(4) Vice-Chairman of the Council

It was suggested that it was no longer appropriate to maintain the current level of this allowance (50% of the Chairman's allowance) having regard to the requirements of the role but that an increase was appropriate. An amendment was proposed, duly seconded that the current level of the allowance be set at 25% of the new Chairman's allowance resulting in an allowance of £968 which was still below the Norfolk average. On being put to the vote, the amendment was carried. Members then voted on the substantive motion and it was

**RESOLVED** to set the Vice-Chairman's allowance at 25% of the new Chairman's allowance resulting in an allowance of £968.

(5) Portfolio Holders

Reference was made to the need to recognise the importance of these roles and that the recommendations of the IRP should be supported. This would see the new level still below the Norfolk average. It was proposed, seconded and, on being put to the vote,

**RESOLVED** to increase the allowance to Portfolio Holders from £5,628 to £6,454 (50% of the allowance of the Leader).

(6) Chairman of the Planning Committee

It was suggested that the recommendations of the IRP should be supported in relation to this allowance and it was proposed, seconded and, on being put to the vote,

**RESOLVED** to increase the allowance to the Chairman of the Planning Committee from £1,876 to £3,872 (30% of the allowance of the Leader).

(7) Chairman of the Audit Committee

It was suggested that the recommendations of the IRP should be supported in relation to this allowance and it was proposed, seconded and, on being put to the vote,

**RESOLVED** to increase the allowance to the Chairman of the Audit

Committee from £1,127 to £2,582; (20% of the allowance of the Leader).

(8) Chairman of the Licensing & Regulatory Committee

It was suggested that this allowance needed to increase to recognise the importance of the role and how far below the Norfolk average the current allowance was set. It was however felt that the Panel's proposed increase was too high and that the allowance should be aligned to that of the Chairman of the Audit Committee. An amendment was therefore proposed, duly seconded, that the current level of the allowance be set at 20% of the allowance of the Leader resulting in an allowance of £2,582. On being put to the vote, the amendment was carried. Members then voted on the substantive motion and it was

**RESOLVED** to set the allowance for the Chairman of the Licensing and Regulatory Committee at 20% of the Leader's allowance resulting in an allowance of £2,582.

(9) Chairman of the Overview & Scrutiny Committee

It was suggested that the recommendations of the IRP should be supported in relation to this allowance and it was proposed, seconded and, on being put to the vote,

**RESOLVED** to increase the allowance to the Chairman of the Overview and Scrutiny Committee from £1,127 to £3,872 (30% of the allowance of the Leader).

(10) Chairmen of the Awards Panel, Electoral Arrangements Committee and Standards Committee

It was suggested that the recommendations of the IRP should be supported in relation to these allowances and it was proposed, seconded and, on being put to the vote,

**RESOLVED** to not make any SRA payment in respect of these positions.

(11) Annual increases

It was suggested that the recommendations of the IRP, to continue to link SRAs to the annual pay award for staff, should be supported and it was proposed, seconded and, on being put to the vote,

**RESOLVED** to continue to link all SRAs to the annual pay award for staff.

(12) Majority Group Leader / Leader of the Opposition

In line with the proposals for the allowance for the Leader, this allowance needed to continue to be set as one allowance. Having regard to the need to have an effective and organised opposition and mindful of the level of allowances at other Norfolk authorities, it was suggested that the allowance for the Leader of the Opposition should be increased and should be set as a percentage of the allowance for the Leader. An amendment was therefore proposed, duly seconded, to not set a second Majority Group Leader allowance and to increase the level of the Leader of the Opposition allowance from £1,272 to £2,582 (20% of the Leader's allowance). This allowance was still lower than the Norfolk average and the methodology behind the amendment was supported. On being put to the vote the amendment was carried. Members then voted on the substantive motion and it was

**RESOLVED** to not set a second Majority Group Leader allowance and to increase the level of the allowance for the Leader of the Opposition from £1,272 to £2,582 (20% of the Leader's allowance).

(13) Effective date

It was suggested that the recommendation of the IRP to backdate the increases should be supported. A proposal was put forward, duly seconded, to backdate the scheme to 3 May 2019 which was the start of the current 4 year term of office of current Members. An amendment was made, duly seconded, that the amended scheme of allowances be not backdated. On being put to the vote, the amendment was lost. Members then voted on the proposal to backdate the amended scheme of allowances to 3 May 2019 and it was

**RESOLVED** to backdate the amended scheme of allowances to 3 May 2019.

**Council was then invited to consider four further additional SRAs:**

(14) Deputy Leader of the Council

To recognise the importance of this role and reflect the arrangements at other Norfolk authorities, it was proposed that a new SRA be paid to the Deputy Leader and be set at a level of 70% of the Leader's allowance. This allowance would be paid instead of the allowance for the role of Portfolio Holder. It was proposed, seconded and, on being put to the vote,

**RESOLVED** to provide a new allowance to the Deputy Leader of the Council to be set at 70% of the allowance of the Leader amounting to £9,035; to be paid to the post holder instead of the allowance for Portfolio Holder.

(15) Vice-Chairman of the Planning Committee

To recognise the high profile and demanding work of the Committee and to reflect the position in most other Norfolk authorities, it was proposed that a new SRA be paid to the Vice-Chairman of the Planning Committee to be set at 50% of the allowance for the Chairman of the Committee, the amount proposed being £1,936. It was proposed, seconded and, on being put to the vote,

**RESOLVED** to provide a new SRA to the Vice-Chairman of the Planning Committee to be set at 50% of the allowance for the Chairman of the Committee, the amount being £1,936.

(16) Vice Chairman of the Overview and Scrutiny Committee

To recognise the need to have an effective Overview and Scrutiny Committee and the role of the Vice-Chairman in this, it was proposed that a new SRA be paid to the Vice-Chairman of this Committee to be set at 50% of the allowance for the Chairman of the Committee, the amount proposed being £1,936. It was proposed, seconded and, on being put to the vote,

**RESOLVED** to provide a new SRA to the Vice-Chairman of the Overview and Scrutiny Committee to be set at 50% of the allowance for the Chairman of the Committee, the amount being £1,936.

(17) Parish Council meetings – travel expenses

In recognition of the distances travelled by some Members in attending parish council meetings and to ensure inclusivity, it was proposed that travel to/from parish council meetings should be added to the list of approved duties for Members, giving them the option to claim these allowances if they wished. Following a request for further clarity, it was noted that eligible meetings of parish councils related to the main, regular, formally constituted parish council meetings and not to any adhoc meetings or working groups and that the travel rates would be the HMRC rates. Following a suggestion, a small amendment to the proposal was accepted that claims could not be made where the Member was also able to claim an allowance by virtue of them being a member of another authority (i.e. Parish / County Council). The effective date for the new approved duty was suggested as 21 February 2020. It was proposed, duly seconded and, on being put to the vote,

**RESOLVED** that travel to formally constituted parish council meetings be added to the list of approved duties for the payment of travel allowance at HMRC rates effective from 21 February 2020. Claims could not be made where the member was also able to claim an

allowance by virtue of their being a member of another authority (i.e. Parish / County Council).

[Note: the meeting adjourned for a short break and resumed at 9:05pm - Mr M Snowling and Mrs L Starling left the meeting at this point.]

**109 MINUTES**

The minutes of the meeting held on 17 December 2019 were confirmed as a correct record and signed by the Chairman

**110 ANNOUNCEMENTS**

Members noted the civic engagements undertaken by the Chairman and Vice-Chairman of the Council since the last meeting. The Chairman and Vice-Chairman drew attention to some of the events they had attended. Members congratulated the Chairman on raising £1500 to date from recent events including a cake sale and a gala dinner for her chosen charity. They also noted that due to a car breakdown the Vice-Chairman had been unable to attend the opening of the King's Lynn Mart as detailed in the report.

The Chairman advised Council that the AGM of the Council scheduled for 14 May 2020 would now take place on 21 May 2020.

**111 QUESTIONS FROM THE PUBLIC**

It was noted that there had been no questions from the Public.

**112 PUBLIC SPEAKING**

It was noted that there had been no requests for public speaking.

**113 OVERVIEW AND SCRUTINY COMMITTEE**

The minutes of the Overview and Scrutiny Committee meetings held on 7 January 2020, 28 January 2020 and 4 February 2020 were received.

**114 CABINET**

The minutes of the Cabinet meetings held on 14 January 2020 and 11 February 2020 were received.

**14 January 2020 - Minute no: 68 – Leisure Principles**

The Portfolio Holder for Housing and Wellbeing (Mr F Whymark) advised Members that Cabinet had supported the proposed Leisure Principles as set out in the Cabinet minutes. The population was now living longer, and levels of inactivity and obesity were high. The principles would seek to ensure that every resident had accessible opportunities to engage in physical activity in their community.

Members were advised that the Council had recently been successful in securing circa £10k from the County Council's social prescribing fund. Community grants of £300 were again available until November this year for Members to allocate. Further information would be available in the next Members' Bulletin.

Members then voted on the recommendation from Cabinet and it was

**RESOLVED**

to adopt the following Leisure Principles:

**Community Offer**

1. We will work with partners to aim to ensure that there is a leisure offer appropriate and proportionate to communities across Broadland, to help as many of our population become active. In doing this, our order of priority of preference will be:
  - a) Steer the community towards existing provisions and work with partners to make sure they are accessible.
  - b) Develop capacity in the community sector to help establish self-sustaining leisure solutions.
  - c) Where there is a gap in the market, look at options to provide.
2. We will work with partners to ensure that a leisure offer is a consideration of any major development or population growth in the District.

**Health and Wellbeing**

1. Given the developed national evidence on the telling contribution that activity can have on various longer-term conditions and social issues, we will utilise leisure assets and expertise to help work in the following areas



in line with the shared health and wellbeing priorities. This is building upon our successful Help Hub partnership and work to help develop community capacity.

- People who are likely to or have suffered a fall as a consequence of frailty.
  - Unhealthy and inactive lifestyles in adults and children/adult obesity.
  - Those experiencing long term worklessness and NEET (not in education, employment or training).
  - Those experiencing low level mental wellbeing issues such as early onset dementia and social isolation.
  - Those living with low level chronic health conditions where increased physical activity could be beneficial
2. Activity will be targeted to areas of the District where we are aware of specific needs to ensure tailored provision to local communities, not universally.
  3. Given the contribution to wider public-sector issues, we will seek to work in partnership and attract funding to help deliver in these areas, and to satisfy financial objectives for the service.

