

Minutes of a meeting of the **Council** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Thursday 10 January 2019** at **7.00pm** when there were present:

Mrs J Leggett – Chairman

Mr A D Adams	Mrs S C Gurney	Mr A J Proctor
Mrs C H Bannock	Mr C Harrison	Mr V Ray-Mortlock
Mr D Buck	Mr D G Harrison	Mrs B H Rix
Ms S J Catchpole	Mr R J Knowles	Mr D Roper
Mr S M Clancy	Mr K G Leggett MBE	Mr N C Shaw
Mrs J K Copplestone	Mr I J Mackie	Mr M D Snowling MBE
Mr S Dunn	Mrs T M Mancini-Boyle	Mrs K A Vincent
Mr J J Emsell	Mr I N Moncur	Mr S A Vincent
Mr J F Fisher	Mr G K Nurden	Mr D C Ward
Mr R R Foulger	Mr S Riley	Mr J M Ward
Mr R F Grady	Mr G Peck	Mr F Whymark

Also in attendance were the Managing Director, the Deputy Chief Executive, the Head of Finance and Revenue Services, the Head of Democratic Services & Monitoring Officer and the Committee Officer (DM).

Members of the public, Council officers and the press also attended the meeting.

83 GEOFFREY GALE

Members stood for a minute's silence in tribute to Mr Geoffrey Gale, Broadland District Councillor for Aylsham Ward from 1995 to 2003.

84 LEEWAY – PRESENTATION

The Chairman welcomed to the meeting, Mandy Proctor - Chief Executive Officer and Emma Nurse, Business & Central Services Manager, from Leeway, the Chairman's chosen charity.

Established in 1974, Leeway was a specialist domestic abuse charity working in Norfolk and Suffolk to support adults, children and young people. Leeway held a number of accreditations and was one of three founding members of Women's Aid, the National organisation supporting and resourcing the UK network of over 500 domestic abuse services.

One in three women and one in five men experienced domestic abuse in their lifetime and over 700 children were affected every year. Two people were killed every week by a current or former partner and every year Norfolk Constabulary received around 15,000 domestic abuse related calls which

equated to an average of 44 calls per day, compared to an average of two burglary related calls per day.

With regard to current services, last year Leeway supported 11,590 people, including 389 from Broadland, either by telephone advice/support, advocacy, residential support (7 emergency refuges operated across Norfolk accommodating up to 52 women and 74 children) or by way of male victim support. Services included a Women's Outreach Community Service, the Power to Change Programme and the Children and Young People's Outreach Services.

Proposals for new services included Project Safety Net+, a multi-lingual practical and emotional support service for adults from migrant communities and Project Anchor, providing practical and emotional support for adults with complex needs across Norfolk.

In response to questions, Mandy Proctor confirmed that Leeway was already working in partnership with many Early Help Hubs and with a range of other partners. With regard to funding, Leeway had originally started its work with a budget of £40, today it was operating with a budget of £1.6m. Reference was made to the lack of coordination of the plethora of activity associated with domestic abuse support in some parts of the Country and Mandy Proctor confirmed that in Norfolk they were fortunate that the work was well coordinated. One area of concern however remained in relation to the lack of perpetrator provision which was a common gap in the service across the Country.

85 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Member/Officer	Minute No & Heading	Nature of Interest
The Head of Democratic Services and Monitoring Officer (on behalf of all staff present)	97 Senior Management Structure	Personal interest on behalf of all staff present as potentially affected by the proposals
The Head of Democratic Services and Monitoring Officer	95 Broadland Growth Limited	Non pecuniary, local choice interest as Company Secretary of Broadland Growth

86 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr P H Carrick, Mr G Everett, Mrs L H Hemsall, Miss S Lawn, Mr V B Tapp and Mr Willmott.

87 MINUTES

The Minutes of the meeting held on 1 November 2018 were confirmed as a correct record and signed by the Chairman.

88 ANNOUNCEMENTS

The Chairman welcomed Mr T Holden to his first Council meeting as the Managing Director of Broadland and South Norfolk Councils.

Members noted the civic engagements undertaken by the Chairman and Vice-Chairman of the Council since the last meeting. The Chairman thanked all staff involved in the Community at Heart Awards event and the Broadland Remembers exhibition; both events had been very successful. Displays from the Broadland Remembers exhibition were now displayed at Thorpe Lodge.

The Vice-Chairman drew attention to the Stars of Norfolk event which she had attended and that it had been a very humbling and heart-warming celebration of the extra ordinary efforts of local people.

The Portfolio Holder for Housing and Wellbeing (Mr Foulger) reported that May this year would see the 175th anniversary of the establishment of the railway line between Norwich and Gt Yarmouth and a number of celebratory events were being planning possibly including one at Brundall station.

The Managing Director stated that he was delighted to now be part of the Team and that the “two Councils, one team” theme was being embraced by staff across the two authorities together with a real push to deliver the economic growth and the £8m savings. He stated that he was supporting RED January, a MIND initiative encouraging people to support their mental health by doing something active every single day. He had recently attended a “working together” session with Norfolk Chief Executives where there was a strong ongoing desire to continue to work together to deliver the aspirations across the County.

