



Norfolk County Council

Norfolk County Council Constitution

Approved by Full Council 28 March 2023

If you need this document in large print, in audio, Braille, in an alternative format or in another language, please contact customer services on 0344 800 8020 or, for Text Relay, call 18001 0344 800 8020 (text phone) and we will do our best to help you.

Version 9 140524

Index

Heading/Sections	Page Number
<u>Executive Summary</u>	04
<u>Part 1: The Constitution</u>	07
<u>Part 2: The Public and the Council</u>	09
<u>Part 2A: Public speaking at committees</u>	10
<u>Part 2B: Principles and protocols for dealing with the media</u>	12
<u>Part 2C: Protocol for use of media equipment for meetings held in public</u>	18
<u>Part 3: Members of the Council</u>	20
<u>Part 3A: Role profiles</u>	21
<u>Part 3B: Register of interests and Members' Code of Conduct</u>	30
<u>Part 3C: Members' Allowances Scheme</u>	41
<u>Part 3D: Protocol on Member/officer relations</u>	57
<u>Part 3E: Councillor Call for Action</u>	63
<u>Part 3F: Members protocols for contracts and purchasing</u>	68
<u>Part 4: Decision Making</u>	72
<u>Part 5: The Full Council</u>	75
<u>Part 5A: Council procedure rules</u>	77
<u>Part 6: The Executive (Cabinet)</u>	96
<u>Part 6A: Delegations to Members of the Executive</u>	104
<u>Part 6B: Cabinet procedure rules</u>	107
<u>Part 7: Overview and Scrutiny Bodies</u>	115
<u>Part 7A: Overview and scrutiny procedure rules</u>	123
<u>Part 7B: Statutory scrutiny</u>	125
<u>Part 8: Regulatory and other committees</u>	133
<u>Part 8A: Composition and terms of reference</u>	134
<u>Part 8B: Committee procedure rules</u>	145

<u>Part 9: Joint Arrangements</u>	158
<u>Part 9A: Procedure for Appointing Members to serve on internal and external bodies</u>	167
<u>Part 10: Officers</u>	168
<u>Part 10A: Officer employment procedure rules</u>	174
<u>Part 10B: Proper officer provisions</u>	181
<u>Part 10C: Scheme of delegated powers to officers</u>	184
<u>Part 10D: Local Member protocol for informing Members of issues relating to their electoral division</u>	222
<u>Part 10E: Monitoring Officer protocol</u>	227
<u>Part 11: Finance, contracts and legal matters</u>	233
<u>Part 11A: Access to information procedure rules</u>	235
<u>Part 11B: Budget and policy framework procedure rules</u>	242
<u>Part 11C: Financial regulations</u>	249
<u>Part 11D: Contract standing orders</u>	294
<u>Part 11E: Planning procedures – code of best practice</u>	317

County Council Constitution

Executive Summary

1. Introduction

- 1.1 This Constitution reflects the Council's decision on 10 December 2018 to adopt a Leader and Cabinet form of Executive. It came into effect on 07 May 2019 and has been updated since by decisions of Council and under delegations to the [Monitoring Officer](#). This version of the Constitution with its revised format was approved by Full Council at its Meeting on 28th March 2023.
- 1.2 This Constitution sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. Some of these processes are required by the law, while others are a matter for the Council to choose.

2. Overview

2.1 How the Council operates

- a) The Council is composed of 84 Councillors elected every four years. Councillors are democratically accountable to residents of their electoral division. The overriding duty of Councillors is to the whole community, but they have a special duty to their constituents, including those who did not vote for them.
- b) Councillors have to agree to follow a code of conduct to ensure high standards in the way they undertake their duties.
- c) All Councillors meet together as the Council. Meetings of the Council are normally open to the public. Here Councillors decide the Council's overall policies and set the budget each year.

2.2 How decisions are made

- a) The Executive is part of the Council which is responsible for most day-to-day decisions. The Executive is made up of a Leader and up to nine other Councillors appointed by the Leader. Together they are known as the Cabinet. When major decisions are to be discussed or made, these are published in the Cabinet's forward plan in so far as they can be anticipated. If these major decisions are to be discussed with Council officers at a meeting of the Cabinet, this will generally be open for the public to attend except where personal or confidential matters are being discussed. The Cabinet has to make decisions which are in line with the Council's overall budget and the policy framework. If

it wishes to make a decision which is outside the budget or policy framework, this must be referred to the Council as a whole to decide.

2.3 Overview and scrutiny

- a) There is a Scrutiny Committee and three Select Committees which together constitute the Council's overview and scrutiny arrangements pursuant to section 21 of the Local Government Act 2000.
- b) The [Scrutiny Committee](#) monitors the decisions made by the Cabinet, officers making executive decisions on delegated authority and other decisions. The Scrutiny Committee can 'call-in' an executive decision which has been made but not yet implemented. This enables it to consider whether the decision is appropriate. The Scrutiny Committee may recommend that the decision maker reconsiders the decision.
- c) [The Select Committees](#) develop policies and advise the Council or Cabinet on forthcoming decisions. The Select Committees discharge this function through requiring reports to be produced for their consideration, commissioning further work as necessary and reporting to Cabinet and Council. The Select Committees may carry out elements of scrutiny in so far as it relates to developing policy, by considering what has worked well, or less well, in the past.
- d) The Norfolk Health Overview and Scrutiny Committee includes both County and District Councillors and has powers to scrutinise National Health Service (NHS) bodies in Norfolk. The role and powers exercised by the Norfolk Health and Overview Scrutiny Committee are detailed in [Part 7B](#).
- e) Norfolk County Council is the host authority for the [Norfolk Police and Crime Panel](#). This is a joint committee, established primarily to scrutinise directly elected Police and Crime Commissioners.
- f) The Council is also the Norfolk Fire and Rescue Service.
- g) The Scrutiny Committee has the power to scrutinise and make reports and recommendations regarding decisions taken by the 'responsible authorities' in connection with the discharge of their crime and disorder functions. For this purpose, the Committee has established a [Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel](#).

2.4 The Council's staff

- a) The Council employs officers to give advice, implement decisions and manage the day-to-day delivery of its services including making decisions delegated to them. Some officers have a specific duty to ensure that the Council acts within the law and uses its resources wisely. A [protocol governs the relationship](#) between officers and Members of the Council.

2.5 The public's rights

2.5.1 The public have a number of rights in their dealing with the Council. These are set out in more detail in [Part 2](#). Some of these are legal rights, whilst others depend on the Council's own processes.

Members of the public have the right to:

- a) Vote at local elections if they are registered.
- b) Contact their local Councillor about any matters of concern to them.
- c) Obtain a copy of the Constitution.
- d) Attend meetings of the Council and its committees except where, for example, personal or confidential matters are being discussed.
- e) Petition to request a referendum on different form of Executive.
- f) Ask questions.
- g) Speak at meetings of the Planning (Regulatory) Committee.
- h) Find out, from the Cabinet's forward plan, what major decisions are to be discussed by the Cabinet or decided by the Cabinet or officers, and when.
- i) Attend meetings of the Cabinet where key decisions are being discussed or decided.
- j) See reports and background papers, and any record of decisions made by the Council and Cabinet.
- k) Complain to the Council about any dissatisfaction they have with an action or lack of action by the Council.
- l) Complain to the Ombudsman if they think the Council has not followed its procedures properly. However, they should only do this after using the Council's own complaints process.
- m) Complain if they have evidence which they think shows that a Councillor has not followed the Council's Code of Conduct.
- n) Inspect the Council's accounts and make their views known to the external auditor.

2.5.2 Where members of the public use specific Council services, for example as a parent of a school pupil or as a Council tenant, they have additional rights conferred on them by law.

Part 1 – The Constitution

1. Powers of the Council

1.1 Norfolk County Council will exercise all its powers and duties in accordance with the law and this Constitution.

1.2 The Constitution

This Constitution is the Constitution of Norfolk County Council.

1.3 Purpose of the Constitution

The purpose of the Constitution is to:

- a) Enable decisions to be taken efficiently and effectively.
- b) Create a powerful and effective means of holding decision makers to public account.
- c) Ensure that no one will review or scrutinise a decision in which they were directly involved.
- d) Ensure that those responsible for decision making are clearly identifiable to local people and that they explain the reasons for decisions.
- e) Support the active involvement of the public in the process of local authority decision-making.
- f) Provide a means of improving the delivery of services across Norfolk.
- g) Help Councillors represent their constituents effectively.
- h) Enable the Council to provide clear leadership to the community in partnership with the people of Norfolk, District, Town and Parish Councils, businesses and other organisations.
- i) To set out the respective responsibilities of members and officers of the Council and how they inter-relate.

1.4 Application of the Constitution

Where the Constitution permits the Council to choose between different courses of action, the Council will aim to choose that option which it thinks is closest to the purposes stated above.

1.5 Duty to monitor and review the Constitution

The Council from time to time will monitor and review the operation of the Constitution to ensure that the aims and principles of the Constitution are given full effect.

A key role for the Monitoring Officer is to be aware of the strengths and weaknesses of the Constitution adopted by the Council and to make

recommendations for the way in which it could be amended in order to better reflect the purposes set out in Part 1. In undertaking this task, the Monitoring Officer may:

- Observe meetings of different parts of the Member and officer structure.
- Undertake an audit trail of a sample of decisions.
- Record and analyse issues raised by Members, officers, the public and other relevant stakeholders.
- Compare practices in this Council with those in other comparable authorities, or national examples of best practice.

1.6 Changes to the Constitution

Changes to the Constitution should be made as follows:

- a) Substantive changes to the Constitution must be approved by full Council after consideration by the Corporate Select Committee.
- b) Changes to factual references, changes required by a change in the law and consequential changes will be made by the Monitoring Officer.
- c) Changes to reflect revised arrangements for the distribution of responsibilities and the delegation of powers to officers in accordance with decisions taken by the person(s) or body with authority to take such action, will be made by the Monitoring Officer.

1.7 Suspension of the Constitution

Rules of the Council set out in this Constitution may only be suspended:

- a) in accordance with any procedures set out in those rules; or
- b) by resolution of the Council to the extent permitted by the law

1.8 Publication

The Director of Democratic and Regulatory Services will:

- a) Ensure that the Constitution is brought to the attention of each Member upon delivery to them of that individual's declaration of acceptance of office on first being elected to the Council.
- b) Ensure that the Constitution is kept up to date and available on the Council's website, together with a log of changes made.
- c) Ensure that if a member of the media or public requires a printed copy of the Constitution it will be provided on payment of a reasonable fee to be determined by the Director of Democratic and Regulatory Services.
- d) Ensure that the Executive Summary of the Constitution is made widely available and is updated as necessary.

Part 2 – The Public and the Council

1. Public rights

Members of the public have the following rights:

- a) Voting and petitions.
People on the electoral roll for Norfolk have the right to vote and sign a petition to request a referendum on a different form of governance.
- b) Information. Representatives of the media and members of the public have the right to:
 - Attend meetings of the Council, the Cabinet and Council committees, except where confidential or exempt information is likely to be disclosed and the meeting is held in private.
 - Find out what key decisions will be taken by the Leader and Cabinet and when.
 - See agendas for meetings, reports by officers, background papers and records of decisions.
 - Inspect the Council's accounts and make representations to the external auditor.

Public rights to information are explained in more detail in the Access to Information Procedure Rules, set out in Part [11A](#)

- c) Participation. The rights of the public to ask questions and speak at meetings are explained in more detail in the Cabinet and Committee Procedure Rules in Parts [6B](#) and [8B](#) and the procedures for Public Speaking at Part [2A](#).
- d) Complaints. Members of the public have the right to complain to:
 - The Council under its complaints scheme.
 - The Local Government Ombudsman after using the Council's own complaints scheme.
 - The Monitoring Officer about a breach of the [Members' Code of Conduct](#).

2. Responsibilities of the public

Members of the public must not be violent, abusive or threatening to Councillors or officers and must not wilfully harm property owned by the Council, Councillors or officers. Anyone causing a disturbance in a meeting will be removed from that meeting. Members of the public should also comply with the law and the Council's procedures in dealing with the Council.

Part 2A: Public speaking at committees

1. Planning (Regulatory) Committee

- 1.1 At meetings of the County Council's Planning (Regulatory) Committee, the public are able to speak before decisions are made on planning applications.
- 1.2 Anybody who wishes to object to or support a planning application which will be decided by the Committee may speak before decisions are made on planning applications.
- 1.3 Any person wishing to speak must give written notice to Democratic Services at committees@norfolk.gov.uk at least 48 hours before the Committee meets together with a short note of the points to be raised.
- 1.4 At the start of the meeting the Chair will ask members of the public to indicate if they wish to speak and if so, on what items and whether they are in support of or opposition to the application. Consideration can be given to changing the order of the agenda items if this is helpful in cases of exceptional public interest.
- 1.5 On each report where the public or local Members wish to speak, the order will be:
 - a) Officer presentation of the report.
 - b) Objectors/supporters to the application.
 - c) Statutory consultees, District and Parish/Town Councils.
 - d) The applicant or agent.
 - e) The local Member.
- 1.6 Each group will be allocated five minutes each and should, if possible, nominate one person to speak on their behalf. If this is not possible, or there are members of each group both objecting and in support of the application, the time allocated will be at the discretion of the Chair. The Chair may in complex cases extend the time allocated for speaking.
- 1.7 Members of the Committee may seek clarification after each speaker through the Chair and can seek guidance from officers. This is NOT a debating session.
- 1.8 Speakers will not be allowed to question other speakers, officers or Members.
- 1.9 Officers will be given an opportunity to comment on any points raised, if necessary.
- 1.10 Public speaking then ends, and Members proceed to debate the recommendation.

1.11 Members resolve on the recommendation.

2. [Norfolk Health Overview and Scrutiny Committee](#)

Members of the public or interested parties who wish to speak to the Committee will be required to give two clear working days' notice and, at the discretion of the Chair, will be given a maximum of five minutes to speak. Speaking will be for the purpose of providing the Committee with additional information or a different perspective on an item on the agenda, not for the purposes of seeking information from NHS or other organisations that should more properly be pursued through other channels. Relevant NHS or other organisations represented at the meeting will be given an opportunity to respond but will be under no obligation to do so.

3. [Norfolk Police and Crime Panel](#)

In July 2014 the Panel agreed that it wished to introduce a Public Question Time at each ordinary meeting, to enable the public to engage with the Panel and pose questions relating to its remit and functions. It is not a platform for the public to put questions to the Police and Crime Commissioner for Norfolk or the Chief Constable, both of whom have separate arrangements for dialogue with the public. The Public Question Time Guidance Note is available to view on the [Panel's webpage](#).

4. [Health and Wellbeing Board](#)

Members of the public are welcome to attend meetings of the Health and Wellbeing Board and ask questions relating to the agenda. Any person wishing to ask the Board a question should consult the guidance which is available to view on the Board's [webpage](#).

5. Cabinet

Part 6B ([Cabinet Procedure Rules](#)) sets out the rules and procedure for asking questions at this Committee.

6. Scrutiny

Part 7A ([Overview and Scrutiny Procedure Rules](#)) sets out the rules and procedure for asking questions at this Committee.

7. [Select Committees](#)

Part 8B ([Committee Procedure Rules](#)) sets out the rules and procedure for asking questions at this Committee

Part 2B: Principles and protocols for dealing with the media

1. Introduction

Norfolk County Council is committed to effective communications so that residents are well informed about its services. The communications team works to promote and protect the Council's reputation, providing accurate and balanced media coverage of its work and activities.

The team operates within the terms and spirit of a legal framework which states that:

“A local authority shall not publish any material which in whole, or in part, appears to be designed to affect public support for a political party”.

This covers “any communication, in whatever form, addressed to the public at large or to a section of the public”.

Publicity issued by local authorities must be lawful, cost effective, objective, even-handed, appropriate, have regard to equality and diversity and be issued with care during periods of heightened sensitivity e.g. during a pre-election period.

2. Principles

Underpinning the work of the communications team are several fundamental principles.

Members actively involved. The content of all principal news releases should be shared and developed in draft stages with the lead Member for the relevant service (usually the Cabinet Member). All Members whose contact details are included in press releases should be alerted to releases before they are sent to the media so that they have time to digest the issue prior to any media enquiry. This alert will come by email. They should not hear first from the media.

Staff informed. Media releases will be agreed with the principal officers and distributed to them prior to release. They will also be posted on the Council website on the day of publication.

Honest. The media team never knowingly misleads the media on a story or issue. Staff are in a long-term relationship with the local media and trust in our approach is critical.

Accessible and timely. Staff are polite but firm in dealings with the media, always ensuring contact numbers are accurate and returning calls efficiently to recognise competing pressures on deadlines. The timeliness of the response rate to media enquiries is recorded and a media officer is available to the media on a 24-hour basis, seven days a week.

Fair. The media team does not routinely favour one media source over another. Where appropriate, staff will identify the relative importance of media sources and be able to clearly justify any strategy that promotes one over another.

3. Protocols

3.1 Clearance of media releases, statements and interviews:

Media activity on behalf of the Council – statements, press releases and interviews – should be cleared by the following: i) the communications team; ii) relevant Cabinet Member or, where applicable, in their absence, Deputy Cabinet Member; and iii) relevant senior officers.

This is to ensure factual accuracy and consistency of Council messaging. (The only exceptions are the Museums & Libraries Services where releases that do not relate to policy or controversial matters may be released by the Services if they are simultaneously sent to the communications team.) The communications team will use its best endeavours to supply press releases as early as possible to opposition spokespersons.

3.2 Interviews by politicians:

The communications team is available to broker interviews with and offer advice to Cabinet Members and the Leader (unless pre-election restrictions are in place). This enables the team to brief interviewees, to improve their chances of success and to ensure that the resultant coverage can be logged.

To assist this process, Members are encouraged to let the team know if they are approached by the media. However, the team recognises that Members are free to make their own arrangements with the media, especially on party political matters.

If the appropriate Member is not available to be quoted or do an interview, a senior officer can take their place with consent from the Leader/Deputy Leader. For the avoidance of any doubt, any officer being interviewed should not make any political comments.

3.3 Interviews by officers:

No officer should speak to the media about Council issues without the prior approval of the communications team. This is to ensure 'no surprises', factual accuracy and consistency of Council messaging. It also ensures that the officer can be briefed by the communications team, which reduces the risk of an unsuccessful interview. Ideally, officers who take part in interviews should have had media training.

As stated in 3.2, a senior officer can only be interviewed or quoted in a press release with consent from the Leader/Deputy Leader.

3.4 Political releases and statements:

Political groups are responsible for producing releases and statements relating to their group and party political issues. Political Assistants will pass these to the

communications team shortly after issue and the communications team will share them with the relevant Cabinet Members, Group Leaders and Executive Directors. The communications team cannot be involved in this work, under the Government's Code of Practice.

All Councillors are entitled to comment on any subject in their electoral division but must be clear that this is their opinion and not necessarily the opinion of the Council. Any Councillor who is unsure of this position can seek advice from the communications team. The communications team cannot always provide quotes for local Members on electoral divisional matters.

3.5 Members quoted in Council press releases:

Cabinet Members and/or the Leader should be quoted in Council releases relating to their service area, unless the Council is in a pre-election period, in which case officers should be quoted.

3.6 Circulation to local Members:

Where a press release or statement relates to a specific part of the county, they should be shared with the relevant local Members for their information before they are issued to the media. The local Member's contact details will be included on the release and local Members will be invited to quote in press releases where a quote is appropriate. The local Member will sign off the quote and is responsible for responding in a timely way.

Other information, for example following a meeting, that directly affects local Members, will be circulated to them by the relevant departmental officer team.

3.7 Circulation to Group Leaders:

Group Leaders and Members whose contact details are included on press releases should be promptly alerted to these press releases before they are issued to the media, for their information. This alert will be by email.

3.8 Publication of press releases on the Council's website:

The communications team will publish general press releases and statements – in other words, those issued to all media – on its website and may share them on social media. It will not publish statements provided to specific media outlets or resulting from specific media enquiries but will keep a record of them on its internal system.

3.9 Publication of Committee, Cabinet and Full Council agenda papers:

Papers are published, where possible, five clear days before a Council, Cabinet or Committee meeting takes place. The Council generally issues a factual press release about certain items on the agenda at the same time the agenda is published. Group Leaders will be given copies of such releases and the reports to which they relate in advance of publication, so they have time to digest the issue prior to any media enquiry. This alert will be by email.

3.10 Motions and questions:

Motions and questions from individual Members shown on an agenda will not be publicised by the Council as a matter of fairness.

3.11 Pre-election period:

Pre-election restrictions stop the Council from launching and publicising any new initiatives. Publicity must be restricted during this period to 'business as usual' activity that pre-dates the calling of the election. Any publicity, event or activity must not involve Members, including Members if they are standing for district elections. [Read the LGA's guide to publicity during the pre-election period.](#)

3.12 Press releases:

The communications team will email press releases to all Members as a matter of course and to all relevant local, regional and national media contacts and will update the distribution list when it becomes aware of new outlets or journalists. The communications team will also post press releases online and, where appropriate, Tweet links to them and post them on Facebook, if that is judged to be the best way to reach a particular audience.

3.13 Council meetings:

Council meetings are recorded as a matter of course and the media and public are free to film, record or photograph Council meetings provided they notify the Chair of the Council and do not disrupt proceedings. Broadcasters are encouraged, as a courtesy, to inform the communications team in advance of any meetings they intend to record or film, due to the size of their equipment, so that the team can suggest which part of the room they can film from.

3.14 Public Information Notices

Public Information Notices will give information and always provide the relevant departmental contact number. They will be distributed to all appropriate local media. Relevant local Members will receive the notice by email where it relates to a divisional issue that may prompt constituent concern or query.

A copy will be emailed to the named officer contacts and appropriate Executive Director for information.

3.15 News statements

News statements will be issued by the communications team where necessary and appropriate in response to a particular request for comment. They will be printed on news release paper, clearly headed 'statement' and issued on request.

3.16 Attributing comments and quotes

Quotes and comments will normally be attributed to a named person, Member or officer as appropriate, so that people know who to get in touch with in the event of further interest. This means that the communications team actively request the media to attribute quotes as opposed to the 'a council spokesperson said' approach.

3.17 Use of embargoes

Embargoes should only be used sparingly. This would most typically be when a news release is linked to a launch event, when an issue of confidentiality requires it, or when a third-party requires it (e.g. announcement of award or additional funding). Embargoes are not legally enforceable and are adhered to by general local agreement.

3.18 News releases on partnership issues or projects

Where the Council is either issuing or participating in the release of news on a partnership matter, the communications team will ensure that the Council's role or contribution is identified appropriately, and the release includes quotes from named Members or officers and that the Council logo is included with others on the release paper.

3.19 Communications support for schools

Practical support for schools is offered in times of particular difficulties or success. This is a paid for service and can be in the form of general advice and guidance, media releases, fielding media calls or media briefings/news conferences.

In general terms:

The content of all media releases will be cleared in advance with the Headteacher and, if possible, the Chair of Governors.

Any media release will make it clear it is being issued on behalf of the school concerned and headed with the name of the school governing body as appropriate.

Relevant school contact names and numbers will be included on any release except where prior agreement has been reached that communications team staff should field all calls in the first instance.

The Cabinet Member with responsibility for schools will be kept fully informed on media issues affecting schools in line with the 'no surprises' principle.

3.20 Letters for publication

The communications team will, in consultation with the appropriate Cabinet Member, consider the need to reply to letters and articles about the Council or its services that appear in the press and, if appropriate, help draw up letters for publication.

In such cases, the Cabinet Member concerned will sign the letter or agree who else is best to respond having seen and approved the text prior to it being submitted. A copy of the letter will be sent to the Leader and Deputy Leader at the time it is submitted for publication. If the issue requiring a response is general in nature, the response may come from the Leader of the Council.

Where letters raise issues of a party political nature, Group Leaders, aided by their Political Assistants, will consider and deal with any required response as considered necessary and appropriate.

3.21 Dealing with confidential items

The Council has some discretion over enquiries from journalists about the result of items discussed as an exempt item ('below the line').

The communications team will always seek to give the outcome of an issue taken 'below the line' – unless there are over-riding reasons not to do so, such as the handling of personal and sensitive issues affecting staff or clients or financial and commercial issues.

Members of the communications team should consider each case individually, striking a balance between what is reasonable for an authority to release, while considering any effects on individual service users that publicity may bring.

In these circumstances, officers should liaise with the department concerned before deciding the best course of action to follow.

3.22 Social media

The Council will use social media, including X and Facebook, to promote its news, in addition to conventional media. The communications team is responsible for the Council's main channels and has the discretion to write and post material without clearance, provided it is in line with the social media protocol and the Council's key messages.

Members and staff who use social media are reminded that reporters and the public can view their posts and use them in stories. Social media activity should not be used to damage the reputation of the Council.