### **Financial**

1. Any new or existing facility or activity should seek to be at least cost neutral.
2. In establishing or maintaining any facility or activity we should look to work with partners to help share the operational cost burden and risks.
3. Our leisure services should remain affordable to different members of our community, which means that some cohorts or products (see 'Health and Wellbeing') will generate less of a commercial operational yield than others.
4. In any investment we should look to better utilise existing community assets rather than develop from new.
5. Aside of investment to maintain our assets, any new non-essential (i.e. repair, replacement and maintenance) capital investment over the

strategy period in leisure facilities will need to come from external sources unless there is a demonstrable ROI in excess of those typically expected via our treasury management investments (typically this is currently between two and three percent).

**11 February 2020**

**Minute no: 78 – Capital Strategy and Capital Programme 2020/21 to 2024/25**

The Portfolio Holder for Finance (Mrs T Mancini-Boyle) invited Council to support the recommendations from Cabinet relating to the five year Capital Strategy and Programme 2020/21 to 2024/25 including recommendations 1 and 2 set out in the Cabinet minutes as these were both matters which required Council resolution. The Cabinet report set out proposals to deliver the Council's vision for the district as set out in the Broadland and South Norfolk Delivery Plan, in particular the investment needed to deliver the priorities whilst also retaining the financial sustainability of the Council. The Capital Programme currently totalled £28.8m and would be financed by a mix of revenue and capital reserves, capital receipts and grants and internal/external borrowing. External borrowing would be considered if needed and was provisionally earmarked for 2021/2022 but slippage could delay this. Borrowing had been included to expand the operation of Broadland Growth Ltd with each project being subject to detailed consideration on a case by case basis.

In accordance with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014, which set out the requirement for a recorded vote to be taken on all budget and Council Tax setting matters, a recorded vote was taken as follows:

**FOR THE RECOMMENDATIONS – 32**

Mr A D Adams, Mr N J Brennan, Mr P E Bulman, Mr S M Clancy, Mr A D Crotch, Mr J Emsell, Mr J F Fisher, Mr R R Foulger, Ms R M Grattan, Mrs L H Hempsall, Ms S I Holland, Mrs N C Karimi-Ghovanlou, Mr K S Kelly, Mr D King, Miss S Lawn, Dr K E Lawrence, Mrs J Leggett, Mr K G Leggett, Mrs T M Mancini-Boyle, Mr M L Murrell, Mr G K Nurden, Mr G Peck, Mrs S M Prutton, Mr S Riley, Mr D Roper, Mr N C Shaw, Miss J L Thomas, Mrs K A Vincent, Mr S A Vincent, Mr S C Walker, Mr J M Ward, Mr F Whymark

**AGAINST THE RECOMMENDATIONS – 0**

**ABSTENTIONS - 4**

Mr D J Britcher, Ms S J Catchpole, Mr D Harrison, Mr D M Thomas

**RESOLVED**

to

- (1) approve the Capital Programme for 2020/21-2024/25 (attached at appendix 1 to the signed copy of these minutes) and the Capital Strategy (attached at appendix 2 to the signed copy of these minutes);
- (2) approve the programme of work for 2019/20 to align key elements of ICT infrastructure and corporate systems in use across Broadland District Council and South Norfolk Council as set out in appendix 3 attached to the signed copy of these minutes.

**Minute no: 79 – Revenue Budget and Council Tax 2020/21 (see Minute 117 below)**

**Minute no: 80 - Treasury Management Strategy Statement 2020/21**

The Portfolio Holder for Finance invited Council to support the recommendations from Cabinet in relation to the Council's approach to management of its borrowing, investments, cash flow, banking, money market and capital market transaction and the effective control of the associated risks and performance. With regard to borrowing, interest rates would continue to be monitored to ensure a pragmatic approach to changing circumstances. The primary objective was still the security of the Council's cash above the liquidity of its investments. In response to a question, the Portfolio Holder drew attention to reference in the appropriate policy to the desire where possible to ensure the Council invested/borrowed ethically, although this had to be balanced with the Council's policy with regard to risk.

**RESOLVED**

to approve

- (1) the Treasury Management Strategy Statement;
- (2) the Treasury Management Policy Statement 2020/21 (attached at appendix 4 to the signed copy of these minutes);
- (3) the Annual Investment Strategy 2020/21 (attached at appendix 5 to the signed copy of these minutes);
- (4) the Treasury Management Practice (TMP1) Credit and Counterparty Risk Management (attached at appendix 6 to the signed copy of these minutes);

- (5) The Treasury Management Scheme of Delegation (attached at appendix 7 to the signed copy of these minutes);
- (6) The Minimum Revenue Provision (MRP) Statement (Section 8) that sets out the Council's policy on MRP;
- (7) The Prudential Indicators and Limits for the next 5 years contained within the report.

**Minute no: 81 - Council Tax Reduction 2020/21**

The Portfolio Holder for Finance invited Council to endorse the amendments to the scheme following the annual review and consultation, drawing attention to the proposal to adopt the introduction of a £20 per month tolerance scheme for those residents not in receipt of Housing Benefit. Those affected would be claiming universal credit and council tax assistance and the proposal would allow the Council to address issues of increasing administration and maintenance of council tax assistance where universal credit payments applied.

**RESOLVED**

to approve the amendments set out in appendix 8 to the signed copy of these minutes and to update the Scheme for 2020/21 accordingly.

**Minute no: 82 – Greater Norwich Growth Board: Joint five-year Investment Plan**

The Portfolio Holder for Planning (Mrs L Hempsall) invited Council to endorse the recommendations from Cabinet to support the five-year Infrastructure Investment Plan and approve the allocation of CIL monies to 12 specified projects.

**RESOLVED**

to

- (1) approve the Greater Norwich Joint Five Year Infrastructure Investment Plan 2020-2025;
- (2) approve the allocation of CIL to 12 specified projects, these projects will form the 2020/21 Annual Growth Programme; the allocation of £2M to support the Education Capital Programme within Greater Norwich; payment of the previously committed CIL funding of £561,760 to the Hempsall Crossroad project within 2020/21; and the full reinstatement of the £2M IIF cash reserve.

**Minute no: 83 – Broadland District Council and South Norfolk Council - Strategic Plan and Delivery Plan**

The Leader (Mr Vincent) invited Council to support the recommendations of Cabinet to approve the adoption of the new Strategic Plan and the Interim Delivery Plan.

**RESOLVED**

to

- (1) approve the adoption of the Strategic Plan 2020-2024; (copy attached at appendix 9 to the signed copy of these minutes) subject to the inclusion of reference to the environment and the Environmental Strategy; and
- (2) approve the adoption of the Interim one-year Delivery Plan for 2020/21 (attached at appendix 10 to the signed copy of these minutes).

**Minute no: 85 - Investment Proposition for the Food Innovation Centre see Minute no: 123 below**

**115 PLANNING COMMITTEE**

The decisions of the Planning Committee meetings held on 18 December 2019, 8 January 2020 and 5 February 2020 were received.

**116 AUDIT COMMITTEE**

The minutes of the Audit Committee meeting held on 9 January 2020 were received. The Chairman of the Committee expressed the hope that the outstanding matter regarding compliance with the requirement for purchase orders to be used for all purchases would be resolved as a matter of urgency.

**117 COUNCIL TAX RESOLUTION 2020/21**

Members considered the report of the Assistant Director – Finance on the council tax resolution for 2020/21 together with the recommendation from the Cabinet meeting on 11 February 2020 - Minute no: 79 refers, regarding the revenue budget. The revenue budget recommended by Cabinet together with information from the various precepting bodies formed the basis of the recommendations in the report regarding the setting of the council tax for the area for 2020/21.

An updated report had been circulated to all Members as it had been

necessary to amend the report due to a rounding technicality. The figures in last year's tax resolution report resulted in the average Band D council tax (district and special expenses) for 2019/20 being calculated according to the Government's council tax return as £123.55, rather than £123.56. The aggregate expenditure figure of £44,219,055 therefore needed to be reduced by £200 in order for the equivalent number this year to be £128.55. Without this change the Government form would show an increase of £5.01, thus breaching the referendum threshold level. This did not change any of the actual amounts to be billed.

The Director of Resources drew attention to a small adjustment needed to the figure in recommendation 4 from Cabinet for the demand on the Collection Fund for general expenditure for 2020/2021 from £5,827,894 to £5,827,694 to reflect the £200 adjustment above.

The Portfolio Holder for Finance thanked Officers for their hard work putting the budget together whilst also dealing with extra work involved with collaboration with South Norfolk. The benefits from the collaboration were already beginning to be seen. Making savings through collaboration had never been the main driver, however a cost and savings tracker was being regularly reviewed and shared whenever accurate figures were known and savings were currently exceeding forecasts and were likely to be in the region of £8.6m. Caution was needed but known costs and savings had been built into the medium term financial plan.

The structures of each department had been reviewed together with the costs and savings available within. There were currently a number of staff vacancies across departments, which would not be filled unless they were identified as needed. This work had been completed without interruption to the level of services residents had come to expect from a top performing council. More savings were expected from future joint procurement with work underway on the waste collection contract – Broadland's biggest contract. Opportunities to collaborate were being sought whenever possible.

With regard to the Local Government Finance Settlement, as expected, Broadland was receiving significantly less core funding from central government than in the past. In the current year Norfolk authorities were participating in a business rates retention pilot scheme which would not continue in 2020/21 and the Government had stated there would be a business rates retention reset in 2021/2022 resulting in even more funding uncertainty. The Council had achieved housing growth well above the national average and the new homes bonus was £2.3m as a result. This was, however, for one year only and the government would be consulting on the future of this incentive in the spring. This clearly presented a risk for Broadland and its medium-term financial plan going forward. Currently Broadland relied heavily on council tax and business rates for funding and the likely reduction in future funding and the need to finance the capital

programme were the key reasons there was a reluctant recommendation to increase council tax in 2020/2021. The increase to a Band D property equated to a 3.6% rise. The medium-term financial plan showed an increase of £5 annually but this decision would be taken each year when the budget was set. It was proposed to increase most discretionary fees and charges inline with inflation in accordance with normal practice. No increase however would be applied to brown bins. The special expense recouped from Drayton, Hellesdon and Gt Witchingham relating to footway lighting was proposed to be increased by £5 to provide funds for future essential work such as column replacement.

