

Cabinet

Agenda

Date

Tuesday 11 June 2019

Members of the Cabinet

Mr S A Vincent
Chairman (Leader) Policy

Mrs T M Mancini-Boyle
(Deputy Leader) Finance

Portfolio holders

Mrs J K Copplestone Economic Development

Mr J J Emsell Transformation and
Organisational Development

Mrs L H Hemsall Planning

Mrs J Leggett Environmental Excellence

Mr F Whymark Housing and Wellbeing

Time

6.00 pm

Place

Council Chamber
Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich

Contact

James Overy tel (01603) 430540

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

E-mail: james.overy@broadland.gov.uk



If any Member wishes to clarify details relating to any matter on the agenda they are requested to contact the relevant Head of Service.



@BDCDemServices

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**

A G E N D A

Page No

- | | | |
|----|--|---------|
| 1 | To receive declarations of interest under Procedural Rule no 8 | |
| 2 | Apologies for absence | |
| 3 | Minutes of meeting held on 9 April 2019 | 3 – 5 |
| 4 | Matters arising therefrom (if any) | |
| 5 | Public Speaking | |
| | <p>To consider representation from the members of the public who have expressed the wish to convey their views on items on this Agenda.</p> <p>In accordance with the Constitution a period of 3 minutes is allowed per member of the public.</p> | |
| 6 | Representations from Non-Cabinet Members | |
| | <p>To receive the views from non-Cabinet Members on items on this agenda. Members are reminded to advise the Leader if they wish to attend and speak at the meeting.</p> <p>In accordance with the Constitution a period of 3 minutes is allowed per non-Cabinet Member.</p> | |
| 7 | Overview and Scrutiny Committee | |
| | <p>The Cabinet will be advised of views expressed by the Committee at its meeting on 4 June 2019 in relation to items on this Agenda.</p> | |
| 8 | <u>Update to Local Development Scheme</u> | 6 – 11 |
| | <p>To receive a report with proposed amendments to the Local Development Scheme.</p> | |
| 9 | <u>Performance Related Pay 2019</u> | 12 – 18 |
| | <p>To receive a report setting out the proposed Performance Related Pay award for 2019.</p> | |
| 10 | <u>Appointments to Outside Organisations (Executive Functions)</u> | 19 – 20 |
| | <p>To receive the Cabinet appointments to outside organisations.</p> | |

Trevor Holden
Managing Director

Minutes of a meeting of the **Cabinet** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 9 April 2019** at **6.00 pm** when there were present:

Mr S A Vincent – Policy (Chairman)

Portfolio holders:

Mrs J K Copplestone	Economic Development
Mr J F Fisher	Environmental Excellence
Mr R R Foulger	Housing and Wellbeing
Mrs T M Mancini-Boyle	Finance
Mr G Peck	Transformation and Organisational Development

Also in attendance were the Director of Resources, Head of Democratic Services and Monitoring Officer, HR and Customer Services Manager, UNISON Branch Secretary and the Committee Officer (JO).

114 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Officer	Minute No & Heading	Nature of Interest
Head of Democratic Services and Monitoring Officer	118 - Pay Policy Statement	Personal interest on behalf of all staff who were beneficiaries of the 2019/20 Pay Policy.

115 APOLOGY FOR ABSENCE

An apology for absence was received from Mr Moncur.

116 MINUTES

The Minutes of the meeting held on Wednesday 13 March 2019 were confirmed as a correct record and signed by the Chairman.

117 OVERVIEW AND SCRUTINY COMMITTEE

Cabinet received the Minutes of the meeting of the Overview and Scrutiny Committee held on 26 March 2019.

Cabinet received the draft Minutes from the 2 April 2019 meeting of the

Overview and Scrutiny Committee, which had reviewed today's Cabinet Agenda.

118 PAY POLICY STATEMENT

The report presented the annual Pay Policy Statement, which the Council was required to publish under the Localism Act 2011.