Part 2C: Protocol on the use of media equipment at meetings held in public

1. Transparency

The Council supports the principle of transparency and encourages filming, recording and taking photographs at its meetings that are open to the public. It also welcomes the use of social networking websites and micro-blogging to communicate with people about what is happening, as it happens. There is no requirement to notify the Council in advance, but it should be noted that the Chair of the meeting will have absolute discretion to terminate or suspend any of these activities if, in their opinion, continuing to do so would prejudice proceedings at the meeting.

The circumstances in which termination or suspension might occur could include:

- Public disturbance or suspension of the meeting.
- The meeting agreeing to formally exclude the press and public from the meeting due to the confidential nature of the business being discussed.
- Where it is considered that continued recording, photography, filming, webcasting might infringe the rights of any individual.

2. Preventing misinterpretation

In allowing this, the Council asks those recording proceedings not to edit the film/ audio recording/photographs in a way that could lead to misinterpretation of the proceedings or from editing an image or views expressed in a way that may show a lack of respect towards those being photographed/filmed/recorded.

3. Chair's announcement of recording

At the beginning of each meeting, the Chair will make an announcement that the meeting may be filmed, recorded or photographed. Meeting agendas will also carry this message.

4. Requirements for public recording

Anyone wishing to record must let the Chair of the meeting know and the recording must be overt (i.e. clearly visible to anyone at the meeting).

5. Respecting other members of the public and committee proceedings

The Council understands that some members of the public attending its meetings may not wish to be recorded. The Chair of the meeting will facilitate this by ensuring that any such request not to be recorded is respected by those doing the recording.

Those intending to bring large equipment or wishing to discuss any special requirements are advised to contact the Council's communications team in advance of the meeting to seek advice and guidance.

The use of flash photography or additional lighting will not be allowed unless this has been discussed in advance of the meeting and agreement reached on how it can be done without disrupting proceedings.

6. Retention of recordings

Meeting recordings will be publicly available on the Council's YouTube channel for a period of 12 months and thereafter stored in accordance with the Council's retention protocol.

Part 3 – Members of the Council

1. Composition and eligibility

Composition. The Council comprises 84 Members, otherwise called Councillors. One Councillor is elected by the voters of each electoral division in accordance with a scheme drawn up by the Local Government Commission and approved by the Secretary of State. One of the Councillors is elected annually to chair the Full Council meetings and attend to ceremonial duties.

Eligibility. Only registered voters of the county of Norfolk or those living or working there are eligible to hold the office of Councillor.

2. Election and terms of Councillors

The regular election of Councillors is held on the first Thursday in May every four years, the next being in 2025. The terms of office of Councillors start on the fourth day after being elected and finish on the fourth day after the date of the next regular election.

3. Roles and functions of Councillors

The Council has drawn up profiles covering the generic role of a County Councillor and the roles of Councillors who are appointed to specified positions of responsibility. The profiles are set out in Part [3A](#).

4. Rights and duties

Councillors have rights of access to such documents, information, land and buildings of the Council as are necessary for the proper discharge of their functions and in accordance with the law.

Councillors will not make public information which is confidential or exempt without the consent of the Council or divulge information given in confidence to anyone other than a Councillor or officer entitled to know it.

For these purposes 'confidential' and 'exempt' information are defined in the [Access to Information Procedure Rules in Part 11A](#) of this Constitution.

5. Conduct

Councillors will at all times observe the Members' [Code of Conduct](#) and the [Protocol on Member/Officer Relations](#). The consequences of not complying with the Code and the Protocol are set out in those documents.

6. Allowances

Councillors are entitled to receive allowances and reimbursement of expenses in accordance with the [Members' Allowances Scheme](#).

Part 3A: Norfolk County Council – role profiles

1. Norfolk County Councillors

1.1 Role and function

- a) To participate constructively in the good governance of the area and actively encourage community participation in decision making i.e. be an advocate of and for the community.
- b) To collectively be the ultimate policy makers, carrying out a number of strategic and corporate management functions, and individually to contribute to the formation and scrutiny of the authority's priorities, policies, budget, strategies and service delivery which are reserved to the Council.
- c) To represent effectively the interests of the electoral division for which the Councillor was elected and the interests of individual constituents.
- d) To champion the improvement of the quality of life of the community in terms of the environment, economy, education, safety, equity and well-being.
- e) To act as a champion on the Council for specific issues when required.
- f) To represent the Council effectively when appointed to outside bodies.

All within the knowledge that Norfolk wishes to build:

- Strong and positive relationships within different communities and between people from different backgrounds.
- Accessible and inclusive services, opportunities and information for all, regardless of age, disability, gender, religion or belief, race, sexuality or geographical location.
- A county where people feel safe and free from harassment and can report incidents in the knowledge that issues will be handled sensitively and effectively.
- A workforce and work environment where diversity is valued, where employees are treated fairly on the basis of merit, and where all employees have the opportunity to fully contribute towards the success of the Council.

1.2 Key responsibilities

- a) To represent the community to the authority through the various forums available and by being effective community leaders.
- b) To fulfil the legal and locally determined requirements placed on an elected Member, including the completion of statutory declarations in a timely manner and compliance with all relevant codes of conduct.
- c) To participate effectively as a Member of any committee or other body to which the Member is appointed, including related responsibilities for the services falling within its terms of reference and its liaison with other public bodies, and to promote better understanding and partnership working.

- d) To participate in the activities of an outside body to which the Councillor is appointed, providing two-way communication between organisations, to develop and maintain a working knowledge of the authority's policies and practices in relation to that body and of the community's needs and aspirations in respect of that body's role and function.
- e) To participate, as appointed, in the scrutiny and development of the services and policies of the authority and their effectiveness in meeting the strategic objectives of the authority and the needs of its residents and to assist individuals or groups to participate in the work of these committees.
- f) To participate in consultative processes with the community and other organisations.
- g) To develop and maintain a working knowledge of the Council's functions and activities, democratic and management arrangements, powers/duties and constraints and to develop good working relationships with relevant Council officers.
- h) To develop and maintain a working knowledge of the organisations, services, activities and other factors which impact upon the community's well-being and identity.
- i) To establish effective working relationships with any local Parish or Town Council including attending meetings and explaining the work of the Council.
- j) To establish effective working relationships with District Councillors in the Member's Division.
- k) To establish effective working relationships, as deemed necessary, with other authorities, agencies and organisations whose activities affect the Member's local area including the business, voluntary and community sectors.
- l) To contribute constructively to open government and democratic renewal through active encouragement to the community to participate generally in the governance of the area.
- m) To participate in the activities of any political group of which the Councillor is a member.
- n) To uphold the Council's Constitution, Code of Conduct and ethical standards.
- o) To take advantage of appropriate development opportunities that will help fulfil all the duties above and any special responsibilities allocated to the individual Member.

2. Chair of the Council

The Chair is elected annually by Full Council.

2.1 Role and responsibilities

- a) To provide civic and ceremonial leadership to the Council and to promote the Council as being at the heart of the community and civic life within Norfolk.
- b) To host and attend civic and ceremonial functions.
- c) To provide feedback to the Council on matters raised by others while performing the duties of Chair.

- d) To preside impartially over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community.
- e) To ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which Members who are not on the Executive are able to hold the Executive to account.
- f) In accordance with the Budget and Policy Framework Rules, and where the Chair of the Scrutiny Committee is unable to act, to decide whether or not a proposed decision which is contrary to the Budget and Policy Framework needs to be taken as a matter of urgency.

3. Vice-Chair of the Council

The Vice-Chair is elected annually by Full Council. It is normal practice for the Vice-Chair in one year to be elected as Chair in the following year.

3.1 Role and responsibilities in support of the Chair

- a) To provide civic and ceremonial leadership to the Council and to promote the Council as being at the heart of the community and civil life within Norfolk.
- b) To host and attend civic and ceremonial functions.
- c) To provide feedback to the Council on matters raised by others while performing the duties of Chair.
- d) To preside impartially over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community.
- e) To ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which Members who are not on the Executive are able to hold the Executive to account.
- f) In accordance with the Budget and Policy Framework Rules, and where the Chair of the Scrutiny Committee, or Chair of the Council, is unable to act, to decide whether or not a proposed decision which is contrary to the Budget and Policy Framework needs to be taken as a matter of urgency.

4. Leader of the Council

4.1 Key responsibilities

This role profile should be read in conjunction with the one for Cabinet Members. It identifies the role and responsibilities of the Leader that are additional to those for a Cabinet Member and Group Leader.

- a) To provide clear political direction and leadership to the Council, setting standards and expectations and encouraging Members to play a full part in the running of the Council and being effective community leaders.
- b) To provide leadership to the Norfolk community.
- c) To lead the formulation of the County Council Business Plan and the Council's

Service Objectives, providing a strong, fair and visible direction to the Council in relation to citizens, stakeholders and partners.

- d) To Chair the Cabinet and be responsible for its performance.
- e) To appoint the Cabinet and Deputy Cabinet Members, designate the portfolio areas and maintain effective working relationships with Cabinet Members.
- f) To delegate executive decision-making to individual Members of the Cabinet, Cabinet Committees and officers.
- g) To lead in the development of policy, strategy and budget.
- h) To report Cabinet's activities to Full Council, including answering questions from Members in relation to business considered by Cabinet.
- i) To represent the Council in its relationship with key stakeholders - local, regional and national.
- j) To be the primary political spokesperson for the County Council.
- k) To promote effective working relationships with the other Group Leaders, including being Chair of the Group Leaders' meeting.
- l) To encourage a culture of learning and development among Members, including the active participation of group Members in briefings, seminars and other learning and development processes.
- m) To provide political direction for the Council's officers and in particular to work closely with chief officers, ensuring coordination of the Council's leadership and management.
- n) To ensure publication of the County Council Business Plan.

5. Deputy Leader of the Council

5.1 Role and responsibilities

- a) To provide the Leader of the Council with a dedicated source of assistance in representing the Council to its citizens, stakeholders and partners and in providing political leadership for the Cabinet, the Council and the county.
- b) To assist the Leader in carrying out the responsibilities set out in the role profile of the Leader.
- c) To take day-to-day decisions on behalf of the Leader during their absence as notified to the Director of Democratic & Regulatory Services.
- d) To work with the Leader on budget and policy development.
- e) Where the individual is also a portfolio holder, the post holder will perform all those portfolio duties identified in that role profile.

6. Cabinet Member

6.1 Key responsibilities

- a) To collectively take executive responsibility, with particular regard to meetings of the Cabinet, for developing and proposing overall strategy, budgets and policy implementation.
- b) Lead the development of policies for the delivery of services for their portfolio.
- c) To develop expertise and knowledge in their portfolio area.
- d) To take such decisions as specified within the Council's Scheme of Delegation.
- e) To consult non-Executive Members, through the Select Committees and as part of the development and review of policy, and report views to the Cabinet as appropriate.
- f) To monitor the performance of services.
- g) To be the Council's lead spokesperson for their portfolio.
- h) To be a lead Member contact for staff and establish and maintain effective working relationships with the County Leadership Team and other key staff.
- i) To establish contacts with other bodies and individuals to exchange views and information and to contribute to partnership working.
- j) To attend the Scrutiny Committee and Select Committees, as requested, to discuss decisions taken and to assist the scrutiny and policy development process.
- k) To respond to questions relating to their portfolio arising at Council, Cabinet and committee meetings.

7. Deputy Cabinet Members

7.1 Role and responsibilities

- a) To deputise for the relevant Cabinet Member at meetings of the Cabinet and Full Council when the Cabinet Member cannot be present and to answer questions at those meetings on behalf of the Cabinet Member. Deputy Cabinet members cannot make decisions on behalf of Cabinet Members at committee meetings, nor using delegated powers.
- b) To support the Cabinet Member in undertaking their responsibilities effectively.
- c) To attend and contribute at meetings and pre-agenda meetings, deputising, answering questions and speaking on behalf of the Cabinet Member where necessary. Deputy Cabinet Members may not vote at Cabinet meetings.
- d) To represent the relevant Cabinet Member at other appropriate meetings.
- e) In the absence of the relevant Cabinet Member to be the Senior Member who a chief officer consults under the Constitution in appropriate cases before exercising delegated powers.
- f) To undertake specific tasks, research and investigations as directed by the relevant Cabinet Member within their areas of responsibility.
- g) To attend conferences, seminars and meetings as requested by the relevant Cabinet Member.
- h) To keep abreast of current policy and development initiatives.
- i) To meet regularly with the relevant Cabinet Member and advise them on policy development in relation to decision-making.

- j) To meet regularly with relevant senior officers in order to keep fully apprised of relevant service issues and advise the Cabinet Member.
- k) To attend regular policy and review meetings with the Cabinet Member and the relevant chief officer and senior officers.
- l) To liaise with non-Executive Members in order to ensure that the Cabinet Member is fully aware of issues that are of concern to Members.
- m) To carry out any other appropriate duties as directed by the relevant Cabinet Member.

8. Group Leader

The Council recognises the key leadership role played by the Leaders of all groups on the Council and the importance of their commitment to cross-party working.

8.1 Role and responsibilities

- a) To provide the leadership of a political party.
- b) To be the principal political spokesperson for the Group.
- c) To be a representative voice in dealings with government agencies, local authority associations etc.
- d) To encourage the highest standards of conduct by Members of the Group.
- e) To nominate Members to serve on committees, outside bodies etc.
- f) To appoint Group spokespersons and allocate other responsibilities to Group Members as appropriate.
- g) To assist in ensuring appropriate levels of attendance are maintained by Group Members.
- h) To encourage a culture of learning and development among Members, including the active participation of Group Members in briefings, seminars and other learning and development processes.
- i) To maintain effective liaison with the other Group Leaders, including being a Member of the Group Leaders' meeting.
- j) To establish and maintain effective working relationships with the County Leadership Team and other key staff.
- k) To meet regularly with relevant senior officers in order to keep fully apprised of relevant service issues.
- l) To attend regular policy and review meetings with the relevant Director and senior officers.

9. Chair of the Scrutiny Committee

The Chair elected to this post is a Member who is not a Member of the Administration, elected by the Council.

9.1 Role and responsibilities

- a) To Chair the Committee's meetings and lead the agenda management processes.

- b) To help ensure the Committee's role and activities are understood both within and outside the Council.
- c) To act as the Council's lead spokesperson in respect of the Committee's activities.
- d) To contribute to the implementation and monitoring of the Committee's decisions.
- e) To present reports to Full Council and respond to questions on the Committee's work.
- f) To carry out the responsibilities of the Chair of the Scrutiny Committee as set out in the Council Constitution, with regard to urgent decisions.
- g) To play a leading role in the continuing development and improvement of scrutiny at Norfolk County Council.
- h) To encourage the involvement in overview and scrutiny of all interested parties and stakeholders.
- i) To maintain effective working relationships with the Cabinet, Cabinet Members, group spokespersons on the Scrutiny Committee and Select Committees.
- j) To establish and maintain effective working relationships with the relevant Chief Officer and other key officers in this service area.

10. Chair of Select Committee

The Chairs of these Committees are elected by the Council.

10.1 Role and responsibilities

- a) To Chair Select Committee meetings effectively, lead the agenda management process and actively participate in any cross-party pre-committee meetings.
- b) To help ensure the Select Committee's role and activities are understood by other Members of the Council.
- c) To assist and advise on the development of new policy or reviewing current policy, making reports and/or recommendations to the full Council, the Cabinet and/or relevant partners.
- d) To encourage Members to take responsibility for ensuring effective conduct of the Committee's business and the forward work programme.
- e) To act as the Council's lead spokesperson in respect of the Committee's activities.
- f) To give clear guidance and direction when summing up discussions at meetings of the Committee.
- g) To establish effective working relationships with the Cabinet, Cabinet Members, Group spokespersons on the Select Committee and other Select Committee Chairs, including coordinating work programmes with other Chairs to ensure there is no duplication of effort.
- h) To establish and maintain effective working relationships with the relevant Chief Officer and other key officers in this service area.

11. Chair of Planning (Regulatory) Committee

The Chair of this Committee is elected by the Council.

11.1 Role and responsibilities

- a) To chair the meeting in accordance with the Constitution and the Planning Procedures – Code of Best Practice.
- b) To ensure that contributions by the public are made in accordance with the relevant provisions of the Constitution.
- c) To guide the Committee to reach decisions based on the information presented to it.
- d) To ensure that Members' contributions to meetings reflect the standards required under the Council's Planning Protocols.
- e) To represent the Council in dealings with the public, media and other bodies in respect of the work of the Committee.
- f) To establish and maintain effective working relationships with the relevant Chief Officer and other key officers in this service area.

12. Vice Chair of Committees

Vice Chairs are elected by Council to provide support to the Chair of the relevant committee

12.1 Role and responsibilities

- a) To perform the role and responsibilities of Chair of the relevant committee where the Chair of the relevant committee is absent. In the absence of the Chair and Vice Chair, the Members of that committee will elect a Member amongst them to act as Chair for the purpose of that meeting.
- b) To undertake such roles and responsibilities as may be delegated to them by the Chair of the relevant committee which are within scope of the role and responsibilities of the Chair of the relevant committee.

13. Opposition Group Spokespersons

These posts are held by Members of each of the political groups on the Council.

The overall role is to provide an effective political counter-balance to the role of the Cabinet Member.

13.1 Role and responsibilities

In respect of activities within the portfolio:

- a) To develop expertise and knowledge.
- b) To provide political focus and leadership within the Group.

- c) To lead the development of approaches to policy and operational issues on behalf of the Group.
- d) To support the democratic process by ensuring that the activities of the Administration are examined and where necessary challenged.
- e) To be the Group's lead spokesperson and first political point of contact within the Group.
- f) To keep Members of the Group apprised of all relevant information.
- g) To establish and maintain effective working relationships with chief officers and other key officers.
- h) To establish effective working relationships with other Group spokespersons.
- i) To establish appropriate contacts with other bodies and individuals to exchange views and learning.
- j) To meet regularly with relevant senior officers in order to keep fully apprised of relevant service issues and to advise the Group Leader.

14. Member Champion

The role of a Member Champion is to provide a Member focus and point of contact for a specific area of activity.

The focus of these appointments can be internal – giving a high-level Member focus to an area of activity or external – in response to organisations that want to raise awareness/ establish points of contact with local authorities.

Champions encourage people to play a fuller role in the subject area.

14.1 Role and responsibilities

- a) To work with officers and others in raising the profile of the area of activity.
- b) To work collaboratively with the relevant Cabinet Member and Select Committee.
- c) To work with other Member Champions as appropriate.
- d) To attend relevant training, learning and development opportunities.
- e) To keep apprised of developments and issues.
- f) To promote good practice.
- g) To keep a watching brief on the Council's levels of performance.
- h) To keep Members informed of relevant issues and raise awareness.

Part 3B: Register of Members' interests and Members' Code of Conduct

1. Introduction

- 1.1 The Council's Code of Conduct is broadly based on the Local Government Association (LGA) Model Councillor Code of Conduct, developed in association with key partners and after extensive consultation with the sector. This is a template for councils to adopt in whole and/or with local amendments.
- 1.2 All councils are required to have a local Councillor Code of Conduct. The LGA undertakes an annual review of its Code to ensure it continues to be fit-for-purpose. Norfolk County Council will keep this Code under review as guidance and best practice develops.

2. Definitions

- 2.1 For the purposes of this Code of Conduct, a Councillor means a Member, or co-opted Member, of a local authority or a directly elected mayor. A co-opted Member is defined in the [Localism Act 2011 Section 27\(4\)](#) as "a person who is not a member of the authority but who:
 - a) is a member of any committee or sub-committee of the authority or
 - b) is a member of, and represents the authority on, any joint committee or joint sub-committee of the authority and who is entitled to vote on any question that falls to be decided at any meeting of that committee or sub-committee".
- 2.2 For the purposes of this Code of Conduct, 'local authority' includes county councils, district councils, London borough councils, parish councils, town councils, fire and rescue authorities, police authorities, joint authorities, economic prosperity boards, combined authorities and National Park authorities.

3. Purpose of the Code of Conduct

The purpose of this Code of Conduct is to assist you, as a Councillor, in modelling the behaviour that is expected of you, to provide a personal check and balance and to set out the type of conduct that could lead to action being taken against you. It is also to protect you, the public, fellow Councillors, local authority officers and the reputation of local government. It sets out general principles of conduct expected of all Councillors and your specific obligations in relation to standards of conduct. The fundamental aim of the Code is to create and maintain public confidence in the role of Councillor and local government.

4. General principles of Councillor conduct

Everyone in public office at all levels, including all who serve the public or deliver public services, including Ministers, Civil Servants, Councillors and local authority officers, should uphold the [Seven Principles of Public Life](#), also known as the Nolan Principles.

4.1 The Nolan Principles are:

- **Selflessness**

Holders of public office should act solely in terms of the public interest.

- **Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family or their friends. They must declare and resolve any interests and relationships.

- **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit using the best evidence and without discrimination or bias.

- **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

- **Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

- **Honesty**

Holders of public office should be truthful.

- **Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Building on these principles, the following general principles have been developed specifically for the role of Councillor.

4.2 In accordance with the public trust placed in me, on all occasions:

- I act with integrity and honesty.
- I act lawfully.
- I treat all persons fairly and with respect.
- I lead by example and act in a way that secures public confidence in the role of Councillor.

4.3 In undertaking my role:

- I impartially exercise my responsibilities in the interests of the local community.
- I do not improperly seek to confer an advantage, or disadvantage, on any person.
- I avoid conflicts of interest.
- I exercise reasonable care and diligence.
- I ensure that public resources are used prudently in accordance with my local authority's requirements and in the public interest.

5. Application of the Code of Conduct

This Code of Conduct applies to you as soon as you sign your declaration of acceptance of the office of Councillor or attend your first meeting as a co-opted Member and continues to apply to you until you cease to be a Councillor.

5.1 This Code of Conduct applies to you when:

- a) You are acting in your capacity as a Councillor and/or as a representative of your council.
- b) You are claiming to act as a Councillor and/or as a representative of your council.
- c) You are giving the impression that you are acting as a Councillor and/or as a representative of your council.
- d) You refer publicly to your role as a Councillor or use knowledge you could only obtain in your role as a Councillor.

5.2 The Code applies to all forms of communication and interaction, including:

- a) at face-to-face meetings
- b) at online or telephone meetings
- c) in written communication
- d) in verbal communication
- e) in non-verbal communication
- f) in electronic and social media communication, posts, statements and comments

5.3 You are also expected to uphold high standards of conduct and show leadership at all times.

5.4 Your Monitoring Officer has statutory responsibility for the implementation of the Code of Conduct and you are encouraged to seek advice from your Monitoring Officer on any matters that may relate to the Code of Conduct. Town and Parish Councillors are encouraged to seek advice from their Clerk, who may refer matters to the Monitoring Officer.

6. Standards of Councillor conduct

6.1 General conduct

This section sets out your obligations, which are the minimum standards of conduct required of you as a Councillor. Should your conduct fall short of these standards, a complaint may be made against you, which may result in action being taken. Guidance is included to help explain the reasons for the obligations and how they should be followed.

a) Respect

As a Councillor:

1. I treat other Councillors and members of the public with respect.
2. I treat local authority employees, employees and representatives of partner organisations and those volunteering for the local authority with respect and respect the role they play.

Respect means politeness and courtesy in behaviour, speech and the written word. Debate and having different views are all part of a healthy democracy. As a Councillor, you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a robust but civil manner. You should not, however, subject individuals, groups of people or organisations to personal attack.

In your contact with the public, you should treat them politely and courteously. Rude and offensive behaviour lowers the public's expectations and confidence in Councillors. In return, you have a right to expect respectful behaviour from the public. If members of the public are being abusive, intimidating or threatening you are entitled to stop any conversation or interaction in person or online and report them to the local authority, the relevant social media provider or the police. This also applies to fellow Councillors, where action could then be taken under the Councillor Code of Conduct, and local authority employees, where concerns should be raised in line with the authority's Councillor-officer protocol.

b) Bullying, harassment and discrimination

As a Councillor:

1. I do not bully any person.
2. I do not harass any person.
3. I promote equalities and do not discriminate unlawfully against any person.

The Advisory, Conciliation and Arbitration Service (ACAS) characterises bullying as "unwanted behaviour" that is "either:

- offensive, intimidating, malicious or insulting
- an abuse or misuse of power that undermines, humiliates, or causes physical or emotional harm to someone

The bullying might:

- be a regular pattern of behaviour or a one-off incident
- happen face-to-face, on social media, in emails or calls
- happen at work or in other work-related situations
- not always be obvious or noticed by others”

The Protection from Harassment Act 1997 defines harassment as conduct that causes alarm or distress or puts people in fear of violence and must involve such conduct on at least two occasions. It can include repeated attempts to impose unwanted communications and contact upon a person in a manner that could be expected to cause distress or fear in any reasonable person.