New projects were required and the Council was now looking at a far more ambitious capital strategy and programme equating to £28.8m. This included £5m to Broadland Growth Ltd, with the potential of a further £5m in the following year. This would enable the Council to carry out its own development projects which had proven to be successful in the past. All projects would be subject to individual business cases. £1.86m had been set aside as Broadland's contribution to the Food Hub - an exciting project creating local jobs and putting Broadland on the map as one of very few food hubs across the Country, with environmental and economic benefits of manufacturing the food produced in the County instead of sending it elsewhere. European funding was required for this to go ahead and was currently being sought. A large amount had been set aside for IT as Broadland's IT was coming to the end of its useful life and there was a need to ensure this was right for Members, Officers and residents. Funds had also been earmarked for maintenance of Council assets such as Thorpe Lodge and bridges.

There would be inflationary pressures on the budget which had been included, together with pension fund and pay increases. A new PRP scheme was also being considered at present and allowed for.

With regard to borrowing, this was not currently necessary but would be considered on a case by case basis if a project came forward that proved to be beneficial and able to achieve some or all of the Council's main objectives.

This was an exciting time for the Council, which over the next few years needed to find annual savings or additional income of approximately £1.1m. New ways of working and innovative ideas would need to come forward and there was an ambition for this throughout the Council amongst Officers and Members. This would not only help to fill the funding gap but would also contribute to delivering the Council's ambitions for new and existing residents.

The proposed 2020/2021 revenue budget was a balanced one with no call on general reserves and the Portfolio Holder for Finance invited Members to support the budget in full.

A question was raised as to whether it was necessary to introduce an increase in council tax this year having regard to the Council's reserves which it was felt were at a sufficient level to support the budget without any increase in council tax and whether an increase would be more appropriate next year. Reference was also made to the earlier decision to increase Members' allowances at the same time as increasing council tax. The Portfolio Holder for Finance responded that, going forward the council was looking for a more ambitious programme which could ultimately increase revenue and that the proposed council tax increase was modest. Mindful of the number of uncertainties still facing the Council, it was prudent to make adequate provision at the present time.

**Cabinet Recommendation - Minute no: 79 – Revenue Budget and Council Tax 2020/21**

Members then voted on the recommendations from Cabinet (including the updated figure).

In accordance with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014, which set out the requirement for a recorded vote to be taken on all budget and Council Tax setting matters, a recorded vote was taken as follows:

**FOR THE RECOMMENDATIONS – 26**

Mr A D Adams, Mr N J Brennan, Mr P E Bulman, Mr S M Clancy, Mr A D Crotch, Mr J J Emsell, Mr J F Fisher, Mr R R Foulger, Ms R Grattan, Mrs L H Hemsall, Mr K S Kelly, Mr D King, Miss S Lawn, Mrs J Leggett, Mr K G Leggett, Mrs T M Mancini-Boyle, Mr M L Murrell, Mr G K Nurden, Mr G Peck, Mrs S M Prutton, Mr N C Shaw, Miss J L Thomas, Mrs K A Vincent, Mr S A Vincent, Mr J M Ward, Mr F Whymark

**AGAINST THE RECOMMENDATIONS – 9**

Mr D J Britcher, Ms S J Catchpole, Mr D Harrison, Ms S I Holland, Mrs N C Karimi-Ghovanlou, Dr K E Lawrence, Mr S Riley, Mr D Roper, Mr D M Thomas

**ABSTENTIONS – 1**

Mr S C Walker

**RESOLVED**

to approve

- (1) the base budget, subject to confirmation of the finalised Local Government Finance Settlement figures which may necessitate an adjustment through the General Revenue Reserve to maintain a balanced budget. Authority to make any such change to be delegated to the Assistant Director of Finance.



- (2) the use of the earmarked reserves as set out in Appendix 11 (attached to the signed copy of these minutes).
- (3) that any surplus at the end of the 2019/20 financial year is transferred to a new earmarked reserve to help fund the future capital programme, particularly the IT and waste services investment.
- (4) that the Council's demand on the Collection Fund for 2020/21 for General Expenditure shall be £5,827,694 and for Special Expenditure shall be £141,112.
- (5) that the Band D level of Council Tax be £125.52 for General Expenditure and £3.04 for Special Expenditure.

### **Council Tax Resolution 2020/21**

Members then voted on the recommendations contained in the updated report on the Council Tax Resolution.

In accordance with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014, which set out the requirement for a recorded vote to be taken on all budget and Council Tax setting matters, a recorded vote was taken as follows:

#### **FOR THE RECOMMENDATIONS – 26**

Mr A D Adams, Mr N J Brennan, Mr P E Bulman, Mr S M Clancy, Mr A D Crotch, Mr J J Emsell, Mr J F Fisher, Mr R R Foulger, Ms R Grattan, Mrs L H Hemsall, Mr K S Kelly, Mr D King, Miss S Lawn, Mrs J Leggett, Mr K G Leggett, Mrs T M Mancini-Boyle, Mr M L Murrell, Mr G K Nurden, Mr G Peck, Mrs S M Prutton, Mr N C Shaw, Miss J L Thomas, Mrs K A Vincent, Mr S A Vincent, Mr J M Ward, Mr F Whymark

#### **AGAINST THE RECOMMENDATIONS – 9**

Mr D J Britcher, Ms S J Catchpole, Mr D Harrison, Ms S I Holland, Mrs N C Karimi-Ghovanlou, Dr K E Lawrence, Mr S Riley, Mr D Roper, Mr D M Thomas

#### **ABSTENTIONS – 1**

Mr S C Walker

### **RESOLVED**

- (1) that it be noted that the following amounts for 2020/21 have been determined under delegated authority and in accordance with regulations made under the local Government Finance Act 1992:

- a) **46,430** being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992, as its Council Tax Base for the year.
  - b) The amounts calculated by the Council, in accordance with regulation 6 of the Regulations, as the amount of its Council Tax Base for the year for dwellings in those parts of its area to which one or more special items (i.e. Parish precepts) relate, as shown in appendix 12 attached to the signed copy of these minutes.
- (2) that the Council calculates the following amounts for 2020/21 in accordance with Sections 31A, 31B and 34 to 36 of the Local Government Finance Act 1992 (as amended by the Localism Act 2011):
- a) **£44,218,855** being the aggregate expenditure which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act (including the General Fund, Special Expenses and Parish Precepts).
  - b) **£34,424,311** being the aggregate income which the Council estimates for the items set out in Section 31A(3) (a) to (d) of the Act.
  - c) **£9,794,544** as its council tax requirement for the year including Special Expenses and Parish Precepts being the amount by which the aggregate expenditure at 2(a) above exceeds the aggregate income at 2(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act.
  - d) **£210.95** as the basic amount of its Council Tax for the year, being the council tax requirement at 2(c), divided by the Council Tax Base for the year (46,430) at 1(a) above, calculated by the Council, in accordance with Section 31B(1) of the Act.
  - e) **£3,966,850** being the aggregate amount of all special items referred to in Section 34(1) of the Act (i.e. Parish Precepts and street lighting special expenses).
  - f) **£125.52** as the basic amount of its Council Tax for dwellings in its area, excluding Special Expenses and Parish Precepts, being the amount at 2(d) above less the result given by dividing the amount at 2(e) above by the amount at 1(a) above,

calculated by the Council, in accordance with Section 34(2) of the Act.

- g) the amounts given by adding to the amount at 2(f) above the amounts of the special items for the relevant Parish divided in each case by the Council Tax Base for the Parish at 1(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in each Parish is as set out in appendix 13 attached to the signed copy of these minutes.
  - h) the amounts given by multiplying the basic amounts for each Parish 2(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.
- (3) that it be noted that for the year 2020/21 the main precepting authorities have stated the following amounts in precepts issued to the Council, in accordance with s40 of the Local Government Finance Act 1992.

Band	Norfolk County Council £	Police & Crime Commissioner £	Total Preceptors £
A	944.34	175.38	1,119.72
B	1,101.73	204.61	1,306.34
C	1,259.12	233.84	1,492.96
D	<b>1,416.51</b>	<b>263.07</b>	<b>1,679.58</b>
E	1,731.29	321.53	2,052.82
F	2,046.07	379.99	2,426.06
G	2,360.85	438.45	2,799.30
H	2,833.02	526.14	3,359.16

- (4) that, having calculated the aggregate in each case of the amounts of the District's and preceptors requirements, in accordance with s30(2) of the Local Government Finance Act 1992, hereby sets amounts of the council tax for the year 2020/21 for each category of dwelling as follows.

Band	District & Parishes Council Tax £	Total Preceptors £	Total 2020/21 Council Tax £
A	140.63	1,119.72	1,260.35
B	164.07	1,306.34	1,470.41
C	187.51	1,492.96	1,680.47
D	<b>210.95</b>	<b>1,679.58</b>	<b>1,890.53</b>
E	257.83	2,052.82	2,310.65
F	304.71	2,426.06	2,730.77
G	351.58	2,799.30	3,150.88
H	421.90	3,359.16	3,781.06

The council tax for each category of dwelling by parish is as set out in Appendix 14 attached to the signed copy of these minutes.

- (5) to determine that the Council's basic amount of Council Tax (including special expenses) for 2020/21 is not excessive, in accordance with principles approved under Section 52ZB of the Local Government Finance Act 1992, and thus there is no need to hold a Council Tax referendum.

## 118 MONITORING OFFICER REPORT

Members considered the report of the Monitoring Officer inviting Council to consider amending the constitution in respect of Officers who could deputise for the Monitoring Officer and the Section 151 Officer and to consider appointing Cllr Prutton to the Norfolk Against Scams Partnership and to authorise attendance at meetings as an approved duty for the purpose of payments under the Members' Allowances Scheme.

### RESOLVED:

to

- (1) amend the constitution in respect of Officers who can deputise for the Monitoring Officer (the Governance Manager and the two Senior Governance Officers) and the Section 151 Officer (the Senior Finance Business Partner and the Finance Manager);
- (2) appoint Cllr Prutton to the Norfolk Against Scams Partnership and to authorise attendance at meetings as an approved duty for the purpose of payments under the Members' Allowances Scheme.