The main proposed amendments for 2019/20 were the inclusion of new pay principles for Chief Officers (Directors and Assistant Directors) in line with those to which the Managing Director was appointed. These principles were:

- (1) To appoint on a salary point within a salary range, rather than within a Local Grade;
- (2) The salary range to be market attractive;
- (3) The salary to be an all-inclusive salary (no other cash benefits will apply);
- (4) The terms and conditions of employment for Chief Officers, except those relating to rate of pay, were covered by the National Scheme for the Joint Negotiating Committee (JNC) for Chief Executives and Chief Officers;
- (5) Salary progression would be assessed annually as a minimum;
- (6) Annual cost of living increases, where applicable, would be applied in line with NJC increases;
- (7) Payment for membership of professional bodies would be paid where there was demonstrable benefit to the Council.

Members noted that the Overview and Scrutiny Committee had proposed an amendment to paragraph 3.3 (4) of the Pay Policy Statement (removing the requirement for the Managing Director to approve re-employment of staff following redundancy). However, Cabinet considered that the paragraph should remain unchanged, as it was in line with the current arrangements and there was a legal requirement to have reference to this principle in the Pay Policy Statement.

In response to a query from the Portfolio Holder for Finance, the HR and Customer Services Manager confirmed that a review of the Performance Related Pay scheme would be looked at shortly, as part of the revised terms and conditions for the new single workforce.

RECOMMENDED TO COUNCIL

to agree the 2019/20 Pay Policy Statement, as appended to the report (attached at Appendix 1 to the signed copy of these Minutes).

Reasons for decision

To meet legislative requirements.

119 UNISON TIME OFF AND FACILITIES AGREEMENT

The report proposed a formal arrangement for the treatment of facilities time to allow accredited union representatives carry out their recognised duties.

Broadland currently had an informal arrangement for union representatives to have paid time off to carry out trade union duties. As South Norfolk Council had an existing formal agreement and on 1 January 2019 the UNISON branches of Broadland and South Norfolk merged to become the Yare Valley UNISON Branch, it was considered an opportune time to formalise the arrangements at Broadland.

The Agreement, which had been drafted in consultation with the Managing Director, recommended that the Branch Secretary of UNISON be allowed to spend up to 15 hours per week, with pay, on trade union duties. Costs would be shared equally by Broadland and South Norfolk.

The Branch Secretary advised Members that the proposed arrangements would also provide for cover and backfill for her substantive work, when carrying out her union duties.

Cabinet was also informed that elected non-union staff representatives were already formally given time off to carry out their duties in representing staff. Members were asked to note that the Agreement would allow UNISON a greater opportunity to work with non-union representatives in supporting all staff.

RECOMMENDED TO COUNCIL

to agree the UNISON Time Off and Facilities Agreement, as appended to the report (attached at Appendix 2 to the signed copy of these Minutes).

Reasons for decision

To formalise an agreement between UNISON and the Council.

The meeting closed at 6.18 pm

UPDATE TO LOCAL DEVELOPMENT SCHEME

Report Author: John Walchester, Spatial Planning Manager
tel: 01603 430622
email: john.walchester@broadland.gov.uk

Portfolio Holder: Planning

Wards Affected: All

Purpose of the Report: Amendments to the current Local Development Scheme

Recommendations:

1. It is recommended that Cabinet recommends Council to approve the proposed amendments to the current Local Development Scheme (August 2018).

1 SUMMARY

- 1.1 The report sets out amendments to the current Local Development Scheme (LDS). This sets out the timetable for new local plans and what they are to contain. Amendments are proposed that refer to the proposed Greater Norwich Local Plan and that this will not supersede the adopted Growth Triangle Area Action Plan and the adopted Development Management DPD but that some parts may be added to, amended or replaced.

2 BACKGROUND

- 2.1 It is a legislative requirement for the Council to publish a Local Development Scheme and to keep this up-to-date. The last update to the LDS (August 2018) was considered by Cabinet on 28 August 2018 and approved by Council on 6 September 2018. This can be viewed at:
https://www.broadland.gov.uk/downloads/file/4400/current_local_development_scheme_2018_to_2021.