89 QUESTIONS FROM THE PUBLIC

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

90 PUBLIC SPEAKING

The following representation was made:

Ms B Tye – Branch Secretary, Yare Valley UNISON Branch – Unison

Response to New Management Structure Proposals.

Ms Tye stated that Unison had released a statement about the Management Structure which she hoped all Members had had the opportunity to read and that she wished to pick up on a couple of issues which she was not sure had been fully addressed. The feasibility report issued in July 2018 identified a cost of £70k to support the immediate transition period which included the cost of utilising the decision making accountability tool (DMA). The DMA approach was an organisational design tool which established the number of layers of management that an organisation needed, and the units within it, to achieve its purposed most effectively, and the decision rights that managers in different layers required to be empowered. There was no reference to this tool in the report and the question remained as to whether it was intended to use the tool and, if not, what would happen to the costs allocated to this. There were still concerns amongst staff that the proposals were being pushed through too quickly and Unison was unsure as to why the report on the Management Structure had not gone through the process of consideration by the newly formed Joint Scrutiny Committee and respective Cabinet meetings. A very constructive meeting had been held between Unison and the Managing Director and it was understood that the restructuring formula would form the blue print to be applied to all restructuring throughout the two authorities and any decisions taken regarding the senior management team restructuring needed to be able to be replicated at any level through the two councils. This allowed for a fully transparent and accountable process which Unison was keen to ensure was in place. Unison would continue to work with the Managing Director and at this time they were confident he was listening to their views and responding to concerns raised.

91 OVERVIEW AND SCRUTINY COMMITTEE

The Minutes of the meetings held on 6 November, 13 November and 11 December 2018 were received.

92 CABINET REPORTS

The Minutes of the meetings held on 20 November and 18 December 2018 were received.

20 November 2018

Minute no: 64 – Council Tax Reduction Scheme 2019/20

The Portfolio Holder for Finance (Mrs Mancini-Boyle) invited Members to support the recommendation from Cabinet. There was no real change to the current scheme with the exception of an administrative amendment.

RESOLVED:

to approve the proposed amendment to the scheme and that the scheme be updated – a copy of the amendment being attached at appendix 1 to the signed copy of these Minutes.

Minute no: 65 – Footway Lighting on New Developments

The Portfolio Holder for Environmental Excellence (Mr Fisher) invited Members to support the recommendation from Cabinet.

RESOLVED

to agree to not take on the management and maintenance of any new lighting in the five parishes which the Council currently acts as the Lighting Authority.

93 LICENSING AND REGULATORY COMMITTEE

The Minutes of the meetings held on 14 November and 12 December 2018 were received. The Chairman of the Committee commented that it was likely one of the drivers would be appealing the decision of the Committee.

94 PLANNING COMMITTEE

The Decisions from the meetings held on 24 October and 28 November 2018 were received.

95 BROADLAND GROWTH LTD

The Leader invited Council to appoint Trevor Holden to replace Phil Kirby as a Director of Broadland Growth.

RESOLVED:

to appoint Trevor Holden to replace Phil Kirby as a Director of Broadland Growth.

96 APPOINTMENT OF ELECTORAL REGISTRATION OFFICER / RETURNING OFFICER

The report sought to appoint a new Electoral Registration Officer (ERO), Deputy ERO and Returning Officer (RO) and to authorise the necessary amendment to the Constitution. In response to a question, the Managing

Director confirmed that, it was his intention, as Returning Officer for both authorities, to work with the empowered deputies and to be present at both. He hoped that in relation to future elections, for example the PARO elections, these would not be geographically based and he could satisfy the role more efficiently with the potential for a single count venue.

RESOLVED

to

- (1) appoint Trevor Holden as the Electoral Registration Officer and Returning Officer for Broadland District Council from 10 January 2019;
- (2) appoint Linda Mockford and Martin Thrower as the Deputy Electoral Registration Officers;
- (3) authorise the Head of Democratic Services and Monitoring Officer to make the consequential changes to the Constitution;
- (4) endorse the proposed arrangements for the May 2019 elections.

97 SENIOR MANAGEMENT STRUCTURE

Council considered the report seeking approval for the Senior Management Staffing structure for Broadland District Council and South Norfolk District Council that would facilitate a single paid service, the process for appointing to the Chief Officer and Deputy Chief Officer roles and the required constitutional changes. The proposed structure had been designed to meet expectations arising from the feasibility report in July 2018. The Leader reported that, following the appointment of the Joint Managing Director, one of the key elements for him to take forward had been the development of a senior management structure which would enable both Councils to deliver on the aspirations contained in the report and be best placed to build capacity and resilience in the organisation and the way services were delivered. The structure was affordable and did not exceed existing budgets; indeed potential savings had been identified. The report illustrated how some of the savings highlighted in the feasibility report could be achieved but these were dependent on the detailed business cases being developed. With regard to the recommendations, the Leader advised Members that he wished to propose an amendment to recommendation 2 as follows:

“To defer consideration of the arrangements for the recruitment process and appointment of Chief Officers and Deputy Chief Officers to enable these matters to be discussed by the Joint Lead Members Group, the Joint Scrutiny Committee and Cabinet with recommendations being presented to the Council meeting on 21 February 2019”.