**119 OUTSIDE ORGANISATIONS – FEEDBACK FROM REPRESENTATIVES**

Members received and noted the feedback from Members on Outside Bodies. Cllr Prutton also reported on her attendance at a meeting of the Norfolk Health Overview and Scrutiny Committee, further details of which would be circulated to Members at the next meeting.

**120 QUESTIONS FROM MEMBERS**

It was noted that there had been no Questions received in accordance with Procedural Rule 12.4.

**121 MOTIONS**

Members considered the following motion received in accordance with Procedural Rule 13:

Proposed by Cllr J Leggett, seconded by Cllr T Mancini-Boyle

Following concerns expressed by residents about the impact of fireworks on vulnerable people and animals, Broadland District Council resolves:

- to encourage all public firework displays within the local authority boundaries to be advertised in advance of the event, allowing residents to take precautions for their animals and vulnerable people
- to actively promote a public awareness campaign about the impact of fireworks on animal welfare and vulnerable people – including the precautions that can be taken to mitigate risks
- to write to the UK Government urging them to introduce legislation to limit the maximum noise level of fireworks to 90dB for those sold to the public for private displays
- to encourage local suppliers of fireworks to stock ‘quieter’ fireworks for public display

In proposing the motion, Cllr J Leggett referred to representations she had received from residents about the impact of fireworks on the wellbeing of animals and the need to raise awareness of this impact. In supporting the motion, a suggestion was made that the government be urged to improve the labelling on all fireworks to identify the noise levels and it was noted that this was probably already in place.

A concern was raised that the real issue was in relation to the use of fireworks

outside public displays and the motion would not help in this respect as it would be difficult to enforce. It was noted that the Council's role was to try and publicise the issues and not to police them. In supporting the motion, the seconder reiterated that she had received representations from the public and she wanted to see the Council encourage responsible use of fireworks.

**RESOLVED**

to

- (1) encourage all public firework displays within the local authority boundaries to be advertised in advance of the event, allowing residents to take precautions for their animals and vulnerable people;
- (2) actively promote a public awareness campaign about the impact of fireworks on animal welfare and vulnerable people – including the precautions that can be taken to mitigate risks;
- (3) write to the UK Government urging them to introduce legislation to limit the maximum noise level of fireworks to 90dB for those sold to the public for private displays;
- (4) encourage local suppliers of fireworks to stock 'quieter' fireworks for public display;

**122 EXCLUSION OF PUBLIC AND PRESS**

**RESOLVED**

to exclude the Press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

[The press left the meeting and no members of the public remained.]

**123 CABINET**

**11 February 2020**

**Minute no: 85 – Investment Proposal for the Food Innovation Centre**

Members considered the recommendations from Cabinet and it was noted that recommendation (2) needed to be amended to include consultation with the Portfolio Holder for Finance as well as Economic Development.

The Leader invited Council to support the recommendations and drew attention to the benefits arising from the development including creating jobs, new businesses, increased business rate income and raising the profile of the agri-food sector at a national and international level. It was noted that a number of issues regarding risk and governance had been raised at the Overview and Scrutiny Committee meeting when this matter had been considered and Members had been advised of the measures in place to manage these.

In response to questions, the Leader confirmed that prospective tenants of the Centre were more likely to be established and expanding businesses rather than new start up businesses and that, despite Brexit, funding was available to draw down for this project subject to a successful application.

### **RESOLVED**

- (1) to allocate from capital reserves, the sum as set out in the report, for the delivery of the Food Innovation Centre project;
- (2) that final costings and funding agreements be signed off through delegated authority by the Director of Resources in consultation with the Portfolio Holder for Economic Development and the Portfolio Holder for Finance;
- (3) to use the European Regional Development Fund (ERDF) compliant Scape Procurement Framework to design and build the Food Innovation Centre giving delegated authority to the Director of Resources to initiate all pre contract work;
- (4) to continue propriety work, up to and including but not beyond the signing of the funding contracts with the Ministry for Housing Communities and Local Government (MHCLG) and other funders;
- (5) to front fund the sum, as set out in the report, for pre contract work which is not eligible under ERDF and therefore 100% at risk if ERDF funding is not secured from MHCLG.

*The meeting closed at 10.30pm*

## CIVIC ENGAGEMENTS – 2019/20

List of engagements carried out by the Chairman and Vice-Chairman of the Council since the last meeting of Council.

<b>March 2020</b>		
3 <sup>rd</sup>	Norfolk Reserve Forces & Cadets Association Lord Lieutenant's Awards event held at the Army Reserve Centre on 325 Aylsham Road in Norwich	Chairman
4 <sup>th</sup>	Access to Justice Charity Fundraiser hosted by The Lord Mayor and the Sheriff of Norwich in conjunction with the UEA Student Law Society at City Hall in Norwich	Chairman
7 <sup>th</sup>	Launch of Aylsham's 15 <sup>th</sup> anniversary year as a Cittaslow town held in Aylsham Market Place	Chairman
9 <sup>th</sup>	Raising of the flag at Thorpe Lodge for Commonwealth Day	Chairman
14 <sup>th</sup>	"Small Business Saturday" – visit to local businesses <i>(postponed from December 2019)</i>	Chairman



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**Overview & Scrutiny Committee**

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Minutes of a meeting of the **Overview & Scrutiny Committee – Review of Cabinet Agenda** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 3 March 2020** at **10.00 am** when there were present:

Mr S Riley – Chairman

Mr A D Adams  
Mr S C Beadle  
Mr N J Brennan  
Mr P E Bulman

Ms S J Catchpole  
Ms S I Holland  
Mr K S Kelly  
Mr D King

Mr K Leggett  
Mr G K Nurden  
Mrs S M Prutton  
Mr N C Shaw

Mr Emsell, Mrs Hemsall, Mrs Karimi-Ghovanlou and Mr Vincent were also in attendance during the meeting.

Also in attendance were the Director Place, Director Resources, Director People and Communities, Assistant Director Planning, Assistant Director Governance and Business Support (Monitoring Officer), Assistant Director Individuals and Families, Business Support and Promotion Team Manager, Infrastructure Officer, Senior Governance Officer and the Committee Officer (JO).

#### **113 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Ms Harpley and Mr Murrell.

#### **114 MINUTES**

The Minutes of the meeting held on 4 February 2020 were confirmed and signed by the Chairman as a correct record.

#### **115 EXCLUSION OF THE PRESS AND PUBLIC**

##### **RESOLVED**

to exclude the press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

### **116 REVIEW OF LEGAL SERVICES PROVISION - CALL- IN OF CABINET DECISION**

The Chairman explained that he had agreed that this item be added to the 11 February 2020 Cabinet Agenda, as a matter of special urgency. But, as it had not been subject to appropriate scrutiny, he had called it in to allow the Committee to consider the report.

The Assistant Director Governance and Business Support (Monitoring Officer) advised the meeting that due to the legal services contracts of both Councils expiring during 2020/21 Cabinet were being asked to look at options for a joint legal service across both Councils.

The Council had a Service Level Agreement with nplaw, whilst South Norfolk was a stakeholder in nplaw. Following discussions the Board of nplaw had invited Broadland to join as a stakeholder and an agreement had been drafted. However, there were issues with the agreement that needed consideration and, therefore, a number of other options were outlined in the report that Members were asked to look at before determining a preferred course of action.

Member's discussed and considered all of the options in the report and explored the decision made by Cabinet.

Following a vote with 12 voting for and one abstention it was:

#### **RECOMMENDED TO CABINET**

1. To agree the contract as set out in Option 1 of the report, subject to the removal of the restrictive clause, with final sign off to be delegated to the Assistant Director Governance and Business Support (Monitoring Officer), in consultation with the Portfolio Holder for Policy;

or

2. If the above matter could not be resolved to bring an alternative contract back to Cabinet for consideration.

### CABINET REPORTS

#### 117 COMMUNITY LOTTERY

The Assistant Director Individuals and Families advised the Committee that the report proposed establishing a Community Lottery to facilitate fund raising for local good causes.

The Council would provide the infrastructure, licences and online platform for local groups to sign up to take part in the lottery and for each £1 ticket sold they would receive 50p for specific good causes.

Community Lotteries were considered to be low risk in respect to problem gambling. As there was no 'instant gratification', due to the midnight deadline and payment was via pre-arranged sign up and online non-cash methods

It was proposed to deliver the Lottery with Gatherwell, an External Lottery Manager, which facilitated similar schemes for 51 other local authorities across the country.

It had been suggested calling the scheme the Community at Heart Lottery, but this would be finally agreed in consultation with the Portfolio Holder, Leader and Deputy Leader.

A Member suggested that this was not a good means of raising funds for local causes and that a national scheme would be more effective, whilst another Member thought that a donation page for local causes on the Council website might be a better way forward.

In response the Business Support and Promotion Team Manager advised the meeting that the scheme was not trying to compete with the National Lottery and should be seen instead as 'incentivised giving' to generate monthly income for the day to day funding of local good causes.

It was confirmed that the scheme would be promoted jointly by the local community group and the Council on their websites and that tickets would not be allowed to be purchased with credit cards. Customers' purchases could also be tracked and the number limited, if they were becoming concerning.

The Committee was advised that the initial contract with Gatherwell would be for 24 months, not 12 months as stated in the report. However, a break clause could be inserted into the contract if required.

The Committee confirmed that they would like to see a 12 month break clause in the contract and made this an additional recommendation to Cabinet.

### RECOMMENDED TO CABINET

Option (1, 2, 3, 4 and 5)

1. The establishment of the Community Lottery for the purpose of raising funds to support good causes that benefit our residents;
2. Approves the procurement of an External Lottery Manager to run the operational side of the Lottery;
3. Authorises the Assistant Director of Individuals and Families, in consultation with the Portfolio Holder for Economic Development and Economic Development team to establish criteria for determining which good causes can participate in the Lottery, and apply those criteria;
4. Nominates the Assistant Director of Individuals and Families and Assistant Director of Finance as the personal licence holder for the Lottery and authorises them to apply for the personal licence and delegate the running of the Lottery to them; and
5. *To insert a 12 month break clause into the initial contract with the External Lottery Manager.*

### 118 DEVELOPMENT MANAGEMENT CHARGING FOR PRE-APPLICATION ADVICE

The report proposed the introduction of a range of charges for pre-application planning advice, which was a non-statutory service that the Council currently provided for free.