Unlawful discrimination is where someone is treated unfairly because of a protected characteristic. Protected characteristics are specific aspects of a person's identity defined by the Equality Act 2010. They are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Equality Act 2010 places specific duties on local authorities. Councillors have a central role to play in ensuring that equality issues are integral to the local authority's performance and strategic aims, and that there is a strong vision and public commitment to equality across public services.

c) Impartiality of officers of the Council

As a Councillor:

1. I do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the local authority.

Officers work for the local authority as a whole and must be politically neutral (unless they are Political Assistants). They should not be coerced or persuaded to act in a way that would undermine their neutrality. You can question officers in order to understand, for example, their reasons for proposing to act in a particular way or the content of a report that they have written. However, you must not try and force them to act differently, change their advice or alter the content of that report if doing so would prejudice their professional integrity.

d) Confidentiality and access to information

As a Councillor:

1. I do not disclose information given to me in confidence, or otherwise acquired by me, which I believe, or ought reasonably to be aware, is of a confidential nature unless:

- (i) I have received the consent of a person authorised to give it;

- (ii) I am required by law to do so;
 - (iii) the disclosure is made to a third party for the purpose of obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or
 - (iv) the disclosure is:
 - reasonable and in the public interest;
 - made in good faith and in compliance with the reasonable requirements of the local authority; and
 - I have consulted the Monitoring Officer prior to its release.
2. I do not improperly use knowledge gained solely as a result of my role as a Councillor for the advancement of myself, my friends, my family members, my employer or my business interests.
3. I do not prevent anyone from getting information that they are entitled to by law.

Local authorities must work openly and transparently, and their proceedings and printed materials are open to the public, except in certain legally defined circumstances. You should work on this basis, but there will be times when it is required by law that discussions, documents and other information relating to or held by the local authority must be treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

a) Disrepute

As a Councillor:

1. I do not bring my role or local authority into disrepute.

As a Councillor, you are trusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on you, other Councillors and/or your local authority and may lower the public's confidence in you or your local authority's ability to discharge your/its functions. For example, behaviour that is considered dishonest and/or deceitful can bring your local authority into disrepute.

You are able to hold the local authority and fellow Councillors to account and are able to constructively challenge and express concern about decisions and processes undertaken by the Council whilst continuing to adhere to other aspects of this Code of Conduct.

b) Use of position

As a Councillor:

1. I do not use, or attempt to use, my position improperly to the advantage or disadvantage of myself or anyone else.

Your position as a member of the local authority provides you with certain opportunities, responsibilities and privileges, and you make choices all the time that will impact others. However, you should not take advantage of these opportunities to further your own or others' private interests or to disadvantage anyone unfairly.

g) Use of local authority resources and facilities

As a Councillor:

1. I do not misuse council resources.
2. I will, when using the resources of the local authority or authorising their use by others:
 - (i) act in accordance with the local authority's requirements
 - (ii) ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the local authority or of the office to which I have been elected or appointed.

You may be provided with resources and facilities by the local authority to assist you in carrying out your duties as a Councillor.

Examples include:

- office support
- stationery
- equipment such as phones and computers
- transport
- access and use of local authority buildings and rooms

These are given to you to help you carry out your role as a Councillor more effectively and are not to be used for business or personal gain. They should be used in accordance with the purpose for which they have been provided and the local authority's own policies regarding their use.

h) Complying with the Code of Conduct

As a Councillor:

1. I undertake Code of Conduct training provided by my local authority.
2. I cooperate with any Code of Conduct investigation and/or determination.

3. I do not intimidate or attempt to intimidate any person who is likely to be involved with the administration of any investigation or proceedings.
4. I comply with any sanction imposed on me following a finding that I have breached the Code of Conduct.

It is extremely important for you, as a Councillor, to demonstrate high standards, for you to have your actions open to scrutiny and for you not to undermine public trust in the local authority or its governance. If you do not understand or are concerned about the local authority's processes in handling a complaint you should raise this with your Monitoring Officer.

7. Protecting your reputation and the reputation of the local authority

7.1 Interests

As a Councillor:

1. I register and declare my interests.

You need to register your interests so that the public, local authority employees and fellow Councillors know which of your interests might give rise to a conflict of interest. The register is a public document that can be consulted when (or before) an issue arises. The register also protects you by allowing you to demonstrate openness and a willingness to be held accountable. You are personally responsible for deciding whether or not you should declare an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise. It is also important that the public know about any interest that might have to be declared by you or other Councillors when making or taking part in decisions, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained.

The Council's Monitoring Officer has established, and maintains, a register of the interests of the Members and co-opted Members of the County Council, as required by [Section 29 of the Localism Act 2011](#). This register contains details of Members' Disclosable Pecuniary Interest (DPIs).

The register is open to inspection by the public.

Members' interests are published on the County Council's website unless the Monitoring Officer has agreed that the interest if disclosed, could lead to the Member being subject to violence or intimidation ([Section 32 of the Localism Act 2011](#)).

a) Gifts and hospitality

As a Councillor:

1. I do not accept gifts or hospitality, irrespective of estimated value, which could give rise to real or substantive personal gain, or a reasonable suspicion of influence on my part to show favour from persons seeking to acquire, develop or do business with the local authority, or from persons who may apply to the local authority for any permission, licence or other significant advantage.
2. I register with the Monitoring Officer any gift or hospitality with an estimated value of at least £50 within 28 days of its receipt. I also register any gifts or hospitality with a cumulative value of at least £100 from a single source in any 12-month period.
3. I register with the Monitoring Officer any significant gift or hospitality that I have been offered but have refused to accept.

In order to protect your position and the reputation of the local authority, you should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a Councillor. The presumption should always be not to accept significant gifts or hospitality. However, there may be times when such a refusal may be difficult if it is seen as rudeness in which case you could accept it but must ensure it is publicly registered. However, you do not need to register gifts and hospitality which are not related to your role as a Councillor, such as Christmas gifts from your friends and family. It is also important to note that it is appropriate to accept normal expenses and hospitality associated with your duties as a Councillor. If you are unsure contact your Monitoring Officer for guidance.

7.2 Members' interests

a) Registering interests

1. Within 28 days of this Code of Conduct being adopted by the local authority or your election or appointment to office (where that is later) you must register with the Monitoring Officer the interests which fall within the categories set out in Table 1 (Disclosable Pecuniary Interests) and Table 2 (Other Interests). Disclosable Pecuniary Interests means issues relating to money and finances.
2. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.
3. A 'sensitive interest' is an interest which, if disclosed, could lead to the Councillor/Member or co-opted Member, or a person connected with the Member or co-opted Member, being subject to violence or intimidation.
4. Where you have a 'sensitive interest' you must notify the Monitoring Officer with the reasons why you believe it is a 'sensitive interest'. If the Monitoring Officer agrees they will withhold the interest from the public register.

b) Declaring interests

1. Where a matter arises at a meeting which directly relates one of your Disclosable Pecuniary Interests, you must declare the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest, just that you have an interest.
2. In addition, if a matter affects, to a greater extent than others in your division:
 - (i) your wellbeing or financial position
 - (ii) that of family or close friends
 - (iii) any body –
 - exercising functions of a public nature
 - directed to charitable purposes
 - one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)

of which you are in a position of general control or management then you will declare an interest (an 'Other Interest') but provided it is not a Disclosable Pecuniary Interest I may speak and vote on the matter.

c) Disclosable Pecuniary Interests

The list below sets out the explanation of Disclosable Pecuniary Interests as set out in the [Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012](#).

1. Employment, office, trade, profession or vocation

Any employment, office, trade, profession or vocation carried on for profit or gain.

Any unpaid directorship.

2. Sponsorship

Any payment or provision of any other financial benefit (other than from the Council) made to the Councillor during the previous 12-month period for expenses incurred by them in carrying out their duties as a Councillor or towards their election expenses.

This includes any payment or financial benefit from a trade union within the meaning of the [Trade Union and Labour Relations \(Consolidation\) Act 1992](#).

3. Contracts

Any contract made between the Councillor or their spouse or civil partner or the person with whom the Councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities* of) and the Council:

- a) under which goods or services are to be provided or works are to be executed; and
- b) which has not been fully discharged.

4. Land and property

Any beneficial interest in land which is within the area of the council.

'Land' excludes an easement, servitude, interest or right in or over land which does not give the councillor or their spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners (alone or jointly with another) a right to occupy or to receive income.

5. Licences

Any licence (alone or jointly with others) to occupy land in the area of the Council for a month or longer.

6. Corporate tenancies

Any tenancy where (to the Councillor's knowledge):

- a) the landlord is the Council; and
- b) the tenant is a body that the Councillor or their spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.

7. Securities

Any beneficial interest in securities* of a body where:

- a) that body (to the Councillor's knowledge) has a place of business or land in the area of the Council; and
- b) either—
 - (i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or
 - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the Councillor or their spouse or civil partner or the person with whom the Councillor is living as if they were spouses/civil partners has a beneficial interest which exceeds one hundredth of the total issued share capital of that class.

*'director' includes a member of the committee of management of an industrial and provident society.

*'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and [Markets Act 2000](#) and other securities of any description, other than money deposited with a building society.

Part 3C: Members' Allowances Scheme

Norfolk County Council, in exercise of the powers conferred by the [Local Authorities \(Members' Allowances\) \(England\) Regulations 2003](#), makes the following scheme:

1. The scheme

1.1 This Scheme, which is called Norfolk County Council Members' Allowances Scheme, will have effect commencing on 1 April 2019 and for subsequent years unless, and until, amended.

1.2 In this scheme

- 'Councillor' means an elected Member of Norfolk County Council.
- 'year' means the 12 months ending with 31st March.

1.3 Basic allowance

Subject to paragraph 8, which deals with part year entitlements, a basic allowance will be paid in instalment to each Councillor each year. The current rate is shown in [Appendix A](#).

1.4 Special responsibility allowance (SRA)

- Each year a special responsibility allowance will be paid to those Councillors who hold the special responsibilities that are specified in [Appendix B](#).
- The amount of each allowance will be the amount specified in Appendix B and, subject to paragraph 1.8, the whole amount shall be paid in full for each year for the term of the appointment including the year following the County Council elections.
- A Councillor is only eligible to receive one SRA (the highest).
- Members of a political group shall only be eligible to receive SRAs if there are at least nine members in the group. This provision applies only to those SRA posts relating to Group activities, i.e. Group Leader, Deputy Group Leader, Group Spokesperson. It does not apply to other SRA posts.

1.5 Carers' allowance

- Councillors who incur costs for the care of children for whom they have parental responsibility or for dependent relatives in order to allow them to carry out their Council duties can claim a carers' allowance. The rate for the allowance is set out in Appendix A of this scheme. A carers' allowance can be claimed only in respect of approved duties as set out in [Appendix C](#) of this scheme.
- In the case of a carers' allowance for childcare:
 - The allowance is available for the care of children under 14 years of age who normally reside with the Councillor.

- (ii) The allowance cannot be claimed for the care of children of compulsory school age during normal school hours except where the child is absent from school due to illness.
- c) In the case of a carers' allowance for the care of a dependent relative, the relative must normally reside with the Councillor, be dependent on the Councillor and require constant care.
- d) Expenditure incurred will be reimbursed up to the maximum hourly rate (as set out in Appendix A of this scheme) for each hour of absence from home.
- e) Payment will only be made for the period of the qualifying meeting and the travelling time to and from the Councillor's home.
- f) A signed receipt from the carer, showing their name, signature and address, the period worked and the amount received must be retained by the Councillor for the statutory period of six years plus the current year for audit purposes.
- g) A carers' allowance can be paid only for care provided by a registered childminder, or other statutory approved childcare provider, or to agencies or persons professionally qualified or registered to provide the care required by the dependent relative. An allowance will not normally be paid for care provided by anyone else or by someone who is a close relative of the Councillor. In exceptional circumstances, where a Councillor is unable to find a suitable statutory provider or registered professional carer, a claim to pay another person may be considered, subject to the approval of the Director of Strategic Finance before the expense is incurred. If an exceptional circumstances claim relates to care provided by a family member, it must be accompanied by a statement signed by the carer and the Councillor verifying that the carer incurred a loss of income in order to provide the care.

1.6 Co-opted Members' allowance

Co-opted Members are entitled to claim travelling, subsistence and carers' allowances at the rates set out within this Scheme. A 'co-optees' allowance' is payable as determined by the County Council. Any such allowances are shown in Appendix A.

1.7 Renunciation

A Councillor may elect to forego any part of their entitlement to an allowance under this Scheme by notifying the Director of Strategic Finance in writing.

1.8 Part-year entitlements

- a) If during the course of a year:

- (i) this Scheme is amended
- (ii) the amount payable is changed
- (iii) a Councillor becomes, or ceases to be, a Councillor
- (iv) a Councillor accepts or relinquishes a special responsibility for which a special responsibility allowance is payable

entitlement to allowances will be calculated pro rata according to the number of days in the month in question.

- b) If changes are made to the category of any allowance, the allowance payable will be that which was applicable when the duty was undertaken.

1.9 Travel allowance

This allowance is intended to reimburse expenditure necessarily incurred on all journeys undertaken on approved duties as set out in [Appendix C](#). Travel allowances will be same as, and linked to, the rates which apply to officers of the Council.

- a) Motor vehicles

Where travel by car or motorcycle:

- (i) results in a substantial saving of the Members' time; or
- (ii) is in the interests of the Council; or
- (iii) is otherwise reasonable

an allowance is payable and the conditions applying are as follows:

- A passenger supplement for passengers on official Council business is paid per passenger per mile, up to a maximum of four passengers.
- Councillors will be responsible for ensuring that they have adequate insurance cover for business use..
- The rates payable are shown in [Appendix A](#).

- b) Hired motor vehicles (taxi cab)

The actual fare and any reasonable gratuity will be paid in cases of urgency or where no convenient public service is available. Otherwise, an allowance not exceeding the amount of the fare for travel by appropriate public service transport will be paid.

- c) Hired motor vehicles (other than a taxicab)

The actual cost of hiring for the period of Council duty will be paid.

- d) Motorcycle

Travel by motorcycle will be reimbursed at the rate set out in [Appendix A](#).

e) Bicycle

Travel by bicycle will be reimbursed at the rate set out in [Appendix A](#).

f) Public service transport

(i) By rail

Normally standard class fare or actual fare paid (if less) will be paid. Reimbursement of first-class fare will be paid only where it is clearly in the County Council's interest for a Councillor to travel first class and approval has been given in advance by the Chief Executive Officer.

Councillors who are eligible to hold a senior citizen's rail card can purchase them and be reimbursed by the County Council through the expenses claim mechanism.

Supplementary allowances (rail)

Reimbursement, not exceeding actual expenditure incurred, will be paid for:

- Pullman car or similar supplements, reservation of seats and deposit or portage of luggage.
- Sleeping accommodation on the train for an overnight journey, subject to reduction by one-third of any subsistence allowance payable for that night.

(ii) Air travel

Subject to the prior agreement of the Chief Executive Officer that the saving in time justifies payment of the fare for travel by air, there may be paid an amount not exceeding:

- The ordinary fare or any available cheap fare for travel by regular air service
- Where no such service is available, or in case of urgency, the fare actually paid by the Councillor.

1.10 Subsistence allowance

a) Subsistence allowances will be the same as, and linked to, the rates for employees.

Employees are not normally entitled to claim a subsistence allowance where their duties have prevented them from following their normal meal arrangements. Subsistence can only be claimed in exceptional circumstances where it would be unreasonable to expect the Councillor to bear the cost of the meal and the Councillor is unavoidably put to exceptional expense.

Circumstances where a Councillor may claim subsistence include:

- Attending a conference or training event when the Councillor is required to purchase a meal at the event.
- Attending an event that necessitates an overnight stay where meals have not been included.

1.11 Duties performed for more than one body

A Councillor who is both a County Councillor and a Member of another local authority or public body may claim allowances from both authorities should they undertake two separate duties, one for each authority, on the same day. A Member of the County Council who is also a Member of another authority may not however claim from both authorities for undertaking the same duty. Councillors must take particular care to avoid duplication or overlap of claims for travelling and subsistence. Claims for duties undertaken for other councils or public bodies should be sent to the authority concerned and not included in claims on the County Council.

1.12 Official and courtesy visits

Provided they have been approved by the appropriate Committee, official and courtesy visits by Councillors are eligible for travelling and subsistence claims at the rates set out in [Appendix A](#) if the journey is within the United Kingdom. If outside the United Kingdom, the travelling and subsistence expenses are limited to that which is reasonable in all the circumstances.

1.13 Prior approval

The appointment of a Councillor to a committee, sub-committee or working group etc., or as a representative of the Council on other bodies, is deemed to satisfy the need for prior approval before a claim can be submitted.

1.14 Claims and payments

- a) A claim for travel, subsistence and carers' allowances under this Scheme should be made each month but, in any event, not less than quarterly. Claims must be received by close of play on the first day of the month.
- b) All claims for travel, subsistence or carers' allowances must include a clear indication of the specific category of approved duty under which the claim is submitted. This is with reference to the list of approved duties at [Appendix C](#).
- c) Councillors who fail to submit a claim within three months of carrying out the duty or incurring the expense will be deemed, automatically, to have waived their right to claim. The Director of Strategic Finance must be advised in writing if a Councillor opts not to claim allowances.

- d) Payments will be made on the 19th day of each month. The basic and special responsibility allowances will be paid in instalments of one-12th of the amount specified in this Scheme. Where a payment of one-12th of the amount would result in the Councillor receiving more than the amount to which, by virtue of paragraph 8, they are entitled, the payment will be restricted to the amount to which that Councillor is entitled.
- e) If claims are amended by the Director of Strategic Finance by £10 or more the Councillor concerned will be informed.
- f) A Councillor who has been overpaid under the terms of this Scheme will be advised of the situation and arrangements will be made for the immediate recovery of the overpayment or will be taken from subsequent claim(s).
- g) By submitting expense claims electronically, Councillors are responsible for retaining VAT receipts for all claims, for the statutory period of six years, plus the current year. Claims are subject to audit and supporting receipts may be called upon to substantiate a claim.
- h) Councillors are reminded that responsibility for the accuracy and propriety of claims rests with the individual Councillor making the claim. Reliance is placed by the Director of Strategic Finance on the declaration signed by the claimant on each claim form.
- i) Where payment of any allowance has already been made in respect of any period during which the Councillor concerned:
 - (i) ceases to be a Member of the Council; or
 - (ii) is in any other way not entitled to receive the allowance in respect of that period

the Council will require that such part of the allowance as relates to any such period be repaid to the Council.

1.15 Records

A record will be kept of the payments made by the Council in accordance with this Scheme. The record will specify the name of the recipient and the amount and nature of each payment. This record will be available at all reasonable times for inspection (free of charge) by any local government elector for the County. The record will be supplied in copy to any person who requests such a copy and who pays such reasonable fee as the Council may determine. The County Council will publish on its website figures showing allowances paid to individual Councillors on an annual basis. The County Council will also publish on its website on a monthly basis the allowances payments made to each Councillor.

1.16 Income Tax and National Insurance provisions

Details of the effect on Councillors are to be found in [Appendix D](#).

Appendix A - Current Allowances 2024/25

Basic allowance £12,469

Travel allowance

Car or van rate per mile	45p for first 10,000 miles 25p after 10,000 miles
Passenger supplement per passenger per mile for up to four passengers	5p per (passenger per mile)
Motorcycle or moped	24p per mile
Bicycle	20p per mile

Subsistence rates

Councillors are reminded that subsistence allowances can only be claimed in exceptional circumstances as set out in Part 3C, 1.5 g and these are the maximum sums reimbursable for expenses actually incurred. Claims for meals and subsistence must be supported with VAT receipts or they will not be authorised for payment.

Day subsistence

Breakfast allowance – payable if you leave home before 7:30 a.m.

Standard rate: £7.16

Special rate: £9.47*

Lunch allowance – payable for absence between 12 noon and 2:30 p.m.

Standard rate: £9.84

Special rate: £14.25*

Tea allowance – payable for absence after 6:30 p.m.

Standard rate: £3.87

Special rate £4.77*

Evening meal allowance – payable for absence after 8:30 p.m.

Standard rate £12.19

Special rate £19.04*

Overnight Subsistence (24-hour period)

London and approved conferences: £116.98

Elsewhere: £84.04

*The special rate is payable in respect of visits to London, attendance at conferences or other exceptional duties.

Carers' allowance

A carers' allowance is payable at an hourly rate of the National Living Wage (£11.44) plus 20% - equates to £13.73 per hour. Subject to a limit of £3,998 per Councillor per annum.

Co-optees' allowance

A Co-optees' Allowance of £1,122 per annum is payable to the Independent Members of the Norfolk Police and Crime Panel.

Review of levels of allowance

Travel and subsistence allowances will be amended annually in line with the rates for officers. The levels of basic, special responsibility and carers' allowances and co-optees' allowance will be reviewed annually and increased by an equivalent percentage to the pay award agreed by the National Joint Council for Local Authority Staff. The indexing arrangement must next be reviewed by the Independent Remuneration Panel for 2027/28¹.

¹ [Local Government Councillors and civic dignitaries in England: ODPM guidance: Part One: members' allowances - HMRC internal manual - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Appendix B – Special Responsibility Allowances (SRA)

This table sets out the special responsibility allowance (SRA) for each structure post listed below and shows what percentage of the Leader's allowance each SRA amounts to.

New structure post and numbers	SRA	% of Leader allowance
Leader of the Council	£37,407	100%
Deputy Leader of the Council	£24,315	65%
Cabinet Members	£18,703	50%
Deputy Cabinet Members	£7,481	20%
Chair of Select Committee	£7,481	20%
Chair of Scrutiny Committee	£18,703	50%
Leader of Political Group with 31 or more Members *	£18,703	50%
Leader of Political Group with 21-30 Members *	£12,344	33%
Vice-Chair of Scrutiny Committee	£5,611	15%
Leader of Political Group with 9-20 Members *	£7,481	20%
Deputy Leader of Political Group with 31 or more Members *	£4,675	25% of Group Leader SRA
Deputy Leader of Political Group with 21-30 Members *	£3,086	25% of Group Leader SRA
Deputy Leader of Political Group with 9-20 Members *	£1,870	25% of Group Leader SRA
Chair of the Council	£14,963	40%
Vice-Chair of Council	£2,806	7.5%
Chair of Planning Regulatory	£7,481	20%
Chair of Audit and Governance Committee	£7,481	20%
Chair of Pensions Committee	£7,481	20%
Chair of Health Overview and Scrutiny Committee	£5,611	15%
Member of Adoption Panel/Foster Panel	£5,611	15%
Chair of Records Committee #	£3,741	10%
Chair of Joint Museums Committee #	£3,741	10%
Opposition Spokespersons aligned to the functions reporting to the Select Committees		
Major Opposition Group * (x3)	£2,806	7.5%
Second Opposition Group * (x3)	£1,870	5%

* SRAs are only payable to opposition groups that have at least nine members.

SRAs for the Chair of the Records Committee and the Joint Museums Committee are payable only where the Chair is a County Councillor appointed to the Committee by the County Council

Appendix C – Members’ Allowances Scheme

1. Duties approved for the purposes of travelling, subsistence and carers’ allowances

The following are approved duties for the purpose of travelling, subsistence and carers’ allowances:

- a) Attendance at meetings of Cabinet, committees, sub-committees, panels, joint committees, consultative and advisory bodies and working groups on which the claimant is an appointed member.
- b) Attendance at:
 - (i) Full Council meetings.
 - (ii) Committee meetings which the Councillor attends as a properly appointed substitute.
 - (iii) Committee meetings which the Councillor attends in order to speak on a local Member matter under consideration, or to ask a question on any significant matter affecting their Division within the committee’s terms of reference.
- c) Attendance by the Leader, Deputy Leader, Group Leaders and Deputy Group Leaders at joint Leader meetings or at pre-arranged briefing meetings with the Chief Executive Officer or other Chief officers/senior officers.
- d) Attendance by Cabinet Members at Cabinet briefings and at pre-arranged briefing meetings with chief officers/senior officers on matters relating to their areas of responsibility.
- e) Attendance by Chair and Vice-Chair of committees and opposition spokespeople at pre-arranged pre-agenda meetings/briefings with Chief Officers/Senior Officers.
- f) Attendance by Councillors at pre-arranged meetings with officers to discuss matters relating to their Division. (This is subject to a maximum number of claims per Councillor of two per calendar month.)
- g) Attendance by members of the Health Overview and Scrutiny Committee at meetings of health care organisations to which they have been given an ‘affiliate’ role.
- f) Site meetings, visits or inspections by committees arranged by them (or, in cases of urgency, after consultation with their spokespeople and subject to report to committee).