3 CURRENT POSITION

- 3.1 As part of the work on the proposed Greater Norwich Local Plan (GNLP) it has become evident that amendments are needed to the LDS. Currently the LDS states that the GNLP will supersede the adopted Joint Core Strategy, Site Allocations DPD, and Growth Triangle Area Action Plan (GTAAP). However, the GTAAP deals with very large-scale development, and is effectively a masterplan to guide that development. Development in the Growth Triangle area is progressing, but the development is still in the early stages of a process that will take several years to be completed. As such, it would be premature to remove the GTAAP at this time. Consideration has been given to whether it should be incorporated into the new local plan, but it is now felt that it is better for it to remain separate and have the flexibility to be reviewed and updated as necessary as the developments progress.
- 3.2 Consequently, it is now proposed that it would not be necessary, nor beneficial, to wholly supersede the GTAAP by the GNLP though there may be some elements that are added to or amended e.g. the possibility of further land being allocated for development within the area of the GTAAP. Also, currently the LDS does not include reference to any potential amendments to the adopted Development Management DPD. Although it is not the intention to wholly supersede the Development Management DPD there may be some aspects that need to be changed through the new GNLP, and it would be useful for the LDS to refer to this possibility.

4 PROPOSED ACTION

- 4.1 To ensure that the latest situation on the proposed GNLP is properly reflected in the LDS, it is proposed that some amendments are made to the LDS and an updated LDS published. These changes are to page 11 under “What is the relationship with other Local Plans?”. The proposed revised text is:

“What is the relationship with other Local Plans?

In Broadland the GNLP will supersede

- (i) the Joint Core Strategy (JCS) for Broadland, Norwich and South Norfolk (adopted March 2011, amendments adopted January 2014),
- (ii) the Broadland Site Allocations DPD.

~~(iii)~~ *The Broadland OSRT Growth Triangle Area Action Plan (DPD) and the Development Management DPD will not be superseded, though there may be elements of the GNLP that add to, amend or replace parts of those documents.*

~~It~~ *The GNLP* will be a component of the overall Broadland Development Plan, in conjunction with the ~~Development Management~~ *other retained* DPDs and any made Neighbourhood Plans”.

5 OTHER OPTIONS

- 5.1 The alternative is to not make the amendments which would mean that the LDS is not up-to-date, or for the GNLP to be done differently than now intended i.e. including the GTAAP policies within it and not include any modifications to Development Management DPD policies. This would give a more complex Plan and mean that Development Management policies would not be able to be revised.

6 ISSUES AND RISKS

- 6.1 **Resource implications** – Production and publication of the revised LDS would be within the normal Spatial Planning Team resources. The work on the GNLP is resourced under the arrangements for the Greater Norwich Development Partnership.
- 6.2 **Legal implications** – Not having an up-to-date LDS would conflict with the Localism Act (2011) and result in emerging Local Plan documents not being ‘sound’ and legally valid. If the GNLP is not progressed the existing development plan documents will become increasingly out-of-date and of less relevance in the determination of planning applications.
- 6.3 **Equality implications** – In terms of the Equalities Act 2010 requirements, the LDS is not a policy but is the document that sets out the timetable for the

production of Development Plan Documents, in accordance with the legal requirements. As such, it does not itself impact on equalities. The timetable allows sufficient time for community engagement required under the Council's Statement of Community Involvement (SCI) which, itself, underwent an Equalities Impact Assessment. The Development Plan Documents will themselves be subject to Equalities Impact Assessment.

6.4 **Environmental impact** – None.

6.5 **Crime and disorder** – None.

6.6 **Risks** – The other authorities involved in the production of the GNLP could take a different stance, but the matter has been discussed and agreed in principle by the GNDP Directors, so this is unlikely.

7 CONCLUSION

7.1 In order to have an up-to-date Local Development Scheme it is necessary to amend the current one.

8 RECOMMENDATIONS

8.1 It is recommended that Cabinet recommends Council to approve the proposed amendments to the current Local Development Scheme (August 2018).

Background Papers

None.

John Walchester

Name of Officer/s completing assessment:

Date of Assessment:

02/05/2019

1. What is the proposed Policy?

Local Development Scheme 2018 – 2021 update May 2019
(nb this is not a policy)

2. Which protected characteristics does this Policy impact: (please tick all that apply)

Age	<input type="checkbox"/>	Sex	<input type="checkbox"/>	Pregnancy/Maternity	<input type="checkbox"/>
Disability	<input type="checkbox"/>	Sexual Orientation	<input type="checkbox"/>	Gender Reassignment	<input type="checkbox"/>
Race	<input type="checkbox"/>	Civil Partnership/Marriage	<input type="checkbox"/>	Religion or Belief	<input type="checkbox"/>
Health	<input type="checkbox"/>	Rurality	<input type="checkbox"/>	Low Income	<input type="checkbox"/>
				None of the above	<input checked="" type="checkbox"/>

3. What do you believe are the potential equalities impacts of this policy?

Please include:

- Any other groups impacted not detailed above
- Partnership organisations worked with in the development of this policy
- Evidence gathered to inform your decision
- Where you have consulted, Who and How this has informed the decision/policy

Note: Impacts could be positive and/or negative and impact groups differently

The Local Development Scheme is not a policy document. There are no equalities impacts.