The Feasibility Study had identified that the pre-application service was an area that had the potential to generate income as Broadland was one of the only planning authorities in Norfolk that did not charge for pre-application advice.

Engagement with customers particularly agents had confirmed that they valued the benefits of pre-application advice and it was proposed that initial high-level advice and permitted development advice would still be available to customers free of charge, both on the phone and in person in the office. However, charges could be made for providing a more comprehensive response that involved further research or input from a range of officers.

The key benefit of a more in-depth service would be to speed up the planning application process for the customer by ensuring that the correct information was provided from the beginning and any officer concerns were addressed before the application was submitted. It would also be an opportunity to recover some of the Council's costs and could generate additional revenue of £184,725 phased over four years.

The Place Shaping Panel had considered a proposal to introduce charging for the full range of pre-application services, including householder enquiries and from small housing developments and small commercial developments.

However, following further discussions with the Portfolio Holder and to strike a balance between recovering officer costs and supporting households and small businesses, the proposed charging schedule has been amended, to provide free advice for householder enquiries and residential development of 1-2 dwellings. The charge for major proposals (51 dwellings or more and for 10,000sq.m or more) had also been increased.

Members were advised that developments of three or more were usually brought forwards by agents who then charged the developer for advice that they were currently getting from the Council for free.

The Chairman suggested that due process should have taken place and that the report should have gone back for consideration by the Place Shaping Panel, before being taken to Cabinet.

In response, the Portfolio Holder for Planning informed Members that the principle of charging for advice had been agreed by the Panel and, as the revised schedule had been reduced, she had made a judgement call that it did not need further consideration by the Panel. However, she took on board the comments of the Chairman.

A Member pointed out that there was a risk associated with charging, which should have been pointed out in the report.

Some Members also considered that parish and town councils should be given free, rather than a reduction in the cost of advice, however it was also pointed out that a number of parish and town councils had considerable levels of reserves, as a result of the Community Infrastructure Levy.

A Member suggested that advice for residential developments of between one and five should be free and charges begin for six and to nine dwellings.

This proposal was put to the vote and lost, by 7 to 5 votes with 1 abstention.

**RECOMMENDED TO CABINET**

Options (1 and 2)

1. To introduce charging for pre-application advice as outlined in the proposed charging schedule, attached at appendix 1, from 1 April 2020; and
2. To review the charging schedule after 12 months.

**119 PUBLIC SECTOR EQUALITY DUTY ANNUAL UPDATE**

The report set out the activities that the Council had undertaken over the last year, which demonstrated its compliance with its Public Sector Equality Duty, as required by the Equality Act 2010.

A Member pointed out the gender in-balance between elected Members, but it was confirmed that this was a matter for the political groups concerned.

The Committee noted the report.

**RECOMMENDED TO CABINET**

Option (1)

To approve the report for publication.

**120 BURE VALLEY RAILWAY AND PATH**

The Director of Place informed the meeting that the report provided a comprehensive update to Members on the Bure Valley Railway and Path and sought endorsement for amendments to associated maintenance and management budgets.

In June 2017 the Council resolved to transfer the asset to the Bure Valley Railway Ltd. However, the implementation of the resolution had been delayed for legal reasons and in August 2019 the Council agreed to sign a Public Service Cooperation Agreement with Norfolk County Council for a 10-year period to enable £1.2m of funding from an Interreg Visitor Economy fund to be drawn down as investment in the asset. In September 2019 it was resolved to retain the asset and enter into negotiations regarding the future relationship with the BVR Ltd.

As the Council intended to retain the asset, a series of works were required across the site to bring it back up to pre-sale-negotiation standards and address the series of dilapidations that had occurred over the last five years

whilst the 'bare-minimum' approach was adopted. This was also the reason that a rent review was not carried out in 2016. The next rent review would take place in September 2021, when much of the maintenance would have been carried out, including replacement of the nine mile length of outer-fencing.

It was, therefore, proposed to separate budgets for the BVR/BVP and Marriotts Way, which had previously been combined. This would simplify the process for awarding maintenance contracts and budget forecasts.

Approval of additional funding for the replacement of the outer fencing was also sought, as was approval of the £18,005 overspend for the 2019-2020 maintenance budget.

The Committee were also advised that the Managing Director and the Director of Place would be meeting with the Chief Executive of BVR Ltd tomorrow to discuss the ongoing relationship and to brief them on the contents of the Cabinet report. Some Members' concerns regarding peripheral issues such as signage would also be discussed.

### **RECOMMENDED TO CABINET**

Options (1, 2, 3, 4 and 5)

1. For Cabinet to agree to separate budgets for the BVR/BVP and Marriott's Way and to increase the annual budget allowance for the BVR/BVP to £29,000 per annum, as contained within 4.6 of this report;
2. For Cabinet to agree to a separate budget and allowance of £9,000 per annum for the Marriott's Way, as contained within section 4.7 of this report;
3. For Cabinet to reallocate the £30,000 per annum rental income from the BVR Ltd into the asset to cover all annual maintenance costs for the site. Under this proposal any under spends could also be allocated into the reserve for 'large-capital' items;
4. Cabinet to approve the additional funding required to make good the outer-fence along the Bure Valley Railway line and to delegate the procurement strategy for these works to the Director of Place in consultation with the Portfolio Holder for Economic Development;
5. For Cabinet to approve the annual overspend, as outline in 4.19 of this report, incurred in the period 2019-2020 on the combined BVR/BVP and Marriott's Way budget.

**121 EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**

to exclude the press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

**122 INSURANCE PROCUREMENT**

The report explored the options available to the Council for procuring insurance cover, which expired on the 31 May 2020.

Following discussion it was:

**RECOMMENDED TO CABINET**

Options (1 and 2)

1. To agree the terms of the Local Government Mutual's offer to the Council.
2. To delegate to the Director Resources, in consultation with the Finance Portfolio Holder, authority to enter into all necessary legal agreements and applications necessary to give effect to this decision

*The meeting closed at 12.41 pm*



## CABINET MEETING – 10 March 2020

### Decision List

Resolutions are subject to a five working day call-in, recommendations to Council cannot be called-in.

ITEM & HEADING	DECISION
<p><b>8 COMMUNITY LOTTERY</b></p> <p>Lead Officer - Assistant Director Individuals and Families</p>	<p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>1. To establish a Community Lottery for the purpose of raising funds to support good causes that benefit our residents;</li> <li>2. To Approve the procurement of an External Lottery Manager to run the operational side of the lottery;</li> <li>3. To authorise the Assistant Director of Individuals and Families, in consultation with the Portfolio Holder for Economic Development and Economic Development team to establish criteria for determining which good causes can participate in the Lottery, and apply those criteria;</li> <li>4. To nominate the Assistant Director of Individuals and Families and Assistant Director of Finance as the personal licence holder for the Lottery and authorises them to apply for the personal licence and delegate the running of the lottery to them.</li> </ol>
<p><b>9 DEVELOPMENT MANAGEMENT CHARGING FOR PRE-APPLICATION</b></p> <p>Lead Officer - Assistant Director Planning</p>	<p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>1. To introduce charging for pre-application advice as outlined in the proposed charging schedule, attached at Appendix 1, from 1 April 2020; and</li> <li>2. To review the charging schedule after 12 months.</li> </ol>
<p><b>10 PUBLIC SECTOR EQUALITY DUTY ANNUAL UPDATE</b></p> <p>Lead Officer - Policy and Partnerships Officer</p>	<p><b>RESOLVED</b></p> <p>To approve the Public Sector Equality Duty Annual Update for publication, as amended.</p>

<p><b>11 BURE VALLEY RAILWAY AND PATH</b></p> <p>Lead Officer - Infrastructure Delivery Officer</p>	<p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>1. To agree to separate budgets for the BVR/BVP and Marriott's Way and to increase the annual budget allowance for the BVR/BVP to £29,000 per annum, as contained within 4.6 of this report;</li> <li>2. To agree to a separate budget and allowance of £9,000 per annum for the Marriott's Way, as contained within section 4.7 of this report;</li> <li>3. To reallocate the £30,000 per annum rental income from the BVR Ltd into the asset to cover all annual maintenance costs for the site. Under this proposal any under spends could also be allocated into the reserve for 'large-capital' items;</li> <li>4. to approve the additional funding required to make good the outer-fence along the Bure Valley Railway line and to delegate the procurement strategy for these works to the Director of Place in consultation with the Portfolio Holder for Economic Development and the Portfolio Holder for Finance;</li> <li>5. to approve the annual overspend, as outline in 4.19 of this report, incurred in the period 2019-2020 on the combined BVR/BVP and Marriott's Way budget.</li> </ol>
<p><b>13 INSURANCE PROCUREMENT</b></p> <p>Lead Officer - Director Resources</p>	<p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>1. To agree the terms of the of the Local Government Mutual's offer to the Council;</li> <li>2. To delegate to the Director of Resources in consultation with the Portfolio Holder for Finance authority to enter into all necessary legal agreements and applications necessary to give effect to this decision.</li> </ol>

## Planning Committee

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### DECISIONS ON APPLICATIONS – 4 MARCH 2020

App'n No	Location	Description of Development	Decision
20191921	Builders Yard, Mill Lane, Felthorpe	Change of use of builders yard to HGV drivers' training centre	<b>REFUSED</b>
20191849	Weir Cottage, The Street, Buxton With Lamas	Demolish existing single storey rear wing; erect two storey side and rear extension and single storey rear and side extension	<b>APPROVED</b> subject to conditions
20191926	6 School Lane, Thorpe St Andrew, Norwich	First floor rear extension	<b>REFUSED</b>

## **PAY POLICY STATEMENT 2020/21**

**Report Author(s):**

Serena Bremner  
Senior HR Lead  
01508 533791  
sbremner@s-norfolk.gov.uk

**Portfolio:**

Transformation and Organisational Development

**Ward(s) Affected:**

All

**Purpose of the Report:**

Section 38 of the Localism Act introduced in 2012 requires all Local Authorities to produce an annual Pay Policy Statement, which must be approved by Council and made available to the public. Broadland District Council's Pay Policy Statement 2020/21 is to be approved by Council in advance of its publication on the Council's website.