- g) Organised official visits including deputations to government departments, meetings with MPs/MEPs on Council business and meetings with government inspectors etc.
- h) Duties undertaken by Councillors in respect of outside bodies to which the Council has properly appointed them.

Payment of allowances under paragraph 4 above is restricted to meetings of the body to which the Councillor has been appointed. However, if a Councillor is considering attending an associated event relating to the outside body, such as a conference, seminar, book launch, opening etc., then the Councillor should notify the Director of Strategic Finance in advance of the visit. The Director of Strategic Finance has delegated authority to determine that allowances will be paid in these circumstances if it can be demonstrated that the Councillor's attendance is necessary to enable them to carry out the duty for which they have been appointed to the body concerned.

Councillors cannot claim attendance allowances, but if such allowances are payable by the outside body, the Councillor must include details on their claim form so that the County Council can seek recovery of them.

- i) Attendance at consultation meetings with the public or other organisations arranged by a committee, the Chief Executive Officer, a chief officer or head of service.
- j) Attendance at external seminars and conferences authorised by the Director of Democratic and Regulatory Services after consultation with the Chair of the Member Support and Development Advisory Group.
- k) Attendance at seminars, briefing meetings and training events for Councillors, convened by the Chief Executive Officer, a chief officer or head of service, e.g. on service planning, new legislation and on service and policy issues, or to discuss particular local issues.
- l) Attendance at Town or Parish Council meetings within a Councillor's Division.
- m) Visits by Member Champions in the performance of their role.
- n) Visits to establishments, official openings, open days, sports days or similar events, but only if at the invitation of the Chief Executive Officer, a chief officer or head of service to attend as the local Councillor or to perform a specific function at the event.
- o) Visits and inspections necessarily made by the Chair of committees, sub-committees etc. in order to carry out their duties in that capacity, provided that they are reported to the committee/sub-committee concerned.

- p) Official and courtesy visits of a civic nature within the United Kingdom and those abroad (such as twinning arrangements with overseas authorities) subject to the prior approval of the Cabinet.
- q) Visits to County Hall to hand in/collect Council-provided computer equipment before and after maintenance/repair work.
- r) Functions attended by the Chair of the Council which are directly related to the office of Chair. Where the Vice-Chair deputises for the Chair, the Vice-Chair shall be entitled to receive such allowances as would have applied to the Chair.

For the clear avoidance of doubt, the following are not eligible for reimbursement of travelling, subsistence and carers' allowance:

- Attendance at school governing body meetings as a Local Education Authority (LEA) appointed governor.
- Attendance at political group meetings.
- Attendance at civic receptions, Chair's receptions, services, parades etc.
- Constituency meetings/surgeries.
- Attendance at meetings of outside bodies on which Councillors serve but to which they have not been appointed by the County Council.

Appendix D – Members’ Allowances – Income Tax and National Insurance Aspects

These guidance notes are for information only and should not be relied upon for tax planning purposes. All income tax and national insurance queries should be addressed to HM Revenue and Customs (see contact details below).

The information contained in this guidance is based on HMRC notice EIM65940 – Tax treatment of Local Government Councillors and civic dignitaries: expenses deductions: home as a workplace and taking into account HMRC policy paper Tax Exemption for travel expenses of Members of local authorities.

This specifies the current rates applicable.

1. Income Tax

- a) Basic, Special Responsibility, carers’ allowances and co-optees’ allowances are taxable under PAYE arrangements, but tax relief can be obtained for expenses incurred wholly, exclusively and necessarily in the performance of the duties of a County Councillor to the extent that they are not reimbursed.
- b) Legislation was introduced in the Finance Bill 2015 to specifically exempt payment of Councillors’ travel expenses by a local authority from a charge to Income Tax under certain provisions. This includes expenses paid for journeys between the Councillor’s home and most frequently used local authority office, except where the Councillor’s home is more than 20 miles from the boundary of the local authority area.
- c) Travel allowance reimbursements above the statutory rates – (see [Appendix A](#)) are taxable as a benefit in kind.
- d) Income Tax will be deducted from basic, special responsibility, carers’ and co-optees’ allowances at the standard rate unless HM Revenue and Customs issues more specific instructions.
- e) Any enquiries relating to tax relief should be addressed to: HM Revenue and Customs Telephone Number 0300 200 3300 or via the intranet at <https://www.gov.uk/contact-hmrc>
- f) If you are registered under self-assessment, you will need to quote your Unique Taxpayer Reference (UTR), otherwise you will need to quote your National Insurance number and the Council’s PAYE reference: 531/N3722.

2. National Insurance

Basic, special responsibility, carers' and co-optees' allowances come within the definition of remuneration for National Insurance purposes and consequently the appropriate National Insurance contributions have to be deducted unless the Councillor is regarded as "retired for National Insurance purposes". The contributions, together with the corresponding employer's contributions, are paid over to HM Revenue and Customs by the County Council. The liability for contributions is additional to that which a County Councillor may have as an employed or self-employed person.

Part 3D: Protocol on Member/Officer Relations

1. Introduction

This protocol deals with the working relationships between the elected Members on the County Council and the officers of the Council. Its purpose is to ensure the smooth running of the Council's processes.

The protocol is based on the principle that an officer's duty is to all Members of the Council as a single corporate body. Officers have, therefore, to provide information, offer advice and give assistance in the formulation of policy proposals impartially to all political groups who wish such information, advice or assistance.

1.1 Principles for Member/Officer Working

Councillors and officers are servants of the public. The effectiveness of the outcomes they are able to deliver for residents is dependent on a strong and constructive relationship which adheres to a set of clear principles. These principles are:-

- a) Mutual respect for each other's roles and responsibilities.
- b) Dealings between Members and officers should be courteous and conducted in a constructive and positive way;
- c) Neither party should seek to take unfair advantage of their position or seek to exert undue influence;
- d) Respecting the confidentiality of information given and received as part of County Council business;
- e) Concerns as to the conduct of officers should be made to the relevant Chief Officer, and of Members, to the Monitoring Officer.

2. Roles

- 2.1 Members and officers have distinct responsibilities. Councillors are responsible to the electorate and to the County Council. Officers are responsible to the Council, and also have a public service role. Their job is to give advice to Councillors and the Council and to carry out the Council's work under the direction and control of the Council, the Leader, the Executive and the Council's Committees. Officers are responsible for ensuring the effective and efficient operations of services the Council commissions or delivers. Some Council officers hold statutory positions and have particular public responsibilities. These officers are:

- a) Chief Executive Officer (who will also be the Head of Paid Service)
- b) Chief Finance Officer (Section 151 Officer) held by Director of Strategic Finance
- c) Monitoring Officer held by Director of Legal Services (nplaw)
- d) Executive Director of Children's Services
- e) Executive Director of Adult Social Services
- f) Chief Fire Officer held by Director of Fire
- g) Director of Public Health
- h) Statutory Scrutiny Officer & Returning Officer held by Director of Democratic and Regulatory Services

The specific roles and responsibilities of these officers are set out in Part 10.

2.2 The specific roles and functions of Councillors are contained in [Part 3A](#) of the Constitution. Broadly these are:-

- a) as politicians - expressing political values and supporting the policies of the group to which they belong;
- b) as representatives and advocates - engaging with their communities to represent the division or ward and the citizens who live there;
- c) as decision makers, on Full Council, the Executive, and the Council's Committees (including Joint Committees);
- d) as policy makers - developing and reviewing policy and strategy;
- e) monitoring and reviewing policy implementation and service quality; and
- f) as community leaders and networkers - through active partnerships with other organisations.

2.3 In broad terms officers have the following main roles:-

- a) managing and providing the services for which the Council or a committee has given them responsibility and being accountable for the efficiency and effectiveness of those services and for proper and lawful practice in discharging their responsibilities;
- b) giving professional and impartial advice to the Council, the Executive, the Council's Committees, joint Committees where appropriate and individual Members in respect of its services;
- c) initiating policy proposals as well as implementing agreed policy; and
- d) ensuring that the Council always acts in a lawful manner.

3. Officers and Whole Council

3.1 This Constitution includes provision for a single party Cabinet and a clear division between the Cabinet and Scrutiny roles of Members.

- 3.2 However, officers are required always to serve the whole Council and will need to exercise judgement in fulfilling this obligation whilst maintaining the distinction between Cabinet and Scrutiny.

4. Officers and Committees

- 4.1 Any decision by the Leader, by Cabinet collectively and individual Cabinet Members must take into account advice from the appropriate officer. An officer's obligation to the whole Council requires that such advice is given, and that the advice is independent. Cabinet Members must not seek to suppress or amend any aspect of such professional advice.
- 4.2 Reports to the Cabinet will be produced by officers and there will also be occasions when a Cabinet Member prepares a report. In either situation the appropriate officer will place on record their professional advice to the Cabinet and ensure that the advice is considered when a decision is taken. Procedures exist to ensure that this happens.
- 4.3 Whenever officers represent the decisions of the Leader or of the Cabinet, non-Cabinet Members will need to recognise that in so doing the officer is representing a decision made by Members.
- 4.4 Similar principles will apply to decisions taken by Committees (including joint Committees) of the Council.

5. Officers and Overview and Scrutiny

- 5.1 It is critical to the smooth and effective running of the Council that officers provide the same high levels of impartial advice to the Scrutiny Committee as they do to the Executive.

6. Officers and Individual Members

- 6.1 Any Group Leader, Cabinet Member, Group Spokesperson, Scrutiny Committee Chair or Committee Chair may request a private and confidential briefing from a Chief Officer or head of the relevant unit on matters which have already been, or may be, discussed by the Council or one of its decision making or advisory bodies. All requests should be made to the appropriate Chief Officer or head of the unit. Briefings shall remain strictly confidential and are not to be shared with other Members of the Council unless so permitted by the relevant Member. In addition, briefings should not be used by Members or Chief Officers to pre-empt the decision-making processes laid down in the

Constitution. Other Members may seek private and confidential briefings with the agreement of their group leader.

- 6.2 Except for the confidential matters referred to above, information given to a Group Leader, Cabinet Member, Group Spokesperson, Scrutiny Committee or other Committee Chair will where possible be shared with the relevant representatives of the other political groups.
- 6.3 The Council encourages dialogue between Members and officers, during working hours and taking into account the proper processes, on all issues affecting the Council.
- 6.4 The rights of Members to documents and information of the Council are set out in the [Access to Information Procedure Rules](#). In circumstances where the Chief Officer and Member disagree as to whether the Member is entitled to the information the matter will be referred to the Chief Executive Officer, for decision. If the matter is still unresolved, it will be decided by the Council itself.

7. Officers and Political Party Groups

- 7.1 There is statutory recognition for Political Groups, and it is common practice for such groups to give preliminary consideration to matters of Council business in advance of consideration by the relevant Council body.
- 7.2 On the invitation of a Group Leader a Chief Officer or their nominee may attend a Group meeting to give factual information. In such circumstances the following guiding principles apply:
 - a) no officer is obliged to accept an invitation to a Group meeting;
 - b) no officer is entitled to insist on attending a Group meeting;
 - c) the duration of an officer's attendance at a Group meeting will be at the discretion of the Group but an officer may leave if they feel uncomfortable remaining at the meeting;
 - d) an officer accepting an invitation to the meeting of one Group must not decline an invitation to advise another Group on the same subject;
 - e) an officer who is not a Chief Officer will not be invited to attend a Group meeting, but a Chief Officer may nominate such an officer to attend on their behalf;
 - f) an officer's advice to the Group meeting must be confined to matters of factual information or professional expertise;
 - g) an officer must give substantially the same advice to each Group on any matter raised by more than one;
 - h) an officer must not divulge to any Member of the Council the views expressed by Members at a meeting of a Group to which the Member in question does not belong;

- i) an officer must be afforded an opportunity of verifying any record of their advice contained in the minutes of a Group meeting; and
- j) no Member will refer in public or in meetings of Council, the Cabinet or committees, or in communication with the media, to advice or information given by an officer in any Group meeting.

8. Officers and Local Members

- 8.1 It is essential for the proper running of the Council that Members should be fully informed about matters on which they may be required to make decisions, or which affect their electoral divisions. It is the duty of each Chief Officer to ensure that all relevant staff are aware of the requirement to keep local Members informed and that the timing of such information allows Members to contribute to those decisions. Local Members must also be kept informed about matters affecting their division during the formative stages of policy development and consideration by the Select Committees or other committees of the Council and about significant operational matters within the Division.
- 8.2 Issues may affect a single electoral division, but others may have a wider impact in which case any number of Members will need to be kept informed.
- 8.3 Local Members have an important role to play in representing the County Council in their divisions, responding to the concerns of their constituents, meeting with partners and serving on outside organisations.
- 8.4 Whenever a public meeting is organised by the Council to consider a local issue, all the Members representing the electoral divisions affected should, as a matter of course, be invited to attend the meeting.
- 8.5 Similarly, whenever the Council undertakes any form of consultative exercise the local Members will be consulted.

9. Access to Premises

- 9.1 Members are welcome to visit any premises owned and used for the delivery of services by Norfolk County Council when doing so as part of their county council responsibilities. If such visits are needed for a personal or employment need, or as a governor or trustee, Members should agree these arrangements for the visit with the local manager.
- 9.2 In addition, any Council Member wishing to visit a school must also obtain the permission of the head teacher. If the school is an Academy school, they will not have a right to visit the school, but may do so with the permission of the headteacher. The same applies when wishing to visit residential establishments on Council business.

If Members wish to visit premises outside their division as part of their Norfolk County Council duties, they should also inform the Member for that division, the relevant Cabinet Member and the relevant Committee Chair. Where Cabinet Members and Committee Chairs wish to visit premises outside their division, they should inform the Member for that Division. At all times when making visits, Members are required to comply with any health and safety, security or other workplace rules and regulations and not interfere with the provision of services to the public.

9.3 Members do not have rights to:

- a) Visit premises for purposes unrelated to their duties as Members of the Council;
- b) Enter premises owned by Norfolk County Council but let to or legally occupied by other persons;
- c) Enter premises not owned or leased by Norfolk County Council; and
- d) Enter premises operated by Companies in which the Norfolk County Council has an interest without the Company's permission.

Part 3E: Councillor Call for Action ('CCfA') Guidance

1. What is a Councillor Call for Action (CCfA)?

- 1.1 Councillor Calls for Action were introduced by section 119 of the Local Government and Public Involvement in Health Act 2007 ('the Act'). They are one of a number of measures aimed at empowering local people and communities, improving local democracy and accountability and strengthening the role of Councillors as community leaders and advocates.
- 1.2 A CCfA gives powers to Councillors to help them tackle local problems on behalf of their constituents by calling for consideration of any issue of concern affecting their division by the Scrutiny Committee, including the Health Overview and Scrutiny Committee.
- 1.3 Section 119 of the Act inserts a new section 21A into the Local Government Act 2000 which enables any Member of the authority to refer any local government matter to the Scrutiny Committee, whether or not the Member is a member of that committee, and to have this matter discussed at a meeting of the committee. A "local government matter" is defined as a matter which:
 - a) relates to the discharge of any function of the authority,
 - b) affects all or part of the electoral area for which the Member is elected or any person who lives or works there, and
 - c) is not an excluded matter (see section 5. "What a Councillor Call for Action should NOT be used for" below.)
- 1.4 Section 126 of the Act makes provision for CCfAs on crime and disorder matters (see section 3 below).

2. Existing provisions in the County Council's Constitution

- 2.1 The County Council's constitution allows a wide remit for the Scrutiny Committee. [Part 7](#) provides that:
 - a) The Council appoints the Scrutiny Committee from among the non-executive Members of the Council to review or scrutinise decisions made or other action taken in accordance with:
 - (i) any functions which are the responsibility of the Executive, including decisions made/actions taken directly by the Executive itself and those decisions/actions delegated to Chief Officers and individual Members of the Executive; and
 - (ii) any functions which are not the responsibility of the Executive.

- b) The Scrutiny Committee may make reports or recommendations to either the Cabinet or to the County Council with respect to:
 - (i) the discharge of any functions which are the responsibility of the Executive;
 - (ii) the discharge of any functions which are not the responsibility of the Executive; or
 - (iii) matters which affect Norfolk or its inhabitants.

3. Crime and disorder matters

3.1 Section 19 of the Police and Justice Act 2006, as amended by section 126 of the Local Government and Public Involvement in Health Act 2007, requires every local authority to have a crime and disorder committee with the power to review and scrutinise, and make reports and recommendations, regarding decisions made or other action taken by the responsible authorities in connection with the discharge of their crime and disorder functions. For Norfolk, these “responsible authorities” are:

- a) the County Council
- b) District councils
- c) Norfolk and Suffolk Community Rehabilitation Company
- d) the Chief Constable for Norfolk Constabulary
- e) Health
- f) Norfolk Fire and Rescue Service

3.2 At the County Council, the Scrutiny Committee will act as the designated Crime and Disorder Committee.

3.3 Section 126 of the Local Government and Public Involvement in Health Act 2007 provides for any Member to refer any local crime and disorder matter to the Crime and Disorder Committee and have it discussed at a meeting of the Committee. A “local crime and disorder matter” is defined as a matter concerning:

- a) crime and disorder (including in particular forms of crime and disorder that involve anti-social behaviour and other behaviour adversely affecting the local environment), or
- b) the misuse of drugs, alcohol and other substances,

which affects all or part of the electoral area for which the Member is elected or any person who lives or works in that area.

- 3.4 Where the crime and disorder committee makes a report or recommendations in response to a CCfA, it must provide a copy to any of the responsible authorities for crime and disorder (see section 3.1 above) or any other individuals or bodies as it considers appropriate. Any organisation or individual who is provided with such a report or recommendations has a duty to:
- a) consider the report or recommendations;
 - b) respond to the crime and disorder committee indicating what (if any) action it proposes to take; and
 - c) have regard to the report or recommendations in exercising its functions.

4. Before making a Councillor Call for Action

- 4.1 Guidance makes it clear that CCfAs are intended as a last resort, to be used when all other means of resolving an issue have proved to be unsuccessful. As a minimum, it is expected that the Councillor concerned will have satisfied themselves that the issue is not an excluded matter (see section 5 below), and has approached at least the following to seek a resolution:
- any relevant local service manager;
 - any relevant partnership bodies or local groups;
 - the relevant Cabinet Member; and
 - the relevant District Councillor(s).

5. What a Councillor Call for Action should NOT be used for

- 5.1 The following matters are “excluded matters” that cannot be the subject of a Councillor Call for Action:
- a) Any matter relating to a licensing or planning decision;
 - b) A matter relating to an individual or entity where there is already a statutory right to a review or appeal (other than the right to complain to the Commission for Local Administration in England – otherwise known as the Local Government Ombudsman); and
 - c) A matter which is vexatious, discriminatory or not reasonable to be on the agenda for, or discussed at, a meeting of the Scrutiny Committee.
- 5.2 However, a matter which consists of an allegation of systematic failure of an authority to discharge a function for which the authority is responsible may be referred to the Scrutiny Committee, notwithstanding the fact that the allegation specifies matters which are outlined in section 5.1a) - c) above.

6. The CCfA process at Norfolk County Council

- 6.1 The same process will apply irrespective of whether the CCfA concerns a “local government matter” or “a crime and disorder matter”.
- 6.2 Notice of a CCfA should be sent in writing to the Director of Democratic and Regulatory Services . Such notice should include the following information as a minimum:
- a) A summary of the issue involved;
 - b) What outcomes the local Member is hoping to achieve;
 - c) Action already taken, including details of people and organisations already contacted and why this has failed to resolve the issue; and
 - d) Key dates or timescales, if relevant.

The CCfA should be accompanied by any other supporting information, having regard to confidentiality and Freedom of Information issues.

- 6.3 On receipt of a CCfA, the Director of Democratic and Regulatory Services will, as appropriate:
- a) Establish that the subject of the CCfA is not an excluded matter; and
 - b) Advise the Member concerned of other possible means of resolving the issue or other information requirements.
- 6.4 Legitimate CCfAs will be referred by the Director of Democratic and Regulatory Services to the Chair of the Scrutiny Committee and the supporting officer(s). Where the Director of Democratic and Regulatory Services considers the matter to be urgent, it will also be placed on the agenda for the next meeting of the Scrutiny Committee. If the matter is not considered urgent, it will be placed on the scrutiny work programme for the next meeting so a way forward and timescale for its consideration can be agreed by the full committee.
- 6.5 Whilst it is not a requirement, it is expected that the Member making the CCfA will attend the committee meeting to introduce the issue and answer any questions.
- 6.6 Where a CCfA is listed as a separate agenda item on a committee’s agenda, it will be considered as a scrutiny item and the usual processes will be followed e.g. the relevant Cabinet Member(s) and any other internal or external stakeholders will be invited, and reports requested, as appropriate.
- 6.7 Copies of any reports or recommendations made by the Scrutiny Committee in response to a CCfA must be provided to the Member who initiated it. Similarly, where a Committee decides not to make a report or recommendations, it must notify the Member concerned of its decision and the reasons for it.

7. Involvement of external partners

- 7.1 The Act gives the Scrutiny Committee of the County Council greater powers to scrutinise services outside of the Council and to require a response from the providers of those services (see sections 1.4 and 3.1 above). It is important that this scrutiny takes place in an atmosphere of informed trust and co-operation.

Part 3F: Members protocol for contracts and purchasing

1. Introduction

The County Council procures goods, services and works on a large scale, via tendering exercises or negotiations, and subsequently manages the resultant contracts and takes decisions around contract extension or termination.

The purpose of this protocol is to define the role of Members of the County Council in the taking of these decisions and to assist them in the exercise of that role.

2. Principles

2.1 This protocol is based upon the following principles:

- a) protecting the personal integrity of Council Members and officers;
- b) ensuring the financial and probity interests of the Council are protected;
- c) ensuring decisions are based on complete and sound information and advice from appropriate professional staff;
- d) ensuring decisions are in accordance with the Council's agreed processes and standards;
- e) protecting the Council, its Members and officers from undue pressure or inappropriate contact from contractors and parties with a commercial interest in a transaction; and
- f) ensuring openness and accountability in decisions relating to contracts and purchasing.

2.2 Against this background, the protocol covers the following:

- a) the overall role of Members in such decisions
- b) Contract Standing Orders
- c) Code of Conduct
- d) gifts and hospitality
- e) lobbying
- f) the related transactions form
- g) confidentiality

3. The Overall Role of Members in such Decisions

3.1 The County Council's governance arrangements provide for:

- a) The full County Council to adopt Standing Orders for the letting of contracts.
- b) The Leader and Executive to take decisions relating to major contracts, in particular major partnership working.
- c) But otherwise, for decisions to be taken by Chief Officers under Contract Standing Orders, subject to the involvement of the Executive in certain defined areas.

4. Contract Standing Orders ([Part 11D](#))

4.1 The County Council has adopted Contract Standing Orders, the purpose of which is to govern the letting of Council contracts, and in particular to ensure that contracts are let competitively, and, in a way, which not only ensures that the Council secures Best Value but also that the probity interests of the Council are protected. These Standing Orders generally place the responsibility for procurement with Chief Officers. The Executive may be involved in authorising procurement exercises in accordance with Contract Standing Orders, in the following circumstances:

- a) Authorising exemptions not otherwise covered in the Standing Orders, or
- b) Receiving reports where Chief Officers have applied certain of the exemptions.

5. Code of Conduct, Gifts & Hospitality

5.1 Councillors are bound by the Members' Code of Conduct as set out in [Part 3B](#), which also contains provisions relating to the acceptance of gifts and hospitality.

6. Lobbying

6.1 It is a well-established part of the political process that those who may be affected by a proposed decision of a Local Authority should seek to influence that decision. In many cases, they will approach their local Councillor or Members of the relevant decision-making bodies. However, it is essential that the process of lobbying does not undermine the decision-making processes and that Councillors are seen to determine matters on their merit.

6.2 As a result, where a Councillor is likely to become involved in a decision on a particular procurement they should make it clear, in any situation where they are approached by or on behalf of anyone interested in procuring the contract, not to enter into any discussion. Rather, potential contractors must be directed to the relevant Chief Officer.

- 6.3 In addition, Councillors should not seek to influence the procurement decisions of officers, but it is entirely appropriate for Members to understand how and why decisions were taken.

7. The Related Transactions Form

- 7.1 The Code of Practice on Local Authority Accounting requires that the County Council must disclose in its annual accounts details of all transactions between the Council and individual Councillors, members of their close families or of the same household, and companies, partnerships, trusts or other entities in which they or their close family or members of their household have a controlling interest. To facilitate this process, the Director of Strategic Finance writes annually to all Councillors asking them to disclose any relevant transactions.