In response to a question, the Leader confirmed that the amended proposal would allow for due process and for consideration of the report by the Overview and Scrutiny Committee as part of usual scrutiny of Cabinet reports. The Head of Democratic Services and Monitoring Officer added that consideration needed to be given to the option for consideration of the report by the Joint Scrutiny Committee set up to consider collaboration matters, in addition to the Overview and Scrutiny Committee and Cabinet.

Members welcomed the amendment and the opportunity for the restructuring to be subject to due process which would include provision for scrutiny of the matter prior to consideration by Cabinet and ultimately Council, as was the current practice. This would also help alleviate concerns about the matter being rushed.

Mindful of the importance of the new structure and the need for Members to be sure it was the right structure and that due process had been allowed for and would continue to be allowed for as the work progressed, reassurance was sought on the process for the consultation and clarity on next steps. The Leader confirmed that a two-week consultation period would take place with any changes arising from the consultation being delegated to the Managing Director in consultation with the Leaders. He would accordingly be in a position to ensure the Council was satisfied with the proposals. The amendment would ensure due process was in place for the proposals to be subject to the normal scrutiny process. The Leader confirmed he was satisfied that the process was back on track and where it should be and was moving forward with a view to meeting the timeframe set out albeit this was currently a month behind. The key was openness and transparency with two sovereign councils coming together supported by one team and we were now in a good place for this to happen under the guidance of the Managing Director.

The Managing Director welcomed the Leader's amendment to the report and clarity on the role of the Joint Leader Members Group. He agreed that the key aim was for an open and transparent process and for scrutiny of the proposals.

In response to a request for reassurance that the consultation would be meaningful and not just a process of informing consultees, the Managing Director assured Members this was the case as had already been alluded to by Unison who were fully engaged in open and transparent dialogue about the proposals with options to make changes. The consultation would be real and meaningful and involve the people concerned. Feedback from the consultation would be available to Members together with any changes put forward and if these had been incorporated or not.

A concern was expressed that the new draft structure had been presented to Council only a week after the Managing Director had taken up his role and there appeared to have been limited opportunity for regard to the extensive

service efficiency reviews already undertaken at Broadland over recent years. The Managing Director advised that work on options for the structure had been ongoing since the recruitment process in October 2018. The draft structure had been prepared in consultation with the two previous Chief Executives to capture their knowledge and experience of each organisation and inform the process. Regarding the savings, the overall potential savings in the feasibility study of around £8.5m formed a notional line in medium-term financial plan to ensure there was a driver for behaviours and a measure against which to mark progress. The actual savings achieved in any given year would be part of the budget setting process for the year. The driver for the delivery of savings was not the primary driver for the restructuring and it would be a false economy to reduce the capacity of the senior management team whilst delivering savings through the organisation. In years to come, as collaboration progressed, the proposed structure could be revisited on the basis of the consolidation process.

Members then voted on the proposed amendment to recommendation 2 and it was

RESOLVED to support the amendment to recommendation 2 as set out above.

It was then further

RESOLVED

to

- (1) approve the proposed pre-consultation senior management structure, attached at appendix 2 to the signed copy of these Minutes, with any changes, as a result of formal consultation, delegated to the Managing Director in consultation with the Leaders;
- (2) defer consideration of the arrangements for the recruitment process and appointment of Chief Officers and Deputy Chief Officers to enable these matters to be discussed by the Joint Lead Members Group, the Joint Scrutiny Committee and Cabinet with recommendations being presented to the Council meeting on 21 February 2019;
- (3) approve the terms of reference for the Joint Statutory Officer Hearing Committee and Joint Statutory Officer Appeals Committee and approve that meetings of the Committees be included as an approved duty in line with the Members' Allowances Scheme;

- (4) authorise the Monitoring Officer to make the consequential changes to the Constitution necessary for the Council to appoint to the senior management structure.

98 SPROWSTON TOWN COUNCIL – REDISTRIBUTION OF TOWN COUNCILLORS

Council considered a report requesting the District Council consider the allocation of council membership in Sprowston with a view to redistributing the number of town councillors more equally in its wards.

RESOLVED

to

- (1) agree, in principle, the redistribution of town councillors in Sprowston Town Council by deducting one councillor from the South East ward and increasing the number in the North East, by one;
- (2) delegate powers to the Returning Officer, in consultation with the Leader, to complete the review after the consultation period and implement the new arrangements for the 2019 elections.

99 QUESTIONS FROM MEMBERS

It was noted that there had been no questions received from Members.

100 MOTIONS

Mr Adams advised Council that he wished to withdraw his motion as set out in the agenda.

101 CHANGES TO COMMITTEES AND OUTSIDE ORGANISATION APPOINTMENTS

Members were advised of the following change:

Mrs Rix to replace Mr Roper on the Environmental Excellence Panel.

The meeting closed at 7:55pm