**Recommendations:**

1. That Council approves the content of Broadland District Council's 2019/20 Pay Policy statement as attached in advance of its publication on the Council's website by 31 March 2020.

## **1 SUMMARY**

- 1.1 Section 38 of the Localism Act introduced in 2012 requires all Local Authorities to produce an annual Pay Policy Statement, which must be approved by Council and made available to the public. Broadland District Council's Pay Policy Statement 2020/21 is to be approved by Council in advance of its publication on the Council's website.

## **2 BACKGROUND**

- 2.1 The Localism Act requires Pay Policy Statements to cover disparate aspects of remuneration policy, specifically those relating to its highest and lowest paid members of staff. The statement must include:
- The Local Authority's policy in the level and elements of remuneration for its Chief Officers.
  - The Local Authority's policy on the remuneration of its lowest paid employees, (together with its definition of 'lowest paid employees').
  - The Local Authority's policy on the relationship between the remuneration of its Chief Officers and other officers.
  - The Local Authority's policy on other specific aspects of Chief Officers' remuneration: remuneration on recruitment, increases and additions to remuneration, use of performance related pay and bonuses, termination payments and transparency.
- 2.2 The Act defines remuneration widely, to include not just pay but also charges, fees, allowances, benefits in kind, increases in/enhancements of pension entitlements and termination payments and:
- Must be approved formally by Council.
  - Must be approved by the end of March each year.
  - Can be amended in year.
  - Must be published on the Authority's website (and in any other ways the Authority chooses).
  - Must be complied with when the Authority sets the Terms and Conditions for its officers.

## **3 CURRENT POSITION/FINDINGS**

- 3.1 Broadland District Council's Pay Policy Statement for 2020/21 is attached with tracked changes shown thereon.
- 3.2 The key changes from last year excluding expected updates for job titles, employee numbers, pay scales, dates etc. are as set out below:-
- Paragraph 29 covers the move to a single officer team and joint terms and conditions, following the agreed collaboration between South Norfolk and Broadland District Councils.

## **4 PROPOSED ACTION**

- 4.1 The proposal is for the approval of the 2020/21 Pay Policy Statement.

## **5 OTHER OPTIONS**

- 5.1 Not applicable to this report.

## **6 ISSUES AND RISKS**

- 6.1 **Resource Implications** – Budgets for locally agreed pay increases and any nationally agreed awards form part of the annual budget setting process.
- 6.2 **Legal Implications** – The Council is obliged through the Localism Act to produce an annual Pay Policy Statement and so would not be meeting its statutory obligations if it failed to do so.

## **7 CONCLUSION**

- 7.1 The Council is required to publish the Pay Policy Statement on an annual basis and approval is sought prior to this publication.

## **8 RECOMMENDATIONS**

- 8.1 That Council approves the content of Broadland District Council's 2019/20 Pay Policy statement as attached in advance of its publication on the Council's website by 31 March 2020.

### **Background Papers**

#### **Appendix A – Pay Policy Statement 2020/21**

## **Pay Policy Statement 2020-21**

### **1. Status of this Policy Statement**

This policy sets out Broadland and South Norfolk Council's approach to the pay of their workforce, including Chief Officers, in accordance with Section 38 of the Localism Act.

Any decision under powers delegated in the Councils' Constitutions with regard to remuneration to be taken during 2020/21 will be bound by and must comply with this Statement.

The Section 151 Officer must be consulted prior to any decision impacting on remuneration where there is any question regarding compliance with the Statement.

In the proceeding year a full consultation process with all staff has been undertaken to harmonise and align the Councils' terms and conditions of service. From 1<sup>st</sup> January 2020 these terms and conditions became effective for all staff thus creating a One officer team serving both Councils.

### **2. Scope**

This statement sets out the Councils' policy with regard to:

- the remuneration of Chief Officers
- the remuneration of the lowest paid employees
- the relationship between Chief Officers' remuneration and that of other officers

"Remuneration" for the purpose of this Statement includes four elements:

- basic salary
- performance related pay
- pension
- all other allowances arising from employment

### **3. Objectives of the Policy Statement**

- (a) To ensure a capable and high performing workforce.

The Councils' policy is to set remuneration sufficient to attract and retain sufficiently experienced and qualified individuals to deliver the Councils' priorities.

- (b) Simplicity, clarity and fairness between employees and between the Councils and their communities.

The Councils aim to be transparent on pay related matters to their staff, prospective staff and their wider communities. This Policy Statement contains information relating to pay, grading and associated benefits applicable to all employees across both Councils. The Statement, once approved by each of the respective Councils, is published on each Council website.

Any remuneration package proposed for an employee which exceeds £100,000 (calculated by the value of total remuneration to be paid in the first year) must be approved in advance by both full Councils, and any package with a value of below £100,000 is approved by the Managing Director under delegated responsibility and in line with this Policy Statement.

- (c) To differentiate between remuneration and other employment related expenses.

The Councils make one-off payments to compensate an employee who has temporarily stepped up into a more senior post, or where an employee has made an exceptional business contribution to the Councils. This is remuneration

The Councils reimburse employees for expenses incurred during the course of their employment in line with the Councils' published rates. The Councils will meet or reimburse authorised travel, accommodation and subsistence costs for attendance at approved business meetings and training events. The Councils do not regard such costs as remuneration but as non-pay operational costs.

This policy is applied consistently to the Managing Director, Chief Officers, Deputy Chief Officers and other employees.

#### **4. Chief Officers**

For the purpose of this Policy Statement, Chief Officers are defined as:

- Managing Director (and Returning Officer)
- Directors (statutory or non-statutory)
- Assistant Directors (Deputy Chief Officers)

#### **5. Job Evaluation**

The pay range for each post is set using a recognised analytical job evaluation scheme (Inbucon). A points based scheme assesses each job against a number of factors. The process involves:

- The employee and manager agreeing a role profile
- Evaluation of the job data by trained analysts in partnership with the recognised Trade Union(s)
- The evaluation score determining the salary range for the job



Together HR, Business Improvement and Trade Union representatives evaluate all new posts as part of a panel approach. Where substantial change occurs to an existing job the employee and the manager are responsible for providing a revised, and agreed, role profile for re-evaluation.

## **6. Pay Bandings**

The Councils are adopting a 2% cost of living increase for all staff effective from April 2020. This is a one-year local agreement whilst the Councils work with UNISON to review the pay award for future years. (For bands see section 8 below.)

The pay bands for both Councils have been adjusted to provide one agreed pay spine for all staff, these are also aligned to agreed job families. These will be periodically adjusted to reflect the appropriate market rate for the job using regional comparative data as it is the Councils' policy to be competitive in both the public and private sector markets. Chief Officers are on a separate salary structure.

To provide the opportunity for the Councils to fully consider a suitable salary progression scheme against the new pay spine the current performance related pay schemes have been ceased.

While the new scheme is in development an interim one-off, non-consolidated, pro rata payment of £250 will be implemented for 2020 and paid in January in replacement of the 2020 PRP scheme.

A new scheme will be developed and consulted on for 2021.

Although individual establishments are maintained, staff costs are shared across the Councils on a percentage split for joint services.

The Managing Director also receives Returning Officer fees. Nominated Assistant Returning Officers also receive fees relating to duties undertaken during an election. The fees in respect of County, District and Parish Council Elections are set by the Chairpersons of the Norfolk Authorities' Member Remuneration Panels and the fees for conducting European, Parliamentary and Policy & Crime Commissioner elections are set by the Home Office and Ministry of Justice.

## **7. Pay Review**

As stated above, pay levels are reviewed each year with a 2% rise being agreed effective from April 2020.

It is the policy of the Councils to pay a minimum of the National Living Wage for all posts.

## **8. Pay Range**

The Councils operates a pay structure for Chief Officers and a pay structure for all other officers. The spread of posts across each of the bands (as at 1<sup>st</sup>

January 2020) is shown in the tables below, with a 2% cost of living rise being applied from 1<sup>st</sup> April 2020.

Generic Role	Salary Scale	No. Employees
Managing Director	£140,000 - £160,000	1
Director	£80,000 - £100,000	3
Assistant Director	£60,000 - £80,000	8

Generic Role	Salary Scale	No. Employees
Senior Manager/Senior Specialist	H - J	29
Manager/Specialist	G - F	115
Senior Administrator/Senior Case/Operations Worker/Senior Technical Advisor	D - E	193
Administrator/Case/Operations worker/Technical Advisor	A - C	371
Apprentice	Apprentice	8

#### Chief Officer

Band Name	Minimum Salary Scale	Maximum Salary Scale
Managing Director	£140,000	£160,000
Director	£80,000	£100,000
Assistant Director	£60,000	£80,000

**All staff below Chief Officer**

Band Name	Minimum Salary Scale	Maximum Salary Scale
<b>Apprentice</b>	<b>£11,833</b>	<b>£16,981</b>
<b>A</b>	<b>£17,588</b>	<b>£18,800</b>
<b>B</b>	<b>£18,801</b>	<b>£22,127</b>
<b>C</b>	<b>£22,128</b>	<b>£25,972</b>
<b>D</b>	<b>£25,973</b>	<b>£30,508</b>
<b>E</b>	<b>£30,509</b>	<b>£34,788</b>
<b>F</b>	<b>£34,789</b>	<b>£39,970</b>
<b>G</b>	<b>£39,971</b>	<b>£44,820</b>

H	£44,821	£49,929
I	£49,930	53,958
J	£53,959	£58,690

This is a new pay spine so there are no comparators available.

The mean of the two Councils salaries paid as at 1<sup>st</sup> January 2020 is £24,137 and the median is £22,127. Excluding apprentices (who are paid in line with the National Living Wage), the lowest paid employees are on Band A - these constitute a variety of staff including both administrative and operational.

The principles that guide the relationship between pay levels e.g. Job Evaluation, Pay Bandings are described in this Policy Statement.

## 9. Pay Multiples

The Councils do not explicitly set the remuneration of any individual or group of posts by reference to a simple multiple of another post or group of posts. The use of multiples cannot capture the complexities of a dynamic and highly varied workforce in terms of job content and skills required.