8. Confidentiality

- 8.1 Commercial transactions, by their nature, involve the commercial activities of one or more party other than the Council. They will involve the disclosure to the Council of matters of commercial confidentiality, such as Business Plans, and pricing structure, disclosure of which to a competitor or to the market could be very detrimental. The maintenance of confidentiality is essential both to maintain the integrity of a competitive procurement process and to ensure that those who have commercial dealings with the Council know that they can rely upon the Council to protect their commercial secrets and are therefore able to be open with the Council.
- 8.2 On the other hand, it is important that Councillors should have access to relevant information necessary to enable them to understand the business of the Council and to ensure that it is being conducted in accordance with the policies and budgets of the Council and to the highest standards of propriety. The Council therefore ensures all Councillors have the information necessary to enable them to perform their duties, but the corollary to that is that Councillors should only request access to confidential information where there are clear reasons why they need access to the information for the performance of their obligations and should ensure that they do not disclose confidential information to unauthorised persons or organisations.
- 8.3 If an officer is concerned that a Councillor's request for access to confidential information may be inappropriate then under the terms of the Access to Information Procedure Rules adopted by the Council, it must be referred to the Monitoring Officer for advice. If it is then still not considered appropriate to release the information and the Councillor disagrees, the matter will be referred

to the Chief Executive Officer who will consult the relevant Group Leader before making a decision.

Part 4: Decision Making

1. Responsibility for Decision Making

The Council will issue and keep up to date a record of what part of the Council or individual has responsibility for particular types of decisions or decisions relating to particular areas or functions.

2. Principles of Decision Making

These principles will underpin the way the Council makes its decisions:-

- a) Actions agreed will be in proportion with what the Council wants to achieve.
- b) Appropriate consultation will have been carried out and decisions will take account of its results and any professional advice given by officers.
- c) Decisions will reflect the spirit and requirements of Equalities and Human Rights legislation.
- d) The presumption that all decisions made by the Council, the Executive and Committees should be made in public with only those issues that need to be exempt by virtue of the Access to Information Rules will be taken in private.
- e) Decisions will be clear about what they aim to achieve and the results that can be expected.

In addition, in the case of all decisions taken by the Executive or a Committee or individual member of the Executive, and, in certain circumstances, officers a report will be published which includes details of the options considered and the reasons for the decision.

3. Types of Decision

3.1 Decisions reserved to full Council.

Decisions relating to the functions listed in [Part 5.2](#) will be made by the full Council and not delegated.

3.2 Key decisions

- a) A decision taker may only make a key decision in accordance with the requirements of the Access to Information Procedure Rules set out in [Part 11A](#).

- b) A key decision is defined as either:
- (i) any decision in relation to an executive function which results in the local authority incurring expenditure which is, or the making of savings which are, in excess of £1.25m having regard to the local authority's budget for the service or function to which a decision relates; or
 - (ii) any decision which is likely to have a significant impact on communities living or working in an area comprising two or more electoral divisions.
- c) For this purpose, the Council has agreed that a key decision is any decision which:
- (i) recommends a budget to the full Council
 - (ii) proposes an amendment to the [Council's Policy Framework](#) (as defined in Part 5)
 - (iii) involves the expenditure or savings of more than £1.25M over one accounting year unless expressly provided for in the adopted budget or Policy Framework
 - (iv) involves the acquisition or disposal of land and buildings or any interest in land and buildings in excess of the value of £1.25M unless covered by a specific item in the budget
 - (v) involves a budget virement of funding in excess of the virement limits set out in [Part 11C](#) (financial regulations) of this Constitution
 - (vi) recommends the promotion or amendment of local legislation
 - (vii) involves significant public, private and voluntary partnership working in Norfolk
- d) Together with any other decision which the Monitoring Officer, in consultation with the Leader and Chief Executive Officer, considers to be a key decision within the Regulations.

4. Procedures of the Full Council

- 4.1 Subject to Part 4 8.1 the Council meeting will follow the Council Procedure Rules set out in Part 5 when considering any matter.

5. Procedures of the Executive

- 5.1 Subject to [Part 4 8.1](#) the Executive will follow the Cabinet Procedure Rules set out in [Part 6B](#) when considering any matter.

6. Procedures of the Scrutiny Committee

- 6.1 The Scrutiny Committee will follow the Scrutiny Procedure Rules set out in [Part 7A](#) when considering any matter.

7. Procedures of Other Committees and Sub-committees Established by the Council

- 7.1 Subject to Part 4, 8.1 other Council committees and sub-committees will follow the Committee Procedure Rules set out in [Part 8B](#) and (so far as relevant to their responsibilities) will comply with the provisions of the Code of Best Practice for Planning Procedures set out in [Part 11E](#) and the procedures for Public Speaking at Committees in [Part 2A](#).

8. Decision Making by Council Bodies Acting as Tribunals

- 8.1 The Council, a Committee, a Councillor or an officer acting as a tribunal or in a quasi-judicial manner or determining/considering (other than for the purposes of giving advice) the civil rights and obligations or the criminal responsibility of any person will follow a proper procedure which accords with the requirements of natural justice and the Human Rights Act 1998.

Part 5 – The Full Council

1. Policy Framework and Budget

1.1 Policy Framework

This means:

- a) Norfolk County Council Strategy <https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/councillors-meetings-and-elections/better-together-for-norfolk-2021-to-2025.pdf>
- b) Annual investment and treasury management strategy
- c) Children and young people's strategy
- d) Adult social care strategy "Promoting Independence Strategy": Vision, strategy and priorities (Review May 2029)
- e) Local Transport Plan
- f) Norfolk County Council Waste strategy and policies
- g) Minerals and Waste Development Plan documents
- h) Community Risk Management Plan (CRMP).
- i) Youth Justice Plan
- j) Strategic Property Asset Management Framework
- k) Environmental Policy
- l) Climate Policy for Norfolk (Review March 2026)

The Policy Framework to be reviewed annually by the Corporate Select Committee to ensure the list of items remains appropriate. All policies in the Strategic Framework will be dated and include a date when they will expire and dates when the policy will be reviewed and reported on against targets, as appropriate.

1.2 The Budget

The Budget includes the allocation of financial resources to different services and projects, proposed contingency funds, the Council Tax base, setting the Council Tax and decisions relating to the control of the Council's borrowing requirement, the control of its capital expenditure and the setting of virement limits.

2. Functions of the Full Council

2.1 The full Council will exercise the following functions:

- a) adopt and change the Constitution (except that minor changes and corrections may be made by the Monitoring officer in accordance with any powers delegated to them);
- b) approve the annual Council Budget;
- c) set the limits for virement or other Budget changes by the Leader, the Cabinet, Cabinet Members, Committees or officers;
- d) set the limits defining key financial decisions;
- e) approve the Policy Framework and the strategies and policies that sit within it;
- f) determine any decision referred to it by the Scrutiny Committee which is contrary or not wholly in accordance with the Council's Budget or Policy Framework;
- g) appoint and remove the Leader of the Council;
- h) approve the Terms of Reference for Committees, deciding on their composition, and making appointments to them;
- i) appoint the Chair and Vice Chairs of Committees;
- j) appoint representatives to outside bodies, unless the appointment is an executive function or has been delegated by the Council;
- k) adopt a Members' Scheme of Allowance and Code of Conduct;
- l) confirm the appointment of the Chief Executive Officer (Head of Paid Service);
- m) confirm the appointment of the Returning Officer;
- n) make, amend, revoke, re-enact or adopt byelaws, and promoting or opposing the making of local legislation or personal Bills; and
- o) all other matters which, by law, must be reserved to Council.

3. Council meetings

3.1 There are three types of Council meeting:

- a) the annual meeting
- b) ordinary meetings
- c) extraordinary meetings

and they will be called and conducted in accordance with the Council Procedure Rules set out in Part 5A.

4. Responsibility for Functions

4.1 The Council discharges other functions through committees and officers. [Part 7B](#), [Part 8](#) and [Part 10B](#) set out the committees and officers who discharge those functions. These parts set out all the functions of the Council that are not the responsibility of the Leader and Cabinet.

Part 5A: Council procedure rules

Contents

1. Annual general meeting of the Council
2. Ordinary meetings of the Council
3. Extraordinary meetings
4. Time, place and duration of meetings
5. Notice of and summons to meetings
6. Chair of meeting
7. Quorum
8. Petitions presented at Council
9. Questions by Members
10. Motions on notice
11. Motions without notice
12. Rules of debate
13. Previous decisions and motions
14. Voting
15. Minutes
16. Record of attendance
17. Exclusion of public
18. Members' conduct
19. Disturbance by public
20. Suspension and amendment of Council Procedure Rules
21. Interpretation of Rules of Procedures

1. Annual general meeting of the Council

Timing and business

1.1 In a year when there is an ordinary election of Councillors, the annual meeting will take place within 21 days of the retirement of the outgoing Councillors. In any other year, the annual meeting will take place in May.

1.2 The annual meeting will, in the following order:

At the Ceremonial Meeting (election of Chair):

- a) elect a person to preside if the outgoing Chair of Council is not present;
- b) elect a Chair of Council;
- c) approve the minutes of the last meeting;
- d) elect a vice Chair of Council; and
- e) receive vote of thanks to the outgoing Chair;

At the Business Meeting:

- f) receive any announcements from the Chair, Leader and Chief Executive Officer . A maximum of fifteen minutes will be allowed for this item;
- g) any items of business the Chair decides should be considered as a matter of urgency;
- h) receive any declarations of interest from Members;
- i) receive a report from the Returning Officer on the outcome of the County elections in an election year;
- j) upon the retirement of the previous Leader, which shall be at least once every four years, elect the Leader of the executive (the Cabinet);
- k) be notified of the Leader of the number of members to be appointed to the Cabinet, those Members' names and their intended portfolio of responsibilities;
- l) appoint a Scrutiny Committee, three Select Committees, an Audit and Governance Committee and such other committees as the Council considers appropriate to deal with matters which are neither reserved to the Council nor are executive functions and determine their size and membership and any changes to their terms of reference;

- m) appoint the Chairs and vice-Chairs of those Committees, currently Scrutiny Committee, the three Select Committees, Audit and Governance Committee, Employment Committee and Planning Regulatory Committee and the Chairs of Health and Wellbeing Board and the Pensions Committee;
- n) make appointments to outside bodies except to the extent that this is the responsibility of the Executive or has been delegated by the Council;
- o) deal with any business which is required by law to be done;
- p) consider any business specified in the summons to the meeting;
- q) consider motions under Rule 10 of these Rules; and
- r) answer questions on notice under Rule 9.3 of these Rules.

1.3 Business falling under Rule 1.2 a) to c) cannot be displaced, but subject to this, the order of business may be varied under the following circumstances:

- a) at the discretion of the Chair
- b) by resolution passed on a motion (which need not be in writing) duly moved and seconded, which will be moved and put without discussion.

2. Ordinary meetings of the Council

Timing and Business

- 2.1 There will be six ordinary meetings in a municipal year. Ordinary meetings of the Council will, in the following order:
- a) elect a person to preside if the Chair and Vice Chair are not present;
 - b) approve the minutes of the last meeting;
 - c) receive any announcements from the Chair, Leader and Chief Executive Officer . A maximum of 15 minutes will be allowed for this item;
 - d) receive any declarations of interest from Members;
 - e) receive petitions from the public and members in accordance with standing order eight.
 - f) consider petitions in accordance with the Council's petition scheme
 - g) deal with any business (if any) remaining from the last Council meeting;
 - h) deal with Member questions to the Leader of the Council (maximum of 15 minutes to be allowed for this item);
 - i) receive reports and recommendations of the Cabinet and other committees and deal with Member questions to Cabinet Members;
 - j) receive reports and recommendations from the Scrutiny Committee and from the Norfolk Health Overview and Scrutiny Committee. This should include any requests made to the Secretary of State on behalf of the Norfolk Health Overview and Scrutiny Committee to exercise the power of 'call-in' as set out in schedule 10A of the National Health Service Act 2006. ;
 - k) receive reports from the Select Committees
 - l) receive reports about the business of joint arrangements and external organisations;
 - m) consider any other business specified in the summons to the meeting;
 - n) consider motions under Rule 10 of these Rules; and
 - o) answer questions on notice under Rule 9.3 of these Rules.

2.2 Business falling under Rule 2.1 a) and b) cannot be displaced, but subject to this, the order of business may be varied under the following circumstances:

- a) by the Chair at their discretion
- b) by resolution passed on a motion (which need not be in writing) duly moved and seconded, which will be moved and put without discussion.

3. Extraordinary meetings

Calling extraordinary meetings

3.1 Those listed below may request the Chief Executive Officer to call additional Council meetings in addition to ordinary meetings:

- a) the Council by resolution;
- b) the Chair of the Council;
- c) the Monitoring Officer; and
- d) any five Members of the Council if they have signed a requisition presented to the Chair of the Council and they have refused to call a meeting or have failed to call a meeting within seven days of the presentation of the requisition.

Timing and Business

3.2 The date, time and place of any extraordinary meeting called will be determined by the Chair.

3.3 The business conducted at extraordinary meetings will be restricted to the business specified in the summons to the meeting.

4. Time and place and duration of meetings

4.1 Meetings of the Council will normally take place in the Council Chamber at County Hall in Norwich, commencing at 10.00 a.m. The Chief Executive Officer may vary the day, time and place of the meeting if they consider it necessary after consultation with the Leaders of the political groups and the Chair.

4.2 Once the proper officer has given notice and summons of a meeting the meeting may be postponed or cancelled in extenuating circumstances. Any meeting may be cancelled if there is insufficient business. Any postponement or cancellation must be with the agreement of the Chair and in consultation with Group Leaders. If the meeting was cancelled for reasons other than an absence of business a new date to hold the meeting will be arranged.

- 4.3 A meeting will be held in February each year to determine the Council's budget. The business to be considered at the budget meeting in February shall be limited to the budget, subject to the Chair having discretion to accept additional items other than those relating to the budget, but only in exceptional or urgent circumstances
- 4.4 Meetings of the Council will not extend beyond three hours unless this is extended in accordance with Rule 11.1(n).
- 4.5 Where three hours have elapsed (or at the end of the period for which the meeting is extended, if any) the Chair shall interrupt the meeting and call for the vote immediately on the item under discussion. Any member speaking must immediately cease doing so. The vote will be taken without further discussion.
- 4.6 If there are other motions or recommendations on the agenda that have not been dealt with during the meeting they are deemed formally moved and seconded (together with any amendments), unless the proposed mover informs the Chair that their preference is for the motion or recommendation to be withdrawn. No speeches will be allowed on these items and the vote will be taken in the usual way.

5. Notice and summons of meetings

- 5.1 The Director of Democratic and Regulatory Services will give notice to the public of the time and place of any meeting in accordance with the Access to Information Rules. At least five clear days before a meeting of the full Council, the Chief Executive Officer will send a summons signed by them to every Member of the Council. The summons will give the date, time and place of each meeting and specify the business to be transacted.

6. Chair of meeting

- 6.1 The person presiding at the meeting may exercise any power or duty of the Chair.
- 6.2 Any person presiding as Chair must stand down as Chair if they wish to participate in a debate as a local Member

7. Quorum

- 7.1 The quorum of a meeting of the Council will be twenty-one members. During any meeting if the Chair counts the number of members present and declares there is not a quorum present, then the meeting will adjourn immediately. Remaining business will be considered at a time and date fixed by the Chair. If the Chair does not fix a date, the remaining business will be considered at the next ordinary meeting.

8. Petitions presented at Council

- 8.1 Petitions may be presented to the Council and debated if they have more than 5000 valid signatures and a debate is requested. The person presenting the petition will be allowed to address the meeting for up to 5 minutes to outline the aims of the petition, which will then be discussed by Councillors for a maximum of 15 minutes. The Chair of the meeting will then decide how to respond to the petition at this meeting. A written confirmation of this response will then be sent to the petition organiser

9. Questions by Members

- 9.1 Questions without notice

A Member of the Council may at a full Council meeting ask the Leader or the Cabinet Member any question without notice concerning an item within the report of the Cabinet or committee, when that item is under consideration by the Council. A maximum overall period of 30 minutes shall be allowed for questions to Cabinet Members, with a maximum of five minutes for questions to an individual Cabinet Member, both periods to be extendable at the discretion of the Chair. Questions to Cabinet Members can relate to anything within the remit of the Cabinet Member's portfolio and are not limited to items in the Cabinet reports.

- 9.2 Questions to the Leader of the Council

At each Council meeting, there shall be a 15-minute Leader's Question Time session during which Members may ask questions that do not relate to items covered in the reports from Cabinet. Questions shall not require prior notice. The Leader may ask Cabinet Members to answer questions where appropriate.

9.3 Questions on notice

A Member of the Council may ask:

- a) the Chair;
- b) the Leader or relevant Cabinet Member;
- c) the Chair of any committee

a question on any matter in relation to which the Council has powers or duties or which affects Norfolk.

9.4 Notice of questions

A Member may only ask a question under Rule 9.3 if they have given at least four working days' notice (by 5pm) of the question in writing to the Director of Democratic and Regulatory Services. However, if a question relates to urgent matters and a Member has obtained the consent of the Chair of the Council, then the question may be asked provided that the content of the question is given to the Director of Democratic and Regulatory Services

9.5 Response

Where the reply cannot conveniently be given orally, a written answer will be sent to the questioner within seven days of the meeting and a copy appended to the minutes.

If the Member who has given written notice of the question is not present when the question is to be put, that question may, with the consent of the Chair, be asked by any other Member present.

10. Motions on notice

10.1 Except for motions which can be moved without notice under Rule 11, notice of every motion must be given in writing. This should be sent to the Democratic Services team at committees@norfolk.gov.uk to be received by 5pm not later than seven working days before the date of the meeting. Motions (except those that have been rejected in accordance with Part 5A Rule 10.5) will be shared with Group Leaders prior to publication and will be available online with the agenda for public inspection.

10.2 To fairly use the time available, the motions received will be listed on the agenda in the order of one per political group and non-aligned member (starting with the largest group). Groups should identify when submitting their motions the order in which they are to be taken.

Motion set out in agenda

- 10.3 Motions for which notice has been given will be listed on the agenda in the order set out in 10.2 above unless the Member giving notice states, in writing, that they propose to move it to a later meeting or withdraw it.
- 10.4 If a motion listed on the agenda is not moved either by the Member who gave notice or by another Member on their behalf, it will, unless postponed by the Council, be treated as withdrawn and should not be moved without fresh notice.

Scope

- 10.5 If the Monitoring Officer considers that a motion:
- a) Is not about a matter for which the authority has a responsibility or which affects the County
 - b) Is illegal, improper, defamatory, frivolous or offensive
 - c) Is substantially the same as a motion which has been put at a meeting of Council in the past six months, or
 - d) Requires the disclosure of confidential or exempt information;

They will inform the Chair who will decide whether or not to reject the motion.

- 10.6 If the subject matter of any Motion of which notice has been given comes within the remit of the Cabinet, or relevant Committee, it will be moved or seconded in formal terms only and therefore stand referred without discussion, unless following discussion with the Leader of the Council or the relevant Committee Chair, it is agreed by the Chair of the Council that the subject matter of the Motion may be discussed by Council to inform the decision maker's deliberations prior to referral.
- 10.7 Members are encouraged to consider whether there is an alternative to submitting a motion which will achieve the same outcomes prior to doing so which may include:
- a) Referring the matter to Scrutiny Committee or a Select Committee for preliminary consideration; or
 - b) Requesting the matter be brought to a Cabinet meeting, Committee meeting or informal briefing.
- 10.8 Members are requested to provide reasons why alternatives were felt to be inappropriate when submitting a draft motion.

11. Motions without notice

- 11.1 The following motions may be moved without notice:

- a) to appoint a Chair of the meeting at which the motion is moved if the Chair or Vice-Chair is not present;
- b) in relation to the accuracy of the minutes;
- c) to change the order of business in the agenda;
- d) to refer something to an appropriate body or individual;
- e) to appoint a committee or Member arising from an item on the summons for the meeting where such appointment is required;
- f) to receive and adopt reports and recommendations of committees or officers and any resolutions following from them;
- g) to withdraw a motion;
- h) to amend a motion;
- i) to proceed to the next business;
- j) that the question be now put;
- k) to extend the time limit for speeches;
- l) to adjourn a debate;
- m) to adjourn a meeting;
- n) that the meeting continues beyond three hours in duration;
- o) to suspend a particular council procedure rule;
- p) to exclude the public and press in accordance with the Access to Information Rules;
- q) to not hear further a Member named under Rule 18.3 or to exclude them from the meeting under Rule 18.4; and
- r) to give the consent of the Council where its consent is required by this Constitution.

11.2 A motion by the Chair under Part 5A Rule 11.1 p) will take precedence over any other motion and will without the need of a seconder be put forthwith without discussion or question. Provided that after the withdrawal of the public pursuant to any such motion a Member may notwithstanding any other

provision of these Rules, move that the public be re-admitted and upon that motion being seconded it may be discussed and voted upon.

12. Rules of debate

12.1 No debate or vote until motion seconded

No motion will be debated or voted upon after the mover has moved a proposal (other than a motion that the report of a committee or a recommendation within it be received and adopted) until the motion has been seconded.

12.2 Right to require motion in writing

Unless notice of the motion has already been given, the Chair will require it to be written down and handed to them. The motion will be shown on the large screen and/or read out to the Council before any vote upon it is taken.

12.3 Secunder's speech

When seconding a motion or amendment, a Member may reserve their speech until later in the debate.

12.4 Content and length of speeches

Speeches must be directed to the question under discussion or to a personal explanation or point of order. The mover of a motion may speak for five minutes, and other speakers shall not exceed three minutes (in both cases unless the Chair gives consent for a longer speech), except at the budget meeting in February when the Leader of the Council and the leaders of the opposition groups will be entitled to speak for an additional specified time, as agreed in advance by the Chair.

12.5 When a Member may speak again

A Member who has spoken on a motion may not speak again whilst it is the subject of debate, except;

- a) to speak once on an amendment moved by another Member;
- b) to move a further amendment if the motion has been amended since they last spoke;
- c) if their first speech was on an amendment moved by another Member, to speak on the main issue (whether or not the amendment on which they spoke was carried);
- d) in exercise of a right of reply;
 - (i) on a point of order;
 - (ii) by way of personal explanation;
- e) to demand a recorded vote;

- f) to move the suspension of these procedural rules.

12.6 Amendments to motions

- a) An amendment to a motion must be relevant to the motion and will either be:
 - (i) to leave out words;
 - (ii) to leave out words and insert or add others; or
 - (iii) to insert or add words;

As long as the effect of (i) to (iii) is not to negate the motion.

- b) Only one amendment may be moved and discussed at any one time. No further amendment may be moved until the amendment under discussion has been disposed of.
- c) If an amendment is moved, the Chair will ask the proposer of the original motion if they are willing to alter their motion in accordance with the amendment. If they accept, the amendment becomes the substantive motion and is debated. If the proposer of the original motion is unwilling to alter their motion, the Chair will ask if there is a seconder for the amendment. If there is a seconder, the amendment will then be debated and voted upon.
- d) If an amendment is not carried, other amendments to the original motion may be moved.
- e) If an amendment is carried, the motion as amended takes the place of the original motion. This becomes the substantive motion to which any further amendments are moved.
- f) Amendments to motions do not need to be submitted in advance of the meeting however when meetings are held in the Council Chamber they will also be displayed on the screens for those present to see. Only those amendments received by 9.30am on the morning of the meeting will be displayed in this manner
- g) All members are encouraged to submit their amendments at least 24 hours before the Council meeting, and to discuss their proposed amendment with the mover and seconder of the motion to determine if any agreement can be reached.

12.7 Alteration of motion

- a) A Member may alter a motion of which they have given notice with the consent of the meeting. The meeting's consent will be sought and signified without discussion.

- b) A Member may alter a motion which they have moved without notice with the consent of both the meeting and the seconder. The meeting's consent will be sought and signified without discussion.
- c) Only alterations which could be made as an amendment may be made.

12.8 Withdrawal of motion

A Member may withdraw a motion which they have moved with the consent of the seconder. No Member may speak on the motion after the mover has asked permission to withdraw it unless that permission is refused.

12.9 Right of reply

- a) The mover of a motion has a right to reply at the end of the debate on the motion, immediately before it is put to the vote.
- b) If an amendment is moved, the mover of the original motion has the right of reply at the close of the debate on the amendment but may not otherwise speak on it.
- c) The mover of the amendment has no right of reply to the debate on their amendment.

12.10 Motions which may be moved during debate

- a) When a motion is under debate, no other motion may be moved except the following procedural motions:
 - (i) to withdraw a motion;
 - (ii) to amend a motion;
 - (iii) to postpone consideration of the motion;
 - (iv) to proceed to the next business;
 - (v) that the question be now put;
 - (vi) to adjourn a debate;
 - (vii) to adjourn a meeting;
 - (viii) that the meeting continues beyond three hours in duration;
 - (ix) to exclude the public and press in accordance with the Access to Information Rules; and
 - (x) to not hear further a Member named under Rule 18.3 or to exclude them from the meeting under Rule 18.4;
 - (xi) that the procedural rules be suspended.