The timetable for the Development Plan Documents (DPD) reflects the legislative requirements for producing a DPD. This includes allowance for adequate community engagement and consultation in the initial stages (Reg 18) and the more formal processes for representations and examination at Reg. 19 stage and beyond. The type and level of community engagement is set out in the Council's Statement of Community Involvement (SCI) which itself underwent an EqlA. The timetable allows sufficient time for the community engagement required under the SCI. The DPDs will themselves undergo EqlA.

4. How is it proposed that any identified impacts are mitigated?

Please include:

- Steps taken to mitigate, for example, other services that may be available
- If you are unable to resolve the issues highlighted during this assessment please explain why

- How impacts will be monitored and addressed?
- Could the decision/policy be implemented in a different way?
- What is the impact if the decision/policy is not implemented?

Signed by evaluator:

Signed by responsible head of department:

Please send your completed forms to victoria.parsons@broadland.gov.uk to be reviewed and stored in accordance with our legal duty. You may also wish to contact the Housing, Health & Partnerships Officer if at any time you need assistance filling in your assessment.

PERFORMANCE RELATED PAY 2019

Report Author: Dee Young
HR & Customer Services Manager
tel: 01603 430526
email: dee.young@broadland.gov.uk

Portfolio Holder: Transformation and Organisational Development

Wards Affected: N/A

Purpose of the Report: This report seeks formal confirmation of the value of a Standard Merit Unit (SMU) for the purposes of the Performance Related Pay (PRP) award in 2019.

Recommendations:

1. That Cabinet approve the Standard Merit Unit (SMU) of 1.33 for the Performance Related Payment scheme in recognition of staff's performance during 2018/19.

1 SUMMARY

- 1.1 There is a requirement for Cabinet to determine the value of the Standard Merit Unit (SMU) for 2019. Based on current staffing and a prediction of individual performance assessments derived from previous years, one per cent of the payroll budget would be sufficient to fund the value of the SMU at 1.33.
- 1.2 UNISON and non-union representatives have been invited to comment on the proposed PRP award for 2019 (UNISON response attached at Appendix 1).

2 BACKGROUND

- 2.1 The Council has operated a Performance Related Pay (PRP) scheme linked to an objectives based appraisal system since 1990.
- 2.2 The value of the SMU for the purposes of PRP is recommended as 1.33. The SMU is the figure used to calculate the value of an employee's percentage pay award using their performance assessment in relation to their position within their grade. For example an employee whose performance is 'fully acceptable' and whose salary is in the middle part of the grade will receive three quarters of the value of the SMU. Using 1.33 as the value of the SMU this would result in a 0.9975 percent pay award.

3 CURRENT POSITION

- 3.1 In February 2019 Council agreed a two percent growth in salary budgets. This was intended to provide funding for both the cost of living and Performance Related Pay awards.
- 3.2 In April 2019 a cost of living award of one percent was made to all staff.
- 3.3 There is therefore one percent of the growth agreed in salary budgets available for Performance Related Payments.

4 PROPOSED ACTION

- 4.1 To apply a Performance Related Payment based on the SMU of 1.33. The budget agreed at Council in February 2019 allows for this level of award.

5 OTHER OPTIONS

- 5.1 Not to apply any performance related payments. This is a payment in recognition of work already carried out, and the approach has already been agreed in principle. To not progress this could seriously affect staff morale and motivation.

- 5.2 To award performance related payments based on a different value of the SMU.
- 5.3 An increase in the value of the SMU, however this would increase the budget, which has not been allowed for.
- 5.4 Agreeing a lower value for the SMU could provide savings, however this could again have a negative impact on staff.