In terms of overall remuneration packages, the Councils' policy is to differentiate by setting different levels of basic pay to reflect differences in responsibilities, but not to differentiate on other allowances, benefits and payments it makes

The Councils do not expect the remuneration of its highest paid employee to exceed ten times that of the lowest group of employees.

## 10. Salary Progression

Salary on appointment is usually at the entry level of the band. Although the entry level can be varied by the skills and experience of the successful candidate, a higher point can only be agreed following a pay comparison. This would entail being able to justify the reason for giving the individual a higher salary than others. All salary amendments will be subject to the prior approval of the Senior HR Lead.

Salary progression through the new scale is under review and therefore a 2% cost of living award has been agreed for all staff effective from 1<sup>st</sup> April 2020 thus enabling a new approach to be developed. This is in addition to the £250 interim payment referred to in Section 6.

## **11. Honoraria**

The Councils retain an Honoraria Policy to provide financial recognition for (for example) additional responsibilities undertaken by employees throughout the year.

## **12. Market Supplements**

Due to changing labour market pressures and following the agreement of the Managing Director market supplements were introduced within CNC Building Control in December 2018. These will be reviewed on an annual basis. If the supplement is no longer relevant or appropriate, this will be ceased and the post holder will automatically revert back to their original grade. Data may be obtained from Councils and other employers in the local geographical area for salary comparison purposes. Should it become necessary to pay supplements in other areas of the Councils then these will be assessed against the current market conditions and will require approval of the Managing Director.

## **13. Travel Rates**

In addition to pay, the Councils pay travel rates for the use of private vehicles on essential and reasonable Council business. The Councils pay such allowances in accordance with HMRC rates; these are the same for Chief Officers and other employees.

The current rates are:

First 10,000 miles per year: 45 pence per mile

Beyond 10,000 miles per year: 25 pence per mile

5p per mile is paid for a maximum of 4 passengers therefore the maximum claimable amount is 65p per mile

These rates are set at the maximum tax-free level approved by the HMRC.

## **14. Car Loan/Cycle Scheme**

The Councils currently operate a car loan and cycle to work scheme which is available to all permanent staff, subject to meeting terms and conditions. From April 2020 no new car loans will be agreed, as the Councils will be offering employees a new car leasing option. This option which will be paid for by the employee, enables employees to take advantage of a competitive car leasing package.

## **15. Termination Payments**

The Councils have a single redundancy scheme which applies to all employees without differentiation. The Councils do not provide any further payment to

employees leaving the Councils employment other than in respect of accrued leave which by agreement is untaken at the date of leaving. In exceptional circumstances the Council will make a payment in lieu of notice.

On leaving the Authority due to redundancy the agreed Redundancy Policy will apply. The amount of compensation will be up to a maximum of 1.6 times actual weekly pay but will not exceed 104 weeks' pay. This will be payable in the form of a lump sum, with any statutory redundancy payment offset against the discretionary award.

From January 2022 the designated redundancy multiplier will move to 1.4 for all staff.

If an employee is made redundant and is over the age of 55 their pension will be payable as per the Local Government Pension Scheme; there could be a pension strain cost associated with this.

Any severance payment made outside the scope of this Policy will reasonably comply with Councils' policy at any given time and be agreed with the Managing Director and Section 151 Officer. Any such agreement will remain confidential.

## **16. Re-employment**

Any individual who has been previously employed by either Council will need to compete for the position in accordance with the agreed Recruitment and Selection Policy. If the individual is successful and has previously been in receipt of severance benefits from either of the Councils this must be referred to the Managing Director and Section 151 Officer before appointment is confirmed.

## **17. Professional Fees Subscriptions and Unison costs**

Reimbursement of professional memberships will be paid by the Councils if it is a mandatory requirement to enable the individual to carry out their statutory role.

All other professional memberships will be considered at the discretion of the Director/Assistant Director in liaison with the Senior HR Lead and will be determined based on service specific requirements

The Councils do not make direct payment to UNISON officials for trade union duties, however there is a Facilities Agreement in place to cover these duties.

## **18. Relocation Expenses**

The offer of relocation assistance will be agreed and offered to a successful candidate at the time of confirming appointment, subject to the agreement of the Section 151 Officer.

### Eligibility

The full package applies to newly appointed officers who have accepted a permanent post and who are genuinely required to move. Part-time employees can claim the same entitlements as full-time employees.

The decision of whether relocation applies to specific roles is made at the recruitment approval stage.

#### Limit

The overall maximum amount that can be claimed is £8,000.

### **19. Overtime**

All overtime worked in excess of normal hours of work must be authorised by a designated Senior Officer in advance. Overtime from Monday to Saturday, Sundays and Public Holidays is paid in accordance with the employee's contract of employment.

Eligibility for overtime payments is usually restricted to employees on salary band C and below. Unless contractually agreed or an exceptional circumstance all overtime is at plain time rates.

Employees who work less than 37 hours will be paid at plain time until they have worked over the full-time equivalent.

### **20. Sickness Benefit**

Employees are entitled to a sliding scale of sickness benefit according to their length of recognised continuous service, as follows:

Less than 4 months service – Statutory sick pay only (occupational sick pay will not normally be paid)

4 months up to 2 years – 1 month's full pay plus 2 months half pay

On or after 2 years – 2 months full pay plus 2 months half pay

On or after 3 years – 4 months full pay and 4 months half pay

On or after 4 years – 5 months full pay and 5 months half pay

On or after 5 years service – 6 months full pay and 6 months half pay

### **21. Annual leave**

The standard annual leave entitlement is 25 days (pro rata for staff working less than the standard working week) rising to 28 days after 5 years continuous service. Chief Officer entitlement is 30 days. In addition, the Councils recognise 8 public holidays, which are fixed throughout the year.

All employees are encouraged to take their full holiday entitlement each year. Employees will be able to purchase additional holiday with agreement from their line manager, provided there is organisational cover in place.

Employees will also be able to sell purchased leave back to the Councils, however will not be able to sell leave that is part of their contractual entitlement.

All staff are encouraged to work flexibly according to the needs of the service and their own personal work life balance requirements.

## **22. Recovery of Overpayments**

If an overpayment of salary or expenses occurs the HR Team will notify the member of staff concerned and agree how the monies will be repaid within a six-month timescale.

## **23. Pension Provision**

All employees may join the Local Government Pension Scheme. The scheme is a statutory scheme with a sliding scale of contributions from employees and the employer, based on annual salary. For more comprehensive details of the Local Government Pension Scheme see

[www.norfolkpensionfund.org](http://www.norfolkpensionfund.org) or [www.lgps.org.uk](http://www.lgps.org.uk)

Neither the Scheme nor the Councils adopt different policies with regard to pension benefits for any category of employee; the same terms apply to Chief Officers and all other employees.

The Scheme provides for the exercise of discretion that allows for retirement benefits to be enhanced. The Councils will consider each case on its merits but has determined that its usual policy is not to enhance benefits for any of its employees. This Policy Statement reaffirms this in respect of Chief Officers and all other employees.

The Pension Scheme provides for flexible retirement. In applying the flexible retirement provision no distinction is made between Chief Officers and other employees. The scheme requires that a minimum reduction in working hours of 20% is made and/or there is a reduction in grade and that any consequential payments to the pension fund are recoverable.

## **24. Auto Enrolment**

In complying with Government legislation to auto enroll workers into a workplace pension scheme, with effect from 1 November 2013 the Councils auto enroll all workers into the Local Government Pension Scheme if they meet the following criteria:

- earn over £10,000 per year
- are aged 22 or over
- are under State Pension Age
- are not already in a pension scheme

The re-enrollment date for the Councils was 1<sup>st</sup> November 2019

## **25. Non-Pay Benefits**



The Councils also have a number of non-pay related benefits such as occupational maternity/ paternity/shared parental/adoption leave, flexible working, staff restaurants (one of which is subsidised) and employee recognition awards. These are not part of the Councils' Pay Policy Statement, but are referred to here for completeness.

## **26. Review of the Pay Policy Statement**

This Statement will be kept under review and is subject to annual approval by both full Councils. Changes will be agreed through appropriate consultation with the recognised Trade Union(s) and will be considered with regard to external good practice, legislation, recruitment and retention data and external pay information. Any potential departure from this Policy Statement during the course of the year requires the approval of the Managing Director and Leader of each Councils.

## **27. Gender Pay Reporting**

New regulations took effect from 1 April 2017 requiring Gender Pay Reporting for all organisations with 250+ employees. The Councils will report annually on these six calculations;

1. Average gender pay gap as a mean average
2. Average gender pay gap as a median average
3. Average bonus gender pay gap as a mean average
4. Average bonus gender pay gap as a median average
5. Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
6. Proportion of males and females when divided into four quartiles ordered from lowest to highest pay.

Alongside the calculations a narrative can be added to explain the reasons for the results and follow up actions taking place.

## **28. Publication of Data, Access to Information and Transparency**

The code of recommended practice for local authorities on data transparency requires that the Councils should publish public data that includes Senior Officer salaries, names (discretionary), job descriptions, responsibilities, budgets and numbers of staff (with "Senior Officer" employees defined as those earning greater than £58,690). This information will be published on the Councils website by 1 April of each year and included, as required, within the Statement of Accounts which are subject to audit inspection.

## **29. Changes to Terms and Conditions**

From 2<sup>nd</sup> January 2019 Broadland and South Norfolk Councils appointed a Managing Director who will undertake to bring the two Councils together under one team. This means from 1<sup>st</sup> January 2020 there is a single officer team serving both independent Councils.

23rd January 2020

## **PROGRAMME OF MEETINGS 2020/21**

**Report Author(s):**

Claire White  
Democratic Services Manager  
01508 533669  
cwhite@s-norfolk.gov.uk

**Portfolio:**

Policy

**Ward(s) Affected:**

All

**Purpose of the Report:**

Council is requested to determine the Committee timetable for 2020/21

**Recommendations:**

To approve the Council's Programme of Meetings for 2020/21, as attached at Appendix A of the report.

## **1 SUMMARY**

- 1.1 Council is asked to determine the Council's programme of meetings for 2020/21.

## **2 BACKGROUND**

- 2.1 The Council's Constitution requires Council, at its AGM, to approve a programme of ordinary meetings of the Council for the year (Part Four, para 1.2 (15)).
- 2.2 A draft timetable is presented for Council's consideration at this meeting, to allow for its earlier publication, and for all "housekeeping" arrangements, such as room bookings, to be put in place.