12.11 Closure motions

- a) A Member may move, without comment, the following motions at the end of a speech of another Member:
 - (i) that consideration of the motion be postponed;
 - (ii) to proceed to the next business;
 - (iii) that the question be now put;

- (iv) to adjourn a debate; or
 - (v) to adjourn a meeting.
- b) If a motion to proceed to next business is seconded and the Chair thinks the item has been sufficiently discussed, they will give the mover of the original motion a right of reply and then put the procedural motion to the vote.
 - c) If a motion that the question be now put is seconded and the Chair thinks the item has been sufficiently discussed, they will put the procedural motion to the vote. If it is passed, they will give the mover of the original motion a right of reply before putting their motion to the vote.
 - d) If a motion to adjourn the debate or to adjourn the meeting or to postpone consideration of the motion is seconded and the Chair thinks the item has not been sufficiently discussed and cannot reasonably be so discussed on that occasion, they will put the procedural motion to the vote without giving the mover of the original motion the right of reply.
 - e) Provided that a second motion to the same effect under this section will not be moved in reference to the same motion or amendment within a period of 20 minutes unless it is moved by the Chair.

12.12 Point of order

A Member may raise a point of order at any time. The Chair will hear them immediately. A point of order may only relate to an alleged breach of these Council Rules of Procedure or the law. The Member must indicate the rule or law and the way in which they consider it has been broken. The ruling of the Chair on the matter will be final.

12.13 Personal explanation

A Member may make a personal explanation at any time. A personal explanation may only relate to some material part of an earlier speech by the Member which may appear to have been misunderstood in the present debate. The ruling of the Chair on the admissibility of a personal explanation will be final.

13 Previous decisions and motions

13.1 Motion to rescind a previous decision

A motion or amendment to rescind a decision made at a meeting of Council within the past six months cannot be moved unless the notice of motion is signed by at least 21 Members.

13.2 Motion similar to one previously rejected

A motion or amendment in similar terms to one that has been rejected at a meeting of Council in the past six months cannot be moved unless the notice of motion or amendment is signed by at least 21 Members. Once the motion or amendment is dealt with, no one can propose a similar motion or amendment for six months.

14. Voting

14.1 Majority

Unless this Constitution provides otherwise, any matter will be decided by a simple majority of those Members voting and present in the Council Chamber at the time the vote is taken. Voting may either be by the electronic voting system or a show of hands.

14.2 Chair's casting vote

If there are equal numbers of votes for and against, the Chair will have a second or casting vote. There will be no restriction on how the Chair chooses to exercise a casting vote.

14.3 Form of voting

- a) Voting will be by show of hands, or the electronic voting system where available. If, in the opinion of the Chair, the result is uncertain they will call upon the Council to determine the question by recorded vote, in which case the names for and against the motion or amendment will be taken down in writing and entered in the minutes. Any Member may demand a recorded vote and if one quarter of those Members present signify their support by rising in their places or raising their hands, such a vote will be taken.
- b) Where the electronic voting is available the Chair may decide at any time during the meeting to discontinue the use of the system if satisfied that it is not working correctly. If the Chair considers that there has been a malfunction of the equipment or any incorrect use of it, the Chair may require or allow the vote to be retaken, either electronically or by a show of hands.
- c) At the Budget meeting in February each year, all motions and amendments relating to budget decisions will be conducted by recorded vote and the minutes of the proceedings of the meeting will record the names of the persons who cast a vote for the decision or against the decision or who abstained from voting.

14.4 Right to require individual vote to be recorded

Where any Member requests it immediately after a vote is taken, their vote will be so recorded in the minutes to show whether they voted for or against the motion or abstained from voting.

14.5 Voting on appointments

- a) If there is only one nomination for a single position to be filled, the person nominated will fill the position only if a greater number of Members vote for the nominee than against. The Chair may at their discretion call for a vote:
 - by each Member when called upon announcing whether they are for or against the appointment of the nominee;
- b) If there are two or more people nominated for a single position to be filled, the person having the greatest number of votes will fill the position. The Chair may at their discretion call for a vote:
 - by each Member when called upon announcing the name of the person for whom they vote; or
- c) Where more than one position or vacancy is involved, voting papers will be distributed and a vote will be taken:
 - by each voter writing on their voting paper the names of no greater number of the persons nominated than would be required to fill the positions or vacancies under consideration;
 - the names of such persons having the greatest number of votes in descending order as are required to fill the positions or vacancies under consideration will thereupon be declared by the Chair to be the names of the persons appointed to fill the said positions or vacancies.

provided that in the event of there being an equality of votes for the only position or vacancy or the last position or vacancy the vote will be taken again between such persons having equal votes. Where the number of persons nominated does not exceed the number of positions or vacancies by more than one, the appointment may be determined on a motion.

N.B. Generally, appointments made by the Council will be on the basis of Group nominations.

- d) Appointment of the Chairs and Vice-Chairs of Committees may be made through the approval of a slate of nominations.

15. Minutes

15.1 Signing the minutes

The Chair will sign the minutes of the proceedings at the next suitable meeting. The only part of the minutes that can be discussed is their accuracy and any question as to their accuracy must be raised by motion.

15.2 No requirement to sign the minutes of previous meeting at extraordinary meeting

Where in relation to any meeting, the next meeting for the purpose of signing the minutes is a meeting called under paragraph 3 of schedule 12 to the Local Government Act 1972 (an Extraordinary Meeting), then the next following meeting (being a meeting called otherwise than under the paragraph) will be treated as a suitable meeting for the purposes of paragraph 41(1) and (2) of schedule 12 relating to signing of minutes.

16. Record of attendance

16.1 Every Member attending a meeting of the Council will, with a view to securing the recording of their attendance at a meeting of the Council, place their card in the microphone/ voting system at the opening of the proceedings, or otherwise indicate their presence as required by the Chair. Apologies received will be read out and recorded.

16.2 If any Member intends to leave a meeting and not to return, they shall inform the Chair accordingly and it will be recorded in the minutes. They should ensure they remove their card from the microphone/voting system.

17. Exclusion of the public

17.1 Members of the public and press may be excluded either in accordance with the Access to Information Rules at Part [11A](#) or Rule 19 of these Procedure Rules.

18. Members' conduct

18.1 Speaking

When a Member speaks at full Council, they must address the meeting through the Chair and should remain seated to allow the camera to focus on them.

18.2 Chair speaking

When the Chair speaks during a debate, any Member speaking at the time must stop. The meeting must be silent.

18.3 Member not to be heard further

If a Member persistently disregards the ruling of the Chair by behaving improperly or offensively or deliberately obstructs business, the Chair may move that the Member be not heard further. If seconded, the motion will be voted on without discussion.

18.4 Member to leave the meeting

If the Member continues to behave improperly after such a motion is carried, the Chair may adjourn the meeting for a specified period or move that the Member leaves the meeting. If seconded, the motion will be voted on without discussion. If the Member continues to behave improperly, the Chair may give such direction as they consider appropriate for the removal of the Member and the restoration of order.

18.5 General disturbance

If there is a general disturbance making orderly business impossible, the Chair may adjourn the meeting for as long as they think is necessary.

19. Disturbance by the public

19.1 Removal of member of the public

If a Member of the public interrupts proceedings, the Chair will warn the person concerned. If they continue to interrupt, the Chair will order their removal from the meeting room.

19.2 Clearance of part of the meeting room

If there is a general disturbance in any part of the meeting room open to the public, the Chair may call for that part to be cleared.

20. Suspension and amendment of Council procedure rules

20.1 Suspension: All of these Rules, except Rules 14.4 and 15.2, may be suspended by motion on notice or without notice if at least one half of the whole number of Members of the Council are present. Suspension can only be for the duration of the meeting. A motion to suspend the Rules must specify the

Rule to be suspended and must be moved in terms limited to an explanation of the reasons for the suspension. It will be seconded in formal terms only and will be put to the Council without debate.

- 20.2 Any motion to add to, vary or revoke these Rules will, when proposed and seconded, stand adjourned without discussion to the next ordinary meeting of the Council, except where it is moved as part of the report of the Cabinet.

21. Interpretation of rules of procedure

The ruling of the Chair as to the construction or application of these Rules or as to any proceedings of the Council, will be final for the purposes of the meeting at which it is given.

Part 6 – The Executive (Cabinet)

1. Summary of Executive Arrangements

The Council's Executive arrangements comprise these parts of this Constitution:

- Decision Making ([Part 4](#))
- The Executive (Cabinet), Cabinet Procedure Rules and delegations to members of the Executive ([Part 6A](#))
- Overview and Scrutiny Arrangements ([Part 7](#))
- Joint Arrangements ([Part 9](#))
- Access to Information ([Part 11A](#))
- Scheme of Delegated powers to Officers ([Part 10C](#))

This Part of the Constitution records the arrangements made by the Leader for the allocation of responsibilities and the discharge of executive functions by them, Cabinet Members and officers. Wherever arrangements are not specifically made for the discharge of executive functions by Cabinet Members or officers, those functions remain with the Leader. The Leader may make new arrangements for the discharge of executive functions by Cabinet Members or officers at any time on either a temporary or permanent basis

2. Role

The Executive will carry out all the Council's functions which are not the responsibility of any other part of the Council, whether by law or under this Constitution.

3. Form and Composition

The Executive will consist of the Leader together with at least two, but not more than nine, Councillors appointed to the Executive by the Leader.

4. Leader

- 4.1 The Leader will be a Councillor elected to the position of Leader by the Council. The Leader holds office for a period of four years until the Council

appoints a Leader at its next Annual General Meeting following the election of all Members of the Council unless they:-

- a) resign from the office; or
- b) are no longer a Councillor; or
- c) are removed from office by resolution of the Council following a recommendation to that effect by the Standards Committee or following a change in political control of the Council; or
- d) are removed from office by resolution of the Council following their removal from the position of Leader of their Group.

4.2 If the Leader is no longer a councillor following County elections, then for the period from the fourth day after the ordinary day of election of county councillors until the date when a new Leader is elected, the following provisions will apply. If the Leader ceases to be Leader at any time other than immediately following elections, the provisions will apply from the date of their ceasing to be Leader.

4.3 In these circumstances, decisions which are the responsibility of the Leader and Cabinet or individual Members of the Cabinet will be taken by the Chief Executive Officer in consultation with:-

- a) the Leader of the Group with an overall majority of seats; or
- b) in the event of there being no Group with an overall majority of seats, with all Group Leaders.

5. Deputy Leader

5.1 The Leader will appoint one of the Members of the Cabinet as their Deputy. The Deputy Leader may take day to day decisions on behalf of the Leader during their absence as notified to the Director of Democratic and Regulatory Services (or if the absence is unforeseen, as confirmed by the Chief Executive Officer). The Deputy Leader may not vary the arrangements made by the Leader under this Part 6 Points 5.1–9.1 inclusive, or alter any arrangements made by the Leader under this Constitution for the exercise of executive functions, except for: -

- a) changes consequent upon the dismissal of a Leader during the period until a new Leader is elected; or
- b) where, in the opinion of the Chief Executive Officer , the Leader is incapacitated for such a period of time that the efficient operation of the Council would be significantly impaired.

6. Other Executive Members

- 6.1 Other executive Members must be elected Members of the Council appointed to the Cabinet by the Leader. They hold office for a period determined by the Leader, which must terminate no later than the next election of all Members of the Council, unless:
- a) they resign from office; or
 - b) they are no longer Councillors; or
 - c) they are removed from office by the Leader who must give written notice of any removal to the Member concerned and the Chief Executive Officer. The removal will take effect upon receipt of the notice by the Chief Executive Officer; or
 - d) the Council removes them from office by resolution following a recommendation to that effect by the Standards Committee.

7. Proceedings of the Cabinet

- 7.1 Proceedings of the Cabinet will take place in accordance with the Cabinet Procedure Rules set out in [Part 6B](#).

8. Responsibility for Functions

- 8.1 The exercise of functions which are the responsibility of the Executive will be determined by the Leader. In this respect, the Leader may arrange for functions to be exercised by individual Members of the executive (including the Leader) and officers, another local authority or joint committees.
- 8.2 The Leader will maintain documents as set out in [Part 6A](#), [Part 10B](#) and [Part 9](#) setting out which individual Members of the executive, officers or joint arrangements are responsible for the exercise of particular executive functions.
- 8.3 The Leader will also designate the general areas of responsibility of the individual Members of the Cabinet and list these responsibilities in Part 6A.

9. Deputy Cabinet Member

- 9.1 The Leader may appoint non-executive Members as Deputy Cabinet Members to advise and assist Cabinet Members and who may deputise for the relevant Cabinet Member in their absence in accordance with the Cabinet Procedure Rules as set out in Part 6B. Such Members may not discharge any function given to the Cabinet Member and are not members of the Executive.

10. Terms of Reference of the Cabinet

10.1 The Leader has arranged for the Cabinet to exercise the following functions which are the responsibility of the Executive:

- a) to exercise all the executive functions of the Council except to the extent that they are reserved to the full Council, exercisable by other Committees or exercisable by individual members of the Executive or Chief or other officers under delegated powers.
- b) to prepare, for adoption by the Council, the budget and the plans which fall within the policy framework.
- c) to make recommendations to the Council on matters reserved to the Council.
- d) to exercise the following "local choice" function:
- e) placing staff at the disposal of other authorities where the placement is in connection with functions exercised by the Executive
- f) to establish appropriate arrangements for the delivery of cross-cutting/cross-departmental functions.
- g) to receive reports and recommendations from the Scrutiny Committee and Select Committees.

10.2 The Leader will not arrange for the powers set out in paragraph 6.13 above to be exercised otherwise than by the Cabinet without first consulting the Cabinet, except:

- a) in the case of urgency; or
- b) in the case of the initial delegations set out in Parts 6A, Part 10B and Part 9 (first approved by the County Council at its meeting on 7 May 2019).

10.3 In the case of urgency, the Leader may exercise the powers set out in paragraph 10.1 above subject to compliance with the Call-In Procedure, the Budget and Policy Framework Procedure Rules and the Access to Information Procedure Rules.

10.4 In the case of urgency, the Chief Executive Officer may, in the absence of the Leader and Deputy Leader, exercise the powers set out in paragraph 10.1 above, subject to:

- a) having first consulted the relevant Cabinet Member or, in their absence, the relevant Deputy Cabinet Member, and
- b) compliance with the Call-in Procedures, the Budget and Policy Framework Procedure Rules and the Access to Information Procedure Rules.

11. Details of Cabinet Members

11.1 Councillor Kay Mason Billig kay.masonbillig.Cllr@norfolk.gov.uk

Council Leader

Portfolio: Strategy and Governance

- Overall vision and strategic direction
- Business Continuity
- Communications
- Corporate Health and Safety and employee wellbeing
- Governance – Democratic Services and nplaw
- HR and Organisational Development
- Information Governance
- Intelligence and Analytics
- MP, District and Borough partnerships
- National, Regional and Strategic Partnerships

11.2 Councillor Andrew Jamieson Andrew.Jamieson.Cllr@norfolk.gov.uk

Deputy Leader

Portfolio: Finance

- Budget Planning
- Finance Monitoring
- Internal control/audit
- Medium term Financial Strategy
- Procurement and Contract Management

11.3 Councillor Bill Borrett Bill.Borrett.Cllr@norfolk.gov.uk

Portfolio: Public Health and Wellbeing

- Health and Wellbeing Board
- Integrated Care Partnership for Norfolk and Waveney
- Public Health
- Road Safety
- Health and Social Care Integration

11.4 Councillor Alison Thomas Alison.Thomas.Cllr@norfolk.gov.uk

Portfolio: Adult Social Care

- Adult Social Care
- Commissioning Residential Care

- Mental Health
- Safeguarding for vulnerable and elderly adults
- Learning Disabilities
- Support for Carers

11.5 Councillor Graham Plant Graham.Plant.Cllr@norfolk.gov.uk

Portfolio: Highways, Infrastructure and Transport

- Development Strategy and Management.
- Highways and operational delivery including procurement
- Highways and transport infrastructure delivery
- Highways maintenance and improvements – including potholes
- Highways Network, including roads, street lights, bridges etc.
- Parking
- Passenger Transport
- Transport Strategy
- Winter maintenance (gritting)

11.6 Councillor Penny Carpenter Penny.Carpenter.Cllr@norfolk.gov.uk

Portfolio: Children's Services

- Capital Programme Delivery
- Children with Disabilities
- Looked After Children and Young People
- 'Prevent' agenda
- Special Educational Needs and/or Disabilities (SEND) including Transport
- School Improvement
- School Admissions
- Youth Offending

11.7 Councillor Jane James Jane.James.Cllr@norfolk.gov.uk

Portfolio: Corporate Services and Innovation

- Capital Development Programme (excluding Highways and Schools)
- County Farms Estate
- Community Resilience
- Gypsy and Roma Travellers Service – site management
- Hethel Innovation Limited
- NORSE
- Property and Asset Management
- Repton Limited – the Council's Development Company
- Scottow Enterprise Park

- Better Broadband for Norfolk
- Customer Systems and Experience
- Digital, Business and Insights Programme
- Digital experience (website)
- Digital Norfolk 5G Rollout
- Innovation
- Performance reporting

11.8 Councillor Margaret Dewsbury Margaret.Dewsbury.Cllr@norfolk.gov.uk

Portfolio: Communities and Partnerships

- Active Norfolk
- Adult Learning
- Armed Forces Covenant
- Arts and Culture
- Community Equality, Diversity and Inclusion (EDI)
- Community Safety
- Customer Services
- Library and Information Service
- Norfolk Fire and Rescue Service
- Norfolk Museums Service
- Trading Standards
- Towns and Parishes
- Voluntary and Community sector

11.9 Councillor James Bensley James.Bensley.Cllr@norfolk.gov.uk

Portfolio: Environment and Waste

- Archaeology, Heritage and Landscape
- Coast and Countryside Access
- Environmental Policy
- Climate change mitigation and adaptation
- Ecology and Arboriculture
- Flood and Water Management
- Minerals and Waste Planning
- Net Zero
- Waste Management and Recycling including Recycling Centres

11.10 Councillor Fabian Eagle Fabian.Eagle.cllr@norfolk.gov.uk

Portfolio: Economic Growth

- Business relationships (e.g. LEP)

- International Projects
- Inward Investment
- Oversight of Norfolk Infrastructure and Norfolk Development Company
- Promoting economic growth and enterprise
- Promoting the rural economy
- Removing barriers to growth
- Skills and apprenticeships
- Strategic Growth
- Tourism support
- Unemployment issues

Part 6A: Delegations to Members of the Executive

This sets out the general areas of responsibility of each member of the Cabinet and those functions of the Executive which are carried by a Committee or individual member of the Executive.

1. Individual areas of responsibility

The Leader has allocated a “portfolio” to each Cabinet Member and delegated to each “Portfolio Holder” responsibility for the discharge of functions set out below:

- Leader, Strategy and Governance
- Deputy Leader and Finance
- Cabinet Member for Adult Social Care,
- Cabinet member for Public Health and Wellbeing
- Cabinet Member for Children’s Services
- Cabinet Member for Communities and Partnerships
- Cabinet Member for Corporate Services and Innovation
- Cabinet Member for Environment and Waste
- Cabinet Member for Highways, Infrastructure & Transport
- Cabinet Member for Economic Growth

All Cabinet Members have the following delegations in relation to their portfolios and the service areas for which they are responsible:

- 1.1 To exercise the Executive powers and duties of the Council for strategic development, policy direction, partnership working, key decisions, programme and performance management, in accordance with the Council’s procedure rules, for their portfolio areas.
- 1.2 To be responsible for ensuring successful delivery of business transformation in relation to their portfolio areas
- 1.3 To request the relevant Select Committee to review changes to policy within these service areas
- 1.4 To make decisions on actions relating to contracts including:
 - a) Awarding, assigning and terminating contracts over £1.25m
 - b) Waiving or granting exemptions to Contract regulations where contracts are over £1.25m

2. Delegations to Committees and Individual Members of the Executive

2.1 Pursuant to the power contained in Part 6, 8 the Leader has determined that the following functions of the Executive be exercised in the following ways:

- a) by a Committee (the Planning and Highways Delegations Committee) comprising of the Deputy Leader and the Cabinet Members for Highways, Transport & Infrastructure, and for Environment and Waste. This Committee will exercise the following powers:
 - (i) as County planning authority, or as Minerals and Waste planning authority, in responding to consultations (including whether to mount a legal challenge to a decision) by District Councils on major planning applications or to equivalent proposals, including nationally significant infrastructure projects & offshore proposals by other organisations;
 - (ii) as highway authority, where the local Member disagrees with the proposal from the Director of Highways, Transport and Waste (Lead Director for Infrastructure) to issue a recommendation of refusal on highway grounds;
 - (iii) as County planning authority, or as minerals and waste planning authority, in responding to District Councils on local plans at the various stages of consultation;
 - (iv) to comment on the planning policy documents of other bodies including the Marine Management Organisation;

In the case of urgency, the County Council's response will be determined by the relevant Cabinet Member.

Except in the case of urgency, these powers will be exercised in consultation with a non-voting panel of representatives of the Planning Regulatory Committee, comprising the Chair and Vice-Chair of the Committee and the other group spokespersons.

In the event that the Cabinet Members cannot agree a resolution, the County Council's response will be determined by the Leader.

- b) by the Leader
 - (i) making and revoking appointments to any office or outside body where the appointments are in connection with functions exercised by the Executive
 - (ii) giving consent to appointments to Joint Committees which are made by the full Council

In any case where the appointment will include Members from the Opposition Groups, the Leader will first consult with the Leaders of those groups before making the appointments.

- c) by the relevant Cabinet Member(s) responsible for Highways, Transport and Infrastructure

To consider objections to the following Orders and proposals where either the local Member does not agree, or the Director of Highways, Transport and Waste (Lead Director for Infrastructure) considers the scheme is contentious:

- (i) Traffic Regulation Orders, including experimental orders
- (ii) Traffic calming measures
- (iii) Footway conversion schemes
- (iv) Speed limits.

In respect of the route hierarchy and in conjunction with the Director of Highways, Transport and Waste (Lead Director for Infrastructure) to exercise discretion in local signing at those sites where concern has been expressed.

- d) by the relevant Cabinet Member(s) responsible for Corporate Services and Innovation

- (i) To agree property transactions involving individual acquisitions and disposals of land, buildings or other property interests where the consideration is between over £250,000 and up to and including £1.25M.
- (ii) To authorise the making of compulsory purchase orders in consultation with the relevant Cabinet Member.

Part 6B: Cabinet Procedure Rules

1. Meetings of the Cabinet

- 1.1 Meetings of the Cabinet will be held on such dates and at such times and venues as the Leader will decide.
- 1.2 The Chief Executive Officer will summon all Members of the Cabinet to meetings by sending an agenda and accompanying papers to all Members of the Cabinet. The agenda and papers will normally be sent out at least five clear working days before the meeting. The agenda and papers will be sent at the same time to all other Members of the Council.
- 1.3 Executive decisions will be taken at a meeting convened in line with the Access to Information Rules at [Part 11A](#). This meeting will be held in public except when the Leader of Cabinet has agreed to:
 - a) Exclude the press and public from all or part of a meeting in accordance with the Access to Information Rules, or
 - b) Exclude a Member or members of the public in order to maintain orderly conduct or prevent misbehaviour at the meeting in accordance with the Council's standing orders
- 1.4 If the Cabinet needs to meet in private to take a decision that involves exempt or confidential information, the meeting can only take place if:
 - a) Notice has been published giving the reasons why the meeting is to be held in private at least 28 clear days before the meeting. This notice will be included in the forward plan.
 - b) A further notice is published at least five clear days before the meeting giving the reasons for holding the meeting in private and any representations received. This will form part of the Cabinet agenda.
- 1.5 If it is not possible to comply with the terms outlined above because a decision is considered to be urgent, the following people can authorise the meeting to take place and the decision to be taken:
 - a) The Chair of Scrutiny Committee
 - b) The Chair of Council (if the Chair of Scrutiny is unable to act)
 - c) The Vice Chair of Council (in the absence of the Chair)
- 1.6 A notice setting out the reasons why a private meeting is urgent and cannot reasonably be deferred will be published as soon as reasonably practical after agreement has been obtained.