6 ISSUES AND RISKS

- 6.1 **Resource implications** – The cost of pay growth was agreed at Council in February 2019. The value of this growth is £155,300. In April a one percent cost of living award was applied to salaries costing £75,500. Therefore a budget of £79,800 remains. Based on an analysis of previous year's performance assessments this proposal comes within budget.
- 6.2 **Legal implications** – Whilst pay is influenced by legislation such as Minimum Wage Regulations, compliance is met by ensuring the Council's Local Grades are set at the appropriate minimum levels.
- 6.3 **Equality implications** – Whilst there is not a direct equalities issue, it is the application of the scheme where there may be equality issues. Performance assessments are made through the council's appraisal process and an analysis of performance assessments is made each year to identify any potential equality issues.
- 6.4 The analysis of Performance Related Payments made in 2018 found that the mean performance related payments were 25.3 percent higher for males than females. It also found that in 2018 the median performance related payments were 29.5 percent higher for males than females. This is an increasing divide in both averages between male and female pay. This is indicative of the numbers of males at a more senior level.
- 6.5 The same percentage (17 percent) of male and female staff received a PRP award. This is an improvement for female staff as previously 4 percent less women than men received a PRP award.
- 6.6 To understand if there were any discriminatory practices a further analysis was undertaken of individuals' performance assessments. The analysis showed that equal numbers of males and females received the top assessment (Outstanding). Female staff also received a significantly higher proportion of the second highest assessment (Commendable).
- 6.7 **Environmental impact** – There is no impact on the environment.
- 6.8 **Crime and disorder** – There is no impact upon crime and disorder.
- 6.9 **Risks** – There is a risk of staff disengagement should the decision be made not to award a performance related payment.

7 CONCLUSION

- 7.1 The payment of Performance Related Pay recognises staff's performance over the last year. Setting the value of the SMU at 1.33 keeps payments within the budget agreed by Council in February 2019.

8 RECOMMENDATIONS

- 8.1 That Cabinet approve the Standard Merit Unit (SMU) of 1.33 for the Performance Related Payment scheme in recognition of staff's performance during 2018/19.

Background Papers

None



Wednesday 29th May 2019

Formal Response to the Performance Related Pay Proposal for 2019

UNISON appreciates Members' time in considering the branch's comments on this year's Performance Related Pay (PRP) proposal and the wider issue of increases to remuneration for Broadland Council employees.

UNISON was not consulted on the budget proposals in February 2019 which saw Council agree a 2% budget to cover annual pay awards and PRP.

Imbucon, the independent consultants used by the Council to determine employees' annual pay awards recommended a 1% pay award for 2019/20 which has been adopted by Broadland and took effect from 1 April 2019.

This leaves 1% in the budget to attribute to PRP, which equates to a 1.33 Standard Merit Unit (SMU).

UNISON has long made the case that Broadland's PRP Scheme is not fit for purpose; it is overly complex and does not reward staff that perform outstandingly but happen to be at the top of their grade. The branch welcomes a revised approach to Performance Management and reward as part of the collaboration work with South Norfolk Council.

The primary concern is that staff at South Norfolk Council received a better pay award than Broadland staff. The Branch understands that pay awards at South Norfolk are determined by the National Joint Council Committee (NJC) and Broadland operates a local scheme. However, staff are obviously looking over at their counterparts and are concerned that the difference in pay awards will exacerbate any issues of pay parity when the Councils seek to align their pay structures.

Members will no doubt be aware that the collaboration is having an effect on morale amongst staff. The pace of change is unsettling and the uncertainty over jobs and service provision is causing anxiety.

Staff are also aware that the vast majority of the £8.6 million savings that the collaboration seeks to achieve will come predominantly from a reduction in staffing costs, as laid out in the Feasibility Report in July 2018.



While Broadland staff will continue to dedicate themselves to their jobs and our residents, it is disappointing to know that their hard work will not be rewarded in the same way as our counterparts at South Norfolk.

The branch is also concerned that Broadland's pay structure at the lowest end reflects the National Living Wage rates (grade 13 starts at £11,833pa and grade 12 starts at £15,796pa).

When compared to the NJC pay scales, Broadland staff are being paid up to £5,531 per year less than their South Norfolk counterparts, which UNISON believes is an unacceptable level of difference.

The branch appreciates that it will be fully engaged in the process of negotiating a new pay and grading structure across the two Councils and that this work will commence shortly.

In this interim period, UNISON calls on the Council to agree:

- A SMU of 1.33 (equivalent to 1% of the pay budget)
- An additional 1% pay award for all staff backdated to 1st April 2019
- To amend the local pay scales to commence at the same level as the NJC pay scales, that is £17,364pa.