## **3 CURRENT POSITION/FINDINGS**

- 3.1 Whilst most of the programme has worked well, there have been some issues with timing, when considering matters that are relevant to both Broadland and South Norfolk Councils.
- 3.2 Some meetings are frequently being rescheduled or cancelled, in order to meet the business needs of the Council.

## **4 PROPOSED ACTION**

- 4.1 New programmes of meetings for Broadland and South Norfolk Councils for 2020/21 have been devised in collaboration, to allow for more timely decision making for both Councils, and for more efficient working practices for the new one team of officers.
- 4.2 With the agreement of both Leaders, Cabinet and Scrutiny meetings have moved to a five-weekly cycle at both Councils.
- 4.3 Provisional dates for Broadland Council's panel meetings and South Norfolk Council's policy committee meetings, have been aligned where possible . This will allow for the co-ordination of agenda setting where there are items mutual to both Councils. It should be noted that these meeting dates may need to change to meet the business needs of the Council.
- 4.4 It is proposed that some meetings, including that of the Licensing and Regulatory Committee, are arranged as and when needed.

## **5. OTHER OPTIONS**

- 5.1 These are suggested times and dates, and members could decide to agree alternatives.

## **6. ISSUES AND RISKS**

- 6.1 **Resource Implications** – the need for officers to work across the two Councils has been taken in to account whilst drafting the proposed dates.
- 6.2 **Legal Implications** – there are no legal implications that require consideration.
- 6.3 **Equality Implications** – there are no equality implications associated with the matters raised in this report. Access to all meetings will be DDA compliant and an induction loop is in place in the Council Chamber. Individual needs will be considered on request.
- 6.4 **Environmental Impact** – there are no environmental implications associated with matters raised in this report.
- 6.5 **Crime and Disorder** – There are no crime and disorder implications associated with matters raised in this report.
- 6.6 **Risks** – the only perceived risk is that failure to agree a programme at this stage might impact on the ability of the Council to publish key decisions in advance, and to secure the availability of relevant resources, such as room bookings and relevant officers.

## **7. CONCLUSION**

- 7.1 An agreed programme of meetings is required in advance of the May AGM, to ensure that officers and members can plan ahead, and that relevant resources can be in place.
- 7.2 A timetable of meetings is required to suit the business needs of the Council and ensure efficient working practices.

## **8. RECOMMENDATIONS**

- 8.1 To approve the Council's Programme of Meetings for 2020/21, as attached at Appendix A of the report.

**Background Papers** - None

## PROGRAMME OF MEETINGS – MAY 2020 TO MAY 2021

PUBLIC MEETINGS	DAY	TIME	MAY 2020	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN 2021	FEB	MAR	APR	MAY
Audit Committee	Thur	10am		25				22					11		
Awards Panel Enhancement Design (prov)	Wed	9am					9E 30D								
Council (*Annual Meeting)	Thur	7pm	*21		30		24		19		14	25		8	*20
Cabinet	Tue	6pm		16	21	25	29		3	8	12	9	16	20	
Overview & Scrutiny Committee (pre Cabinet)	Tues	10am		9	14	18	22	27		1	5	2	9	13	
Overview & Scrutiny Committee	Tues	10am	5	30			8		17		26		30		
Planning Committee	Wed	9.30am	20	17	15	12	9	7	4	2	6/27	24	24	21	19
(The dates below are provisional and are subject to confirmation nearer the time)															
Economic Success Panel	Mon	6pm		15		3		12		7		1		12	
Environmental Excellence Panel	Thurs	6pm		4	23		17		26		28		25		
Place Shaping Panel	Mon	6pm		1	20		7		9		18		1		
Wellbeing Panel	Wed	6pm		3		5		14		9		3		14	
Service Improvement & Efficiency Cttee	Mon	6pm			6			5			11			6 (Tues)	
Appeals Panel	Arranged as required														
Electoral Arrangements Committee	Arranged as required														
Joint Appointment Panel	Arranged as required														
Joint Scrutiny Committee	Arranged as required														
Joint Statutory Officer Appeals Cttee	Arranged as required														
Joint Statutory Officer Hearing Cttee	Arranged as required														
Licensing & Regulatory Committee	Arranged as required														
Performance Management Sub-Cttee	Arranged as required														
Standards Committee	Arranged as required														
NON PUBLIC MEETINGS															
Member Development Panel	Arranged as required														
Joint Lead Members Group			1	5	10	14	18	23 pm	27		8	12	19	23	28

Please note – all of these dates are subject to change

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## **OUTSIDE ORGANISATIONS - FEEDBACK FROM REPRESENTATIVES**

**Report Author:**

Emma Hodds  
Assistant Director Governance and Business Support,  
Monitoring Officer for BDC  
01508 533791  
ehodds@s-norfolk.gov.uk

**Portfolio:**

Leader (Policy)

**Wards Affected:**

All

**Purpose of the Report:**

The purpose of this report is to receive feedback from members on their representation on outside bodies.

**Recommendation:**

To note the report

## **Cllr S Prutton - NHOSC REPORT ON MEETING HELD ON 13 FEBRUARY 2020**

There has been no meeting of NHOSC since October 2019 as 'Purdah' rules coming into force prior to the General Election forced the postponement of the planned November meeting.

The February meeting was devoted to the West of the county:

### **1 Queen Elizabeth Hospital NHS Foundation Trust**

This was an update on progress made since the publication of the Care Quality Commission report following its inspection in Spring 2019. We were told in some detail of the progress that has been made in the following areas:

- Leadership and management
- Safe and compassionate care
- Culture and engagement
- Governance
- Recruitment and retention
- Emergency department
- Closer working with external partners
- Medical education

Prior to this meeting I had joined five other Committee members to visit the QEH in January 2020. We were able to see at first hand several of the areas that featured in the comprehensive report and those who had visited on previous occasions were able to note the apparent improvements that had been made.

It is to be hoped that when CQC re-visit (Spring / early Summer 2020) they will be able to replace their "inadequate" rating with something more encouraging for all concerned.

The team will be returning in September / October 2020 to give a progress report to the committee.

### **2 Future of primary care (GP) services for residents of Fairstead, King's Lynn**

The Committee considered the West Norfolk Primary Care Commissioning Group's decision following their public consultation on the proposed closure of the Fairstead branch surgery, their decision being **not** to agree with the closure. Rather, they have elected to work towards restoration of a full GP service provision for those residents who did not wish to relocate to the two nominated alternative surgeries.

An extensive programme of work on the existing accommodation will need to be undertaken starting with the appointment of a project leader in March 2020. This programme should ensure that the accommodation will eventually be deemed fit for purpose.

NHOSC was assured that funding will be available in order for the necessary work to be undertaken.

Regular progress updates will be made available to the Committee and the Group will be invited back for scrutiny whenever any appropriate point has been reached.



### **Cllr L Hemsall – Broads Authority – 6 December 2019**

At the BA planning committee meeting on 6th December members considered an application in Reedham for redevelopment of Sanderson's boatyard. The boatyard had fallen behind with investment in infrastructure, so the new owners had decided to develop part of the site for housing to enable redevelopment of the yard itself. The plans look excellent and I'm pleased members were able to support the application which will provide security for several jobs and a valuable boatyard service on the Broads. [Planning Committee Agenda 6 December 2019](#)

### **Cllr L Hemsall – Broads Authority – 10 January 2020**

I attended the meeting of the BA planning committee on 10th January and although there were no applications for determination with the Broadland area, members might like to note the Flood Risk Supplementary Planning Document which forms part of the agenda bundle. The Broads, as we know are very sensitive to rising water levels so particular care has to be applied when considering development in these sensitive areas. [Broads Authority Planning Committee Agenda and Reports 100120](#)

### **Cllr L Hemsall – Broads Authority – 31 January 2020**

Please find below attached link to the agenda for the BA meeting on 31st January, unfortunately I was unable to attend due to a clash with a Broadland Growth Limited meeting, however members might appreciate the link [Broads Authority – 31 January 2020](#)

### **Cllr L Hemsall – Broads Authority – 7 February 2020**

I attended the meeting of the BA planning committee on 7th February. There were no application for determination in the Broadland area, however members might like to note the Marketing and Viability Supplementary Planning Document which is within the agenda bundle as this is likely to relate to businesses considering a change of use within the Broads Executive area. [Planning Committee Agenda – 7 February 2020](#)

### **Cllr L Hemsall – Transforming Cities Joint Committee – 19 February 2020**

At this meeting members received a briefing on the new bike hire scheme which will be launched in Norwich in March this year and approved some slight changes to the bus lane arrangements on the approach to Castle Meadow. At the meeting I again highlighted the importance of making improvements to the Bracondale approach to the city centre as traffic is often backed up right on to the A47.

### **Cllr L Hemsall - Norfolk Strategic Planning Forum 14th Jan 2020**

I attended the above meeting as the PH for Planning and am pleased to report that the work programme as agreed by BDC is going well. We received a very informative presentation by the NHS who are working hard on a developer tariff that can in due course be applied to new development in order to meet the need for primary health care as new housing comes forward.

## **Cllr J Ward - Norfolk Arts Forum Executive Committee 27 February 2020**

We had a presentation by Arts Council England setting out their 10 Year Strategy which is about Everyday Creativity instead of funding single prestige events. Their investment principles are Ambition, Quality, Inclusivity and Relevance and they will be doing some small scale seed funding for local groups. The overall aim is to make England a country in which the creativity in each of us is valued and given the chance to flourish.

We heard from Helen Stock on the Film Hub South East which funds Film Festivals and assists Independent Cinemas.

Mary Muir, Norfolk County Council's Arts Development Manager explained "Celebrating Culture", a 32month high profile PR and Marketing Campaign to develop culture across Norfolk and Suffolk. There are seven priorities : 1. The Coastal Path; 2. Dippy, diippodocus; 3. The Hold, Ipswich; 4. 50th Anniversary of the UEA; 5. 1000th Anniversary of Bury St. Edmunds Abbey; 6. The Friendly Invasion; 7. Norwich Castle Keep Project.

The National Writing Centre is running a Change Leadership Programme using the CLORE LEADERSHIP programme to develop leaders for tomorrow in Museums, Libraries and the Arts.