2. Agendas

2.1 The agenda for each meeting of the Cabinet will comprise:

- a) apologies for absence
- b) the minutes of the previous meeting for approval and signing
- c) declarations of interest
- d) matters referred to Cabinet by the Scrutiny Committee, Select Committees or by full Council
- e) public question time
- f) any local Member issues/questions raised by Members
- g) any non-local Member issues/questions raised by Members (to be taken at the Leaders discretion)
- h) issues and reports brought forward by the relevant Cabinet Member or Chief Officer
- i) any report by the Chief Executive Officer, Director of Strategic Finance or Monitoring Officer.
- j) such other items as the Leader decides

2.2 The Leader may decide that there are special circumstances that justify an item of business, not included on the agenda, being considered as a matter of urgency. They must state these reasons at the meeting and they must be recorded in the minutes.

3. Procedure before taking key decisions

3.1 Subject to the paragraphs on urgency and special urgency below, a key decision cannot be taken unless:

- a) The forward plan of executive decisions including the item has been published for at least 28 clear days
- b) At least five clear working days have elapsed since the publication of a report, and
- c) Where the decision is to be taken at the meeting of the Cabinet or its committees notice of the meeting has been given in accordance with the Access to Information Rules

4. The Forward Plan of executive decisions

4.1 The Forward Plan of Executive decisions contains all matters subject to an executive decision to be taken by:

- a) Cabinet

- b) Committees of Cabinet
- c) Cabinet members
- d) Officer key decisions
- e) Under joint arrangements

4.2 It will describe the following as far as the information can reasonably be obtained:

- a) That a key decision is being made on behalf of the local authority
- b) The subject matter
- c) The name and position of the decision maker or the name of the body taking the decision
- d) The date on which, or the period within which, the decision will be taken
- e) The principal groups the decision maker intends to consult before taking the decision
- f) Options available to any person to make representations to the Cabinet or the decision maker and the date by which this should be carried out
- g) A list of documents submitted to the decision maker for consideration
- h) The address where supporting documents can be seen (subject to any restrictions) – this will normally be a link to a webpage
- i) That other relevant documents can be submitted to the decision maker and the procedure for requesting copies.

5. General exception – urgency

5.1 If a matter which is likely to be a key decision is not included in the Forward Plan, then subject to special urgency, the decision can still be taken if:

- a) It is impractical to defer the decision until it has been included in the next Forward Plan because the decision must be taken sooner
- b) The Director of Democratic and Regulatory Services or their nominated representative has informed the Chair of Scrutiny, or in the absence of the Chair each Member of that Committee in writing
- c) The Director of Democratic and Regulatory Services has made copies of that notice available to the public at the Council's offices and on the Council's website
- d) At least five clear working days have elapsed since the Director of Democratic and Regulatory Services complied with (b) and (c) above.

6. Special urgency

6.1 Should a decision need to be taken urgently and the provisions in para 5 above cannot be followed, the decision taker (an individual or the Chair of the

decision-making body, or the Director of Democratic and Regulatory Services must obtain the agreement of the Chair of Scrutiny Committee before the decision can be taken. If there is no Chair of Scrutiny Committee or the Chair is unable to act, then the agreement of the Chair of Council or in their absence the Vice Chair will suffice.

- 6.2 Executive decisions taken under special urgency provisions will be reported to Council by the Leader. The report will include the number of decisions taken and a summary of each decision within the preceding three months.

7. Quorum

- 7.1 The quorum for a meeting of the Cabinet is the Leader (or the Deputy Leader in their absence) and five other Members.

8. Record of Attendance

- 8.1 Each Cabinet Member attending a Cabinet meeting must, with a view to securing the recording of their attendance ensure that the Director of Democratic and Regulatory Services or their representative at the meeting, is aware of the Cabinet Member's presence.

9. Chairing

- 9.1 The Leader (or the Deputy Leader in their absence) will be the Chair of meetings of the Cabinet.

10. Attendance Rights of Members

- 10.1 If a Cabinet Member is unable to attend a meeting of the Cabinet, they may nominate a Deputy Cabinet Member to attend in their place. These Members may attend and speak at meetings of the Cabinet but may not vote and are not Members of the Executive.
- 10.2 Subject to paragraph **10** and the Access to Information Procedure Rules set out in Part [11A](#), any Member of the Council may attend any meeting of the Cabinet, excluding those parts of the meeting when the public are excluded.

11. Member Questions

- 11.1 If a Member of the Council wishes to ask a question under para 2.1(f) or (g) above, they must give three working days' notice of the question to the Director

of Democratic and Regulatory Services, e.g. by 5.00 p.m. on the Tuesday preceding a Cabinet meeting on Monday. The number of questions which can be asked at a meeting will be limited to two per Member (or one question plus a supplementary). Responses to the substantive questions will be given to the questioner in writing before the start of the meeting and copies of the question and response will be available to all in attendance and on the County Council's website. The responses to substantive questions will not be read out at the meeting. A questioner who asks only one substantive question will be entitled to ask a supplementary question and if they do so, a response to it will be given orally by the Chair, or such other Member or officer as is determined by the Chair. Supplementary questions are subject to a limit of 75 words. If a response to a supplementary question cannot conveniently be given orally, a written answer will be sent to the questioner within seven working days of the meeting.

- 11.2 The total time for Member questions will be limited to 15 minutes. Member questions are subject to a maximum word limit of 110 words. Member questions that are in excess of 110 words will be disqualified. If the questioner is not present at the meeting or if any questions remain unanswered within that timescale, written responses will be sent to the questioners within seven working days of the meeting.

12. Public Questions

- 12.1 A person resident in Norfolk, or who is a non-domestic ratepayer in Norfolk, or who pays Council Tax in Norfolk, may attend meetings of the Cabinet and, by giving three working days' notice, e.g. by 5.00 p.m. on the Tuesday preceding a Cabinet meeting on Monday, may ask any question on any matter in respect of Cabinet's delegated powers. Eligibility to ask questions at Cabinet does not extend to County Council employees asking questions relating to their employment.

- 12.2 The number of questions which may be asked at a meeting will be limited to one per person (or one plus a supplementary) in any six-month period. Substantive questions are subject to a maximum word limit of 110 words. Substantive questions that are in excess of 110 words will be disqualified. Responses to the substantive questions will be given to the questioners in writing before the start of the meeting and copies of the questions and responses will be available to all in attendance and on the County Council's website. The responses to substantive questions will not be read out at the meeting. A questioner who asks only one substantive question will be entitled to ask a supplementary question and, if they do so, a response to it will be given orally by the Chair. Supplementary questions are subject to a limit of 75 words. If a response to a supplementary question cannot conveniently be given

orally, a written answer will be sent to the questioner within seven working days of the meeting.

12.3 Public Question Time will be limited to 15 minutes in total. If the questioner is not present at the meeting or if any questions remain unanswered within that timescale, a written response will be sent to the questioner within 7 working days of the meeting.

13. Conduct of meetings

13.1 The Chair will conduct the business of the meeting so as to encourage decision by consensus.

13.2 Subject to the rules regarding the declaration of interests, every Member is entitled to express a view on each item of business.

13.3 Following debate, the Chair will summarise the discussion and formulate a proposition which they will put to the Cabinet for agreement. A vote will not be taken unless the Chair so decides but any Member who dissents from a decision of the Cabinet is entitled to have that dissent recorded in the minutes, provided this request is made immediately upon the decision having been taken.

13.4 If necessary to maintain an orderly discussion, the Chair may:

- a) require a vote to be taken by a show of hands
- b) restrict the number of times any Member may speak
- c) restrict the length of speeches
- d) adjourn the discussion to a later meeting

13.5 In the event of a vote being taken and the votes for and against being equal, the Chair has a second or casting vote.

13.6 If necessary to maintain order, the Chair may:

- a) with the consent of the Cabinet, require a Member of the Cabinet, Council or the public to leave the room
- b) may direct a Member to be silent
- c) may adjourn or terminate the meeting.

14. Public Misconduct

14.1 If a member of the public interrupts a meeting or otherwise behaves irregularly, improperly or offensively, the Chair may request that they leave the room or

order that they are removed. In the event of a general disturbance, the Chair may suspend the meeting or direct that the public be excluded from it. No one so removed or excluded will be permitted to return to the meeting.

15. Discussion of Employees

15.1 No discussion will take place concerning an individual employee unless the Chair has decided whether to discuss the matter in public or private session.

16. Provisions on conflicts of interest

16.1 Where the relevant Member has a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is on the Register of Interests, they must not speak or vote on the matter. If they have a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is not on their Register of Interests they must declare that interest at the meeting and not speak or vote on the matter. In either case they may remain in the room where the meeting is taking place. If they consider that it would be inappropriate in the circumstances to remain in the room, they may leave the room while the matter is dealt with.

16.2 Where a matter arises at a meeting which relates to or affects an 'Other Interests' the relevant Member must declare the existence and nature of the interest unless it has been entered in the County Council's register of interests.

16.3 An 'Other' interest is one which affects, to a greater extent than others in their division the relevant Member's:

- a) own wellbeing or financial position or
- b) that of family or close friends
- c) any body –

(i) exercising functions of a public nature

(ii) directed to charitable purposes; or

(iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

of which the Member is in a position of general control or management.

16.4 Where an 'other interest' arises, the relevant Member will declare an interest (an "Other Interest") but may speak and vote on the matter.

17. Interpretation of Rules of Procedure

17.1 The ruling of the Chair as to the construction or application of the Rules or as to any proceedings of the Cabinet will be final for the purposes of the meeting at which it is given.

18. Record of decisions

18.1 Following a meeting of Cabinet or its committees the Director of Democratic and Regulatory Services will produce a record of every decision taken at that meeting as soon as is practicable (and usually within two working days) and in accordance with the timetable for call-in arrangements. The record will include the reasons for each decision and any alternative options considered and rejected.

18.2 When an individual Cabinet member makes a decision a record of the decision will be published no later than 5.30pm on the second working day after the decision was taken. This will include a statement of the reasons for it and any alternative options considered and rejected.

Part 7 – Overview and Scrutiny Bodies

General

The Council has agreed that Overview and Scrutiny should be exercised through the Scrutiny Committee and three Select Committees. The statutory scrutiny arrangements are set out below.

1. Scrutiny Committee

1.1 The Council appoints the Scrutiny Committee from among the non-executive Members of the Council to review or scrutinise decisions made or other action taken in accordance with:

- a) any functions which are the responsibility of the Executive, including decisions made/actions taken directly by the Executive itself and those decisions/actions delegated to Chief Officers and individual Members of the Executive; and
- b) any functions which are not the responsibility of the Executive.

1.2 The Scrutiny Committee may make reports or recommendations to either the Cabinet or to the County Council with respect to:

- a) the discharge of any functions which are the responsibility of the Executive;
- b) the discharge of any functions which are not the responsibility of the Executive; or
- c) matters which affect Norfolk or its inhabitants.

1.3 The Scrutiny Committee:

- a) exercises overall responsibility for the resources made available to it by the Council;
- b) conducts its proceedings in accordance with the additional Overview and Scrutiny Procedure Rules set out in [Part 7A](#).

1.4 Membership of the Scrutiny Committee

- a) The Committee comprises 13 Members of the Council who are not Members of the Executive, two Parent Governor representatives and one representative of each of the Church of England and Roman Catholic Diocesan Boards. The Council Members will be appointed to reflect the political balance requirements.

- b) The Committee will be chaired by the Chair who will be appointed by the Council and who will normally be the Leader of the main Opposition Group on the Council.
- c) The Parent Governor and Church representatives are entitled to speak on all matters considered by the Scrutiny Committee but vote only on matters relating to education.
- d) The quorum for meetings of the Scrutiny Committee is seven.

1.5 Powers of the Scrutiny Committee: Call-in of decisions

- a) In carrying out its powers of review and scrutiny the Scrutiny Committee will take into account the desirability of co-ordination and avoiding duplication with the work of the County Council's Select Committees.
- b) The Scrutiny Committee has the power to 'call-in' for scrutiny all decisions made by the Cabinet but not implemented and recommend that they are reconsidered or be reviewed or scrutinised by the full Council. Call-in is the exercise of the statutory powers under section 9F(2) and 9(F)(4) of the Local Government Act 2000 (as amended by the Localism Act 2011). A decision that is called in cannot be implemented until the call-in process is completed. A decision can only be called-in once. A cabinet recommendation to Council is not a decision and may not be called in.
- c) The Scrutiny Committee should only use the power to refer matters to the full Council:
 - (i) if the Committee considers that the decision is contrary to the policy framework; or
 - (ii) if the Committee considers that the decision is contrary to or not wholly in accordance with the budget.

Any called-in matters that are considered by full Council under this arrangement will be dealt with in accordance with the full Council procedure rules rather than the scrutiny procedure rules. This means that all Members of the Council may participate, the debate will be chaired by the Chair of the County Council, and there will be no opportunity to question officers.

- d) The Scrutiny Committee also has the power to 'call-in' for scrutiny any decisions (as defined [in Part 4](#)) which are the responsibility of the Executive but taken by an individual Cabinet Member, Joint Committee or officer on the Executive's behalf. The Committee may recommend that the decisions are reconsidered by the person or body which made the decision.
- e) The call-in power is to be taken in accordance with the County Council's system for the call-in of decisions, as follows:

- (i) any Member of the Council, with the support of three other Members must give notice within five working days of a decision being published under the Access to Information Procedure Rules in Part 11A.
 - (ii) where education matters are involved, the Parent Governor and Church representatives together count as one Member;
 - (iii) a Member who has called in a decision may participate in the debate of that call-in by the Scrutiny Committee, irrespective of whether they are a Member of the Scrutiny Committee;
- f) The call-in procedure will not apply to urgent decisions. In this respect:
- (i) in deciding the urgency of key decisions, paragraphs 5 and 6 of [Part 6B](#) (urgency & special urgency provisions) will apply;
 - (ii) in deciding the urgency of decisions which are contrary to the Budget and Policy Framework, the procedure in Paragraph 5 of the Budget and Policy Framework Rules at [Part 11B](#) will apply;
 - (iii) in all other cases the final decision as to whether a decision is urgent will rest with the Chief Executive Officer or in their absence the Monitoring Officer. For this purpose, an urgent decision is one which cannot reasonably wait until the full call-in process would otherwise have been completed.
- g) A request to call-in a decision must be received by the Director of Democratic and Regulatory Services within the period from publication and before date of implementation, and the request to call-in a decision must be made in writing or electronically using the agreed form.

The form must:

- (i) Set out the resolution(s) that the Members wish to call in;
 - (ii) Give the reasons why the Scrutiny Committee should review or scrutinize the decision and consider referring it back to the decision maker;
 - (iii) Whether it is considered to be outside of the budget or policy framework;
 - (iv) Set out the alternative course of action or recommendations they wish to propose; and
 - (v) Be signed and dated by the required Members set out in 1.4 e) above.
- h) The call-in will be deemed valid unless any of the following apply:
- (i) The procedures set out above have not been properly followed
 - (ii) The decision has been recorded as urgent as set out in 1.4 f) above
 - (iii) The request for call-in is not a proper use of the call-in provisions taking into account the following factors:
 - Where the matter has been considered as part of any pre-decision scrutiny by a scrutiny committee
 - Whether there has been any substantive change to the nature of the decision being made since any pre-decision scrutiny of the proposals
 - A decision taken by Cabinet when preparing the annual budget or new policy proposals for submission to Council for decision

- i) If a decision is called-in, it will be added to the agenda of a Scrutiny Committee meeting to be held within 10 working days of the end of the call-in period. If there is no programmed Scrutiny meeting within that time, an extraordinary Scrutiny meeting will be arranged by the Director of Democratic and Regulatory Services to be held within 10 working days (unless the decision maker agrees that the call-in can wait for the next scheduled meeting). The Chair of Scrutiny will be consulted on a suitable date, time and place of the meeting.

1.6 In order to enable it to exercise its powers, the Scrutiny Committee may:

- a) require the Leader, Cabinet Members and officers to attend before it and answer questions; and such Members and officers will attend unless reasonably prevented from doing so;
- b) invite any other person to attend its meetings and answer questions but may not require them to do so;*
- c) question and gather evidence from any person with their consent; and
- d) commission reports from officers.

1.7 The Scrutiny Committee is the Council's designated Crime and Disorder Committee for the purposes of section 19 of the Police and Justice Act 2006.

*N.B. Reasonable travel expenses are payable on request to members of the public and to members of voluntary organisations who are invited to attend meetings.

2. Performance Review Panels

2.1 Two Performance Review Panels have been established. They are not appointed by Scrutiny and do not form part of the Overview and Scrutiny function, but they informally monitor performance under their terms of reference.

2.2 Terms of Reference Performance Review Panels

One panel each for Children's Services and Adult Social Services.

2.3 Members

a) Membership of each panel shall be composed as follows:

- Five (three Conservative, one Labour, one Lib Dem)
- Members do not have to be taken from the Scrutiny Committee.
- Two named substitutes for each group.

- b)** It is advisable that any Member and substitute Members appointed will need to have attended appropriate training on both scrutiny and children's services or adult social services issues.

2.4 Quorum

The quorum for the panels will be three Members.

2.5 Chair of the Performance Review Panel

The Performance Review Panels will be chaired by the relevant Deputy Cabinet Member for either Children's Services or Adult Social Services.

2.6 Background

With the intention of securing wider corporate ownership and enhanced member engagement, it was agreed that two panels be established to provide an effective member-led review of performance in Children's Services/Adult Social Services in advance of independent external inspections.

2.7 Purpose and Objectives

The Performance Review Panels will be responsible for monitoring and providing challenge to Norfolk County Council's Children's Services/Adult Social Services functions, reviewing and challenging performance in readiness for independent external inspections.

2.8 Meetings and reporting arrangements

The Panels:

- a)** Will meet as required, but with no fewer than six meetings throughout the course of the year;
- b)** Will agree their own programme of work; however, the Scrutiny Committee may suggest additional topics for the panels to consider as part of their forward work programmes;
- c)** Meetings will be held in private; however, a report will be brought to the Scrutiny Committee outlining findings at least quarterly;
- d)** Will refer matters arising from the panels to the Scrutiny Committee where appropriate and where further 'critical friend' challenge may be useful;
- e)** The panels may also refer issues to the People and Communities Select Committee where appropriate;
- f)** Will have the authority to commission reports and request data related to agreed lines of enquiry from officers;
- g)** May require officers to attend before it and answer questions; and such officers will attend unless reasonably prevented from doing so; and
- h)** May make recommendations to the relevant Cabinet Member and senior officers, with appropriate mechanisms in place to follow up and monitor progress against recommendations.

3. Select Committees

3.1 The Council has appointed three Select Committees from among the non-executive Members so that their areas of responsibility cover all the main services of the Council. These Select Committees are:

- People and Communities Committee
- Infrastructure and Development Committee
- Corporate Committee

3.2 The Select Committees may within their areas of responsibility consider proposed decisions to be made or other action taken in connection with:

- a) any functions which are the responsibility of the Executive; and
- b) any functions which are not the responsibility of the Executive.

3.3 The Select Committees may within their areas of responsibility make reports or recommendations to either the Leader, the Cabinet, the relevant Cabinet Member or the County Council with respect to:

- a) the discharge of any functions which are the responsibility of the Executive;
- b) the discharge of any functions which are not the responsibility of the Executive; or
- c) matters which affect Norfolk and its inhabitants.

3.4 Each Select Committee also has the following roles within its area of responsibility:

- a) assist and advise the Council Leader and the Cabinet in the development of the policy framework
- b) review the performance of the Executive in relation to its policy objectives and performance targets

3.5 Select Committees must be mindful as to avoid duplication with the work undertaken by the Scrutiny Committee.

3.6 Select Committees do not have the power to 'call-in' decisions made but not implemented.

3.7 Select Committees will conduct their proceedings in accordance with Part 8B.

3.8 Any reports and recommendations made by Select Committees will include any dissenting views

3.9 Membership and Areas of Responsibility of Select Committees

The Select Committees have the following membership and areas of responsibility:

- a) People and Communities Select Committee
 - (i) Thirteen members, quorum is seven.
 - (ii) Remit: The People and Communities Select Committee is aligned to people orientated services which are based on individual need. These services are predominantly for children and adults but also include other services that contribute to our residents' well-being.
 - (iii) The Committee supports the Cabinet and Council in its work with adults and older people with disabilities; services for young people who are vulnerable and improving educational attainment together with services to improve the wellbeing of our residents such as Arts and Culture, Public Health and Adult Education.

- b) Infrastructure and Development Select Committee
 - (i) Thirteen members, quorum is seven.
 - (ii) Remit: The Infrastructure and Development Select Committee is aligned to the physical, geographical and economic services we provide to our residents. These services relate to the entire community both at whole County level and at neighbourhood level and take a strategic approach to prevent the fragmentation of service provision that leads to gaps or duplication of effort.
 - (iii) The Committee supports the Cabinet and Council in its work on transport, environmental services and growing the economy to enable our residents to live in resilient, prosperous, safe and sustainable communities with the facilities and infrastructure they need.

- c) Corporate Select Committee
 - (i) Thirteen members, quorum is seven.
 - (ii) Remit: The Corporate Select Committee is aligned to the overall governance, resources and assets of the Council
 - (iii) The Committee supports the Cabinet and Council in ensuring good governance and that the resources and assets are used as efficiently and effectively as possible and that as a result the Council minimises risk, is resilient, takes advantage of opportunities arising from new technology and communicates effectively with its residents and stakeholders.

- (iv) The Corporate Select Committee shall also review the content and operation of the Constitution at least annually and at the request of the Council or the Monitoring Officer, to ensure it remains fit for purpose as set out in Part 1 of this Constitution.

3.10 Powers of Select Committees

To enable them to exercise their powers each Select Committee may within their areas of responsibility:

- a) review matters which are not the responsibility of the Council, but which affect the social, environmental and economic well-being of the inhabitants of Norfolk;
- b) require the appropriate Cabinet Members and officers to attend before it and answer questions; and such Members and officers will attend unless reasonably prevented from doing so;
- c) question and gather evidence from any person with their consent;
- d) commission reports from officers; and
- e) the Select Committees may carry out elements of “scrutiny” in so far as it relates to developing policy, by considering what has worked well, or less well, in the past.

3.11 General

Cabinet Members may attend and speak at meetings of the Select Committees. Cabinet Members attend to provide input into discussions on policy development and respond to questions raised during Select Committee meetings.

Part 7A: Overview and Scrutiny Procedure Rules

1. The following rules apply to the Scrutiny Committee and its Sub-Committee:

- 1.1 Members of the Cabinet may not serve as ordinary or substitute Members of the Scrutiny Committee. Deputy Cabinet Members may not serve on the Scrutiny Committee.
- 1.2 The Scrutiny Committee should not normally scrutinise individual decisions made by other Committees of the County Council, particularly decisions relating to development control and other permissions.
- 1.3 The views of all Members of the Scrutiny Committee (or Sub-Committee) should be taken into account when deciding the Committee work plans.
- 1.4 The Scrutiny Committee should consider the remit and work plans for the Select Committees and consider adopting an approach that complements and avoids duplication of the Select Committees remit and work plans.
- 1.5 Party whipping will not take place.
- 1.6 The Relevant Chief Officer should present reports and attend meetings.
- 1.7 Reports to the Leader, Cabinet or Council will include the views of Members dissenting from the majority recommendation of the Committee.

2. The following rules apply only to the Scrutiny Committee and its Sub-Committee:

2.1 Agenda Planning

- a) The Chair and the Scrutiny Committee will agree:
 - (i) Which matters the Committee is to scrutinise (except for call-ins); and
 - (ii) Which Members of the Cabinet and officers it requires to attend and answer questions.
- b) For call-in items only, the Chair and the Members calling-in an item will agree which Members of the Cabinet and officers they require to attend and answer questions.

2.1 Questioning

- a) The Chair may permit a Member not on the Scrutiny Committee (including Members of the Cabinet) to speak and ask questions of those being scrutinised

- if a matter on the agenda has a particularly significant impact on that Member's division or if the Committee is considering a call-in made by the Member concerned.
- b) Members should endeavour not to request detailed information from officers at meetings of the Committee, unless they have given prior notice through the officer supporting the Committee. If, in the course of question and answer at a meeting of Committee, it becomes apparent that further information would be helpful, the officer being questioned may be required to submit it in writing to the Scrutiny Committee Members.
 - c) In the course of questioning at meetings, officers other than the Chief Executive Officer and Chief Officers may decline to give information or respond to questions on the ground that it is more appropriate that the question be directed to the Chief Executive Officer or relevant Chief Officer. Officers may also decline to provide information to which Members do not have a right of access.
 - d) Members of the Executive and officers may decline to answer questions in an open session of the Committee on the grounds that the answer might disclose information that would be exempt or confidential as defined in the Access to Information Procedure Rules. In that event, the Committee may resolve to exclude the media and public in order that questions may be answered in private session.
 - e) Anyone other than a Member of the Executive or an officer attending at the invitation of the Committee may decline to answer any question without giving reasons.

2.3 Formulation of Recommendations and Reports

- a) After debate, the Committee will decide whether to report or express comments to the Leader, Cabinet, Cabinet Member, the relevant officer or the Council. There is a legal requirement for the Executive to respond to recommendations within two months of them being made.