UNISON is fully aware that there would be an additional cost to the Council if they were to agree to this proposal. An additional 1% would cost the Council £77,650.00.

The branch notes that the Council's Medium Term Financial Plan (MTFP) was based on General Reserves of £13,933,000 at the beginning of April 2018. The Budget Monitoring Report considered by Cabinet on 12 February 2019 states at paragraph 3.4 that General Reserves were actually £14,260,000.

Therefore the Council's reserves are £327,000 higher than anticipated in the MTFP.

The Budget Monitoring Report shows at paragraph 3.2 that "the draw on the General Fund Reserve at year end will be lower than the budgeted draw of £149,000."

The same report also shows that as at 31 December 2018 the Council had only spent 88.3% of the original base budget profiled to that date.

This means that as at 31 December 2018 the Council had underspent its profiled budget by £933,288.

While UNISON appreciates that the Council still needs to close its accounts for the financial year 2018/19 and that any draw on reserves needs to be factored into the budget as a recurring expense, there is strong evidence in the financial information



that has been provided to Members since December 2018 to show that Broadland has enough money to cover this additional 1% increase to the pay bill for 2019/20 and that the overall cost to the Council will not outweigh the anticipated savings that are to be realised through the collaboration project with South Norfolk.

The branch looks forward to receiving a positive decision and being afforded the short term gain of giving our members some good news for a change.

EXECUTIVE APPOINTMENTS TO OUTSIDE ORGANISATIONS FOR 2019 - 20

(1) A47 ALLIANCE

Proposed Representative: (1) Mr R Foulger
Proposed Substitute: (1) Mr N Brennan

(2) BROADLAND SOCIAL CLUB

Proposed Representatives: (1) Mr K Kelly
(2) Mr J Ward

**(3) DISTRICT COUNCILS' NETWORK
(automatic appointment of Leader)**

Proposed Representative: (1) Mr S Vincent

**(4) EAST OF ENGLAND LOCAL GOVERNMENT ASSOCIATION
(automatic appointment of Leader)**

Proposed Representative: (1) Mr S Vincent

(5) HORSFORD PUBLIC PITS CHARITY

Proposed Representatives: Parish Council to nominate
representatives for 2019/20

(6) LOCAL GOVERNMENT ASSOCIATION – GENERAL ASSEMBLY

Proposed Representative: (1) Mr S Vincent
Proposed Substitute: (1) Mrs T Mancini-Boyle

**(7) LOCAL GOVERNMENT ASSOCIATION STRATEGIC AVIATION SPECIAL
INTEREST GROUP (LGA(SASIG))**

Proposed Representative: (1) Mr N Shaw

(8) NORFOLK BIODIVERSITY PARTNERSHIP

Proposed Representative: (1) Mr K Kelly
Proposed Substitute: (1) Mrs S Prutton

**(9) NORFOLK JOINT MUSEUMS COMMITTEE
Substitute must be from same political party as appointed representative**

Proposed Representative: (1) Mr D King
Proposed Substitute: (1) Mr G Nurden

(10) NORFOLK PARKING PARTNERSHIP JOINT COMMITTEE

Proposed Representative: (1) Mrs J Copplestone
Proposed Substitute: (1) Mr P Bulman

(11) NORFOLK RAIL POLICY GROUP

Proposed Representative: (1) Mr R Foulger
Proposed Substitute: (1) Mr N Brennan

(12) NORFOLK RECORDS COMMITTEE

Proposed Representative: (1) Mr G Nurden
Proposed Substitute: (1) Mr D King

(13) NORFOLK WATER MANAGEMENT PARTNERSHIP STRATEGIC FORUM

Proposed Representative: (1) Mrs L Hempsall
Proposed Substitute: (1) Miss S Lawn

(14) NORFOLK'S HEALTH & WELLBEING BOARD
(automatic appointment of Leader)

Proposed Representative: (1) Mr F Whymark*
Proposed Substitute: (1) Mr R Foulger

(15) NORWICH AREA MUSEUMS COMMITTEE

Proposed Representative: (1) Mr D King
Proposed Substitute: (1) Mr G Nurden

* Leader delegates to Portfolio Holder for Housing and Wellbeing