Part 7B: Statutory Scrutiny

1. General

- 1.1 There is a statutory requirement for the Council to make arrangements for the scrutiny of certain matters, as specified in the following legislation:

Section 21 of the Local Government Act 2000 and Section 7 of the Health and Social Care Act 2001 as amended by the Health and Social Care Act 2012 and the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 (SI 2013/218).

These powers shall be exercised by the Norfolk Health Overview and Scrutiny Committee.

- 1.2 The Council has a role as lead authority under joint arrangements for the Norfolk Police and Crime Panel.
- 1.3 The Council has also agreed to establish a scrutiny function of the Norfolk Community Safety Partnership. This function shall be exercised through the Countywide Community Safety Partnership.

2. Norfolk Health Overview and Scrutiny Committee

The Council has established a Norfolk Health Overview and Scrutiny Committee, with powers to scrutinise National Health Service bodies in Norfolk. The quorum for meetings of Norfolk Health Overview and Scrutiny Committee is five.

2.1 Membership:

- a) Norfolk County Council Members (politically balanced).
- b) District Council Members – one co-opted from each District.
- c) District Council Members must be Members of an Overview and Scrutiny Committee of the Council(s) which they are representing.
- d) Each Member of the Committee to have one named substitute however other substitutes will be accepted.
- e) The Chair to be elected from the Norfolk County Council Members on the Committee, on an annual basis.
- f) The Vice-Chair to be elected from the Norfolk District Council Members on the Committee, on an annual basis.
- g) Co-opted Members (non-voting) to represent the Waveney area of Suffolk.
- h) Members of Suffolk Health Scrutiny Committee:
 - i) One must be an East Suffolk District Councillor
 - j) One must be a Suffolk County Councillor
- k) Each co-opted Member may have one named substitute. No other substitutes are acceptable.

2.1.1 Contributions from others

- a) The Committee will invite contributions from commissioners and providers of local NHS funded healthcare, Local Healthwatch, client groups, voluntary organisations, patients and public, or any other stakeholder involved in 'health'.
- b) Depending upon the issue under scrutiny, stakeholders may be invited to contribute to relevant meetings of the Committee or to submit their views in writing or both. Individual stakeholders may also be asked to become a Member of a task-and-finish Working Group set up by the Committee.

2.2 Terms of Reference of the Norfolk Health Overview and Scrutiny Committee

Aims of the Committee:

- a) To ensure that the needs and wishes for health and health-related services of all the population (including minorities, socially excluded groups and other targeted equality groups) have been identified towards achieving local health improvement.
- b) To scrutinise whether services provided that have an impact on the health of local inhabitants are accessible to, and can be accessed by, all parts of the local community.
- c) To scrutinise whether the outcomes of intervention (whether through services or other intervention designed to have a positive impact on the health of local inhabitants) are equally good for all groups and sections of the local population.

2.3 Legal background

- a) Local authority overview and scrutiny committees are part of the arrangements for local government under Part II of the Local Government Act 2000. Local authorities are given the power under the 2000 Act to review and scrutinise executive decisions in relation to local authority functions including local services planned and provided as part of their wider responsibility to see health improvements and reduce health inequalities for their area and its inhabitants.
- b) The Health and Social Care Act 2001 (Section 7) extends the overview and scrutiny power of local authorities with social services responsibilities to review and scrutinise matters relating to the health service in the authority's area and make reports and recommendations on such matters. The scrutiny role also covers social care services commissioned or provided by NHS bodies exercising local authority functions under the Health Act 1999 (Section 31).

- c) The Health and Social Care Act 2012 introduced the following changes to the local authority health scrutiny functions:
- (i) Health Scrutiny powers are now vested in the upper tier local authority rather than in health overview and scrutiny committees.
 - (ii) There does not have to be a designated health overview and scrutiny committee as the local authority can choose to discharge its health scrutiny powers in other ways.
- d) As a Committee of the County Council, the County Council's Constitution will apply, except only for differences specified in this Constitution.

2.4 Roles

- a) To review or scrutinise health services commissioned or delivered in the authority's areas within the framework set out below:
- (i) Arrangements made by local NHS bodies to secure hospital and community health services to the inhabitants of Norfolk;
 - (ii) The provision of such services to those inhabitants;
 - (iii) The provision of family health services, personal medical services, personal dental services, pharmacy and NHS ophthalmic services;
 - (iv) The NHS public health arrangements in Norfolk, e.g. Arrangements by the NHS bodies for the surveillance of, and response to, outbreaks of communicable disease;
 - (v) The planning of health services by NHS bodies, including plans made in co-operation with local authorities setting out a strategy for improving both the health of the local population and the provision of health care to that population;
 - (vi) The arrangements made by NHS bodies for consulting and involving patients and the public under the duty placed on them by Section 11 of the Health and Social Care Act 2001; and
 - (vii) To make reports and recommendations to the Board of the NHS body scrutinised, with copies to individuals and organisations as follows:
 - the local Members of Parliament
 - the NHS Commissioning Board
 - Local Healthwatch
 - relevant patients' groups
 - local voluntary organisations with an interest
 - other bodies or organisations with an interest in the issues dealt with in the report and made available on the local authority website and on request.

- b) The Committee has been given delegated power by the County Council to enter into, and to appoint Members to Joint Health Overview and Scrutiny Committees as required and the Council has waived the requirement for the Committee's appointments to such Joint Committees to be in line with the political balance on Norfolk County Council and the requirement for any other Council participating in such Joint Committees to make its appointments in line with the political balance on its Council.

2.5 Operation of the Norfolk Health Overview and Scrutiny Committee

- a) The views of all Members of the Committee should be taken into account when deciding their work plans.
- b) Party whipping will not take place.
- c) The Relevant Chief Officer should present reports and attend meetings.
- d) Reports to Council will include the views of Members dissenting from the majority recommendation of the Committee.

3. Norfolk Police and Crime Panel ('PCP')

3.1 The Police Reform and Social Responsibility Act 2011 introduced significant changes in police governance and accountability, in particular replacing the Police Authorities with directly elected Police and Crime Commissioners ('PCC'). The Act also requires the local authorities in each police force area to establish a Police and Crime Panel (panel), as a joint committee, primarily to scrutinise the commissioner. The Act also prescribes many of the arrangements with regard to the panel and the way in which it conducts its business. Norfolk County Council is the host authority for the Norfolk Police and Crime Panel. The Panel's membership, terms of reference and procedures can be viewed on the Panel webpage.

3.2 Functions of the Norfolk Police and Crime Panel (PCP)

The functions of the PCP must be exercised with a view to supporting the effective exercise of the functions of the Police and Crime Commissioner (PCC) for Norfolk.

3.3 The PCP must:

- a) review the draft police and crime plan, or draft variation given to the PCP by the PCC, and
- b) make a report or recommendation on the draft plan or variation to the PCC.

3.4 The PCP must:

- a) arrange for a public meeting of the PCP to be held as soon as practicable after the PCP is sent the PCC's annual report;
- b) ask the PCC, at that meeting, such questions about the annual report as the members of the PCP think appropriate;
- c) review the annual report, and
- d) make a report or recommendations on the annual report to the PCC.

3.5 The PCP must hold a confirmation hearing to review the proposed appointment by the PCC of:

- a) the PCC's chief executive;
- b) the PCC's Chief Finance Officer; and
- c) a deputy PCC.

3.5 The PCP must make a report to the PCC and the report must include a recommendation as to whether or not the candidate should be appointed.

3.6 The PCP must respond to any proposal by the PCC to call upon the Chief Constable to retire or resign, by making a recommendation to the PCC as to whether or not the PCC should call for the retirement or resignation.

3.7 The PCP must review, make a report and may make recommendations on the precept which the PCC proposes to issue for the financial year.

3.8 The PCP must hold a confirmation hearing to review the proposed appointment by the PCC of a Chief Constable. The PCP must make a report to the PCC and the report must include a recommendation as to whether or not the candidate should be appointed or must include a statement that the PCP has vetoed the appointment.

3.9 The PCP must: -

- a) review or scrutinise decisions made, or other action taken, by the PCC in connection with the discharge of the PCC's functions; and
- b) make reports or recommendations to the PCC with respect to the discharge of the PCC's functions.

3.10 The PCP must publish any reports or recommendations made by it to the PCC and must determine the manner in which such reports or recommendations are to be published.

3.11 The PCP must send copies of any reports or recommendations it makes to the PCC, to each local authority (county, city, district and borough councils) in Norfolk.

3.12 The PCP must fulfil functions in relation to complaints about conduct matters, in accordance with the responsibilities given to the PCP by the Act.

3.13 The PCP must appoint an Acting PCC in the circumstances set out in the Act.

3.14 The PCP may not exercise any functions other than those conferred by the Act.

4. Scrutiny of the Norfolk Countywide Community Safety Partnership

4.1 The Scrutiny Committee has the power to scrutinise and make reports and recommendations, regarding decisions taken by the 'responsible authorities' in connection with the discharge of their crime and disorder functions. For this purpose, the Committee has established a Norfolk Countywide Community Safety Partnership Sub Panel.

4.2 The 'responsible authorities' in Norfolk are:

- The County Council
- District Councils
- Norfolk Constabulary
- Norfolk Fire and Rescue Service

- Health
- Probation service

4.3 Role of the Sub Panel

The role of the Norfolk Countywide Community Safety Partnership Sub Panel is to:

- Scrutinise on a quarterly basis the Community Safety Partnership Plan and on such other occasions as are required to scrutinise the actions, decisions and priorities of the Norfolk Countywide Community Safety Crime and Disorder Partnership in respect of crime and disorder.
- Scrutinise the priorities as set out in the annual Countywide Community Safety Partnership Plan.
- Make any reports or recommendations to the Countywide Community Safety Partnership and/or where considered appropriate to the Scrutiny Committee

4.4 Membership of the Sub Panel

- 3 County Councillors (to be the same 3 County Councillors appointed to the Norfolk Police and Crime Panel).
- 7 District Council Members – one co-opted from each District (to be the same District Councillor appointed to the Norfolk Police and Crime Panel).
- Each member of the Sub Panel to have one named substitute (to be the same as those named substitute members appointed to the Norfolk Police and Crime Panel). No other substitutes are acceptable.
- The Sub Panel may wish to consider co-opting additional non-voting members onto it if appropriate.
- The Chair to be elected from the County Council Members on the Sub Panel on an annual basis.
- The Vice Chair to be elected from other members on the Sub Panel on an annual basis.

4.5 Working Style

- The Sub Panel meetings will be held quarterly to scrutinise the progress being made with delivering the Partnership Plan and on such other occasions as are required. These meetings will ordinarily take place on the same day as, and follow on from, the Norfolk Police and Panel.

b) The Chair will provide regular update reports to the Scrutiny Committee.

c) The quorum for the Sub Panel will be five members.

d) Unless otherwise stated meetings of the Sub Panel will be held in accordance with Part 8B of the County Council's constitution.

4.6 General issues

Democratic support to the Sub Panel will be provided by the County Council.

Part 8 Regulatory and Other Committees

1. Regulatory and Other Committees

1.1 The Council appoints Committees to discharge functions which are not the responsibility of the Executive.

1.2 The Member representation on these Committees and panels is politically balanced in accordance with the requirements of the Local Government and Housing Act 1989, except for the [Health & Wellbeing Board](#) where this requirement is disapplied by Regulations.

Part 8A: Composition, Terms of Reference of Regulatory and Other Committees

1. Planning (Regulatory) Committee

1.1 Composition

- a) Thirteen Members of the Council but may not include any Members of the Cabinet.
- b) Substitutes will be drawn from a nominated panel of trained Members.

1.2 Terms of Reference

- a) To exercise the Council's powers and duties in respect of town and country planning and development control which are not the responsibility of the Council's Cabinet.
- b) To exercise the Council's powers and duties in respect of obtaining information as to interests in land under Section 330 of the Town and Country Planning Act 1990.
- c) To exercise the Council's powers and duties in respect of obtaining particulars of persons interested in land under Section 16 of the Local Government (Miscellaneous Provisions) Act 1976.
- d) Additionally, the Planning Regulatory Committee shall:
 - (i) Deal with those nationally significant infrastructure project consultations, where the promoter/applicant is Norfolk County Council
 - (ii) Deal with explosives
 - (iii) Review applications under the Marriage Act 1994
 - (iv) Deal with registration of common land and village greens and variation of rights of common
 - (v) Deal with public rights of way and access (insofar as they are not executive functions of the Council)
 - (vi) Any other issues of a quasi-judicial nature requiring a Member decision or referred to this Committee by a Chief or other officer (including the determination of any appeal against any decision made by or on behalf of the Council), and not allocated to any other Member body.

2. Planning (Regulatory) Urgent Business Sub-Committee

2.1 Composition

Five named members of the main Committee.

2.2 Terms of Reference

To exercise all the powers of the main Committee where a decision is required urgently (having been agreed as such by the Monitoring Officer and relevant Chief Officer).

3. Pensions Committee

3.1 Composition

- a) Five Members of the Council which may include two Members of the Cabinet
- b) Two additional voting Members nominated by the Norfolk Leaders Board to represent the interests of District Councils and other authorities which are admitted to the Norfolk County Superannuation Fund.
- c) One staff representative, with full voting rights.

Note: Members have Trustee status, and no substitution is permitted.

3.2 Terms of Reference

To administer all aspects of the Norfolk Pension Fund on behalf of Norfolk County Council as Administering Authority of the Local Government Pension Scheme, and on behalf of Norfolk County Council as an employer within the Scheme alongside all other contributing employers, and on behalf of all scheme beneficiaries (scheme members) including:

- a) Functions relating to local government pensions etc. under regulations made under Sections 7, 12 or 24 of the Superannuation Act 1972.
- b) To receive and consider the draft Financial Statements for the Norfolk Pension Fund.
- c) To comment on the draft Financial Statements and make a recommendation to the Audit and Governance Committee that they be approved/not approved.

4. Audit and Governance Committee

4.1 Composition

Seven Members of the Council, on a politically balanced basis. Cabinet members may not be members of this Committee. No more than one Scrutiny Committee Member to serve on this Committee but may not serve as Chair. The functions of the former Standards Committee are added to the former Audit Committee to form the Audit and Governance Committee.

4.2 Terms of Reference for dealing with Audit issues

4.2.1 Governance:

- a) Consider the Annual Governance Statement, and be satisfied that this statement is comprehensive, properly reflects the risk and internal control environment, including the System of Internal Audit, and includes an agreed action plan for improvements where necessary.

4.2.2 Internal Audit and Internal Control:

- a) With Chief Officers, to provide proactive leadership and direction on audit governance issues and champion audit and internal control throughout the Council.
- b) Consider annually the effectiveness of the system of internal audit including internal audit's strategy, plan and performance and that those arrangements are compliant with all applicable statutes and regulations, including the Public Sector Internal Audit Standards and the Local Authority Guidance Note of 2013 and any other relevant statements of best practice.
- c) Consider an annual report and quarterly summaries of internal audit reports and activities which include an opinion on the adequacy and effectiveness of the Council's internal controls including risk management, any corporately significant issues arising, and receive assurance that action has been taken as necessary.
- d) Consider reports showing progress of all clients against the audit plan and proposed amendments to the Council's audit plan.
- e) Ensure there are effective relationships between internal audit and external audit, other inspection agencies and other relevant bodies and that the value of the audit process is actively promoted.

4.2.3 Risk Management

- a) Provide proactive leadership and direction on risk management governance issues and champion risk management throughout the council and ensure that the full Council is kept sufficiently informed to enable it to approve the Council's risk management Policy and Framework and that proper insurance exists where appropriate.
- b) Consider the effectiveness of the system of risk management arrangements.
- c) Consider an annual report and quarterly reports with respect to risk management including, an opinion on the adequacy and effectiveness of the Council's risk management, any corporately significant issues arising, and receive assurance that action has been taken as necessary.
- d) Receive assurances that action is being taken on risk related issues identified by both internal and external auditors and other inspectors.
- e) Independent scrutiny of the authority's financial and non-financial performance to the extent that it affects the authority's exposure to risk.
- f) Report annually to full Council as per the Financial Regulations.

4.2.4 Anti-Fraud and Corruption

- a) Provide proactive leadership and direction on Anti-Fraud and Corruption and champion Anti-Fraud and Corruption throughout the Council.
- b) Consider the effectiveness of the Council's Anti-Fraud and Corruption arrangements.
- c) Consider an annual report on activity with respect to Anti-Fraud and Corruption performance and receive assurances that action is being taken where necessary.

4.2.5 Annual Statement of Accounts

- a) Consider the external auditor's reports and opinions, relevant requirements of the International Standards on Auditing and any other reports to Members with respect to the Accounts, including the Norfolk Pension Fund, Norfolk Fire-fighters' Pension Fund and approve the Accounts on behalf of the Council and report required actions to the Council. Monitor management action in response to issues raised by the external auditor.

- b) Consider the External Auditors' Annual Governance Report and approve the Letter of Representation with respect to the Accounts and endorse the action plan contained in this Report.

4.2.6 External Audit

- a) Consider reports of external audit and inspection agencies.
- b) Ensure there are effective relationships between external audit and internal audit.
- d) Consider the scope and fees of the external auditors for audit, inspection and other work.

4.2.7 Norfolk Pension Fund

Following presentation to the Pensions Committee and with due regard to any comments and observations made, consider the draft Accounts of the Norfolk Pension Fund.

4.2.8 Treasury Management

Consider the effectiveness of the governance, control and risk management arrangements for Treasury Management and ensure that they meet best practice.

4.2.9 Administration

- a) Review the Committee's own terms of reference no less frequently than annually and where appropriate make recommendations to the Council for changes.
- b) Ensure Members of the committee have sufficient training to effectively undertake the duties of this committee.
- c) Consider the six monthly and Annual Reports of the Chair of the Committee.

4.3 Terms of reference as for dealing with Standards issues

4.3.1 The general functions of the Committee are to:

- a) Promote and maintain high standards of conduct by Members and co-opted Members of the Council.
- b) Assist Members and co-opted Members of the Council to observe the Council's Code of Conduct.

4.3.2 The specific functions of the Committee are to:

- a) Advise the Council on the means of carrying out the general functions in para 1.
- b) Advise the Council on the adoption and revision of codes of conduct for Members and officers.
- c) Monitor the operation of the Council's Code of Conduct.
- d) Advise and arrange training for Members of the Council and co-opted Members on matters relating to the Council's Code of Conduct for Members.
- e) Arrange for Councillors and co-opted Members to receive dispensations to speak on and participate in matters in which they have a prejudicial interest.
- f) Convene sub-Committees of three non-Cabinet Council Councillors (drawn from at least two political parties and where possible, gender balanced) to hear complaints against Councillors relating to conduct, ethics and propriety referred to them by the Monitoring Officer. Such sub-Committees to have power to take no further action or such actions as are necessary and permitted under arrangements for dealing with standards allegations which are published on the Council's website.

4.4 Audit and Governance Committee: Rules of Procedure for Hearings

This is the procedure for dealing with standards hearings. The Audit and Governance Committee has agreed a process for handling investigations into complaints that a Member is in breach of the Code of Conduct. This process does not form part of the Constitution but is available on the Council's website here:

[Councillor Complaints](#)

5. Health and Wellbeing Board

5.1 Health and Wellbeing Board

Composition

- Cabinet Member for Adult Social Care
- Cabinet Member for Children's Services
- Cabinet Member for Public Health and Wellbeing
- Director of Public Health*
- Chief Executive Officer (or their nominee), Norfolk County Council
- Executive Director of Children's Services*
- Executive Director of Adult Social Services*
- Chair of Healthwatch Norfolk*
- Representatives agreed with the Integrated Care Board
- Representatives agreed with all 7 District/City/Borough Councils
- Three representatives from the voluntary sector, as agreed through Norfolk
- Voluntary, Community and Social Enterprise System Leadership Group
- Norfolk's Police and Crime Commissioner
- Norfolk's Chief Constable
- Cabinet Member for Community Health – East Suffolk District
- East Coast Community Healthcare CIC
- James Paget University Hospital NHS Trust
- Norfolk Community Health & Care NHS Trust
- Norfolk Care Association
- Norfolk & Norwich University Hospital NHS Trust
- Norfolk & Suffolk NHS Foundation Trust
- Queen Elizabeth Hospital NHS Trust
- Cambridgeshire Community Services NHS Trust
- East of England Ambulance Trust

*Denotes statutory Member

5.2 Terms of Reference

Aim

The Norfolk Health and Wellbeing Board will work to lead and advise on work to improve the health and wellbeing of the population of Norfolk by providing strategic system leadership of, and oversight for, the commissioning across the NHS, social care and public health.

Purpose is to:

- a) Lead the development, with Norfolk County Council and the Integrated Care Board, of the Joint Strategic Needs Assessment (JSNA).
- b) Influence and support commissioners of health and wellbeing services to act in line with the evidence-based findings of the JSNA and to highlight where commissioning is out of step with best evidence.
- c) Lead the development, with Norfolk County Council and the Integrated Care Board, of the Joint Health and Wellbeing Strategy (JH&WBS).
- d) Undertake the Norfolk Pharmaceutical Needs Assessment (PNA).
- e) Speak up for Norfolk, championing the health and wellbeing needs of the people of Norfolk at a local, sub-regional, regional and national level and challenging central government policy where it conflicts with locally identified priorities.
- f) Lead and encourage a broad base of partners outside of formal health, public health and social care settings to tackle the wider determinants of health and wellbeing including, for example, housing.
- g) Work as system leaders to drive the further integration of health and social care services, and other public services, and to ensure collaboration across the health and social care system, seeking assurance of the vision of the Norfolk and Waveney Integrated Care System.
- h) Promote the sharing of good practice and learning across the Norfolk health and wellbeing system, through workshops, training sessions, HWB events, good practice awards, etc.
- i) Seek assurance on whether the Integrated Care Systems commissioning plans take proper account of the JH&WBS, and provide a view to NHS England, as part of the annual performance assessment of Integrated Care Boards, on the Integrated Care Boards contribution to the delivery of the JH&WBS.

In addition to the above Terms of reference, the following provisions apply:

- Establishment of sub-committees and delegation – the Health and Wellbeing Board will have the power to establish sub-committees and to delegate functions to them.
- Voting restrictions – voting rights will be extended to all members of the Health and Wellbeing Board (not just elected Members).
- Political proportionality requirements – will not be a requirement for the Health and Wellbeing Board.
- Disqualification for membership – provision for disqualification for membership will apply to the Health and Wellbeing Board.
- Codes of Conduct and declarations of interest – the provisions in the Council's Constitution relating to Codes of Conduct and the disclosure of pecuniary interests will apply to all Members of the Health and Wellbeing Board.

5.3 Questions by the Public:

The public are entitled to ask questions at meetings of the Health and Wellbeing Board, in line with the following procedures:

a) How to ask a question

A question must be put in writing and in advance:

- (i) 3 working days' notice of the question is given in writing to the Director of Democratic and Regulatory Services; e.g. no later than 9:00am on the Monday preceding the Health and Wellbeing Board meeting on a Wednesday;

or,

- (ii) If the question relates to urgent matters, and it has the consent of the chair to whom the question is to be put, and the content of the question is given to the Director of Democratic and Regulatory Services by 4pm on the day before the meeting.

b) Who may ask a question and about what

A person resident in Norfolk, or who is a non-domestic ratepayer in Norfolk, or who pays Council Tax in Norfolk, may ask at a public meeting of the Health and Wellbeing Board through the Chair any question within the terms of reference of the Health and Wellbeing Board about a matter for which the Board has collective responsibility or particularly affects the Board. This does not include questions for individual Board members where responsibility for the matter sits with the individual organisation.

c) Rules about questions

(i) Number of questions - At any public Health and Wellbeing Board meeting, the number of questions which can be asked will be limited to one question per person plus a supplementary. No more than one question plus a supplementary may be asked on behalf of any one organisation. No person shall be entitled to ask in total under this provision more than one question, and a supplementary, to the Health and Wellbeing Board in any six-month period.

(ii) Other restrictions - Questions are subject to a maximum word limit of 110 words. Questions that are more than 110 words will be disqualified. The total time for public questions will be limited to 15 minutes. Questions will be put in the order in which they are received.

(iii) Supplementary questions - One supplementary question may be asked without notice and should be brief (fewer than 75 words and take less than 20 seconds to put). It should relate directly to the original question or the reply. The Chair may reject any supplementary question they do not consider compliant with this requirement.

d) Response to questions

(i) The Chair shall exercise their discretion as to the response given to the question and any supplementary.

- Not attending - if the person asking the question indicates they will not be attending the Board meeting, a written response will simply be sent to the questioner.
- Attending - if the person asking the question has indicated they will attend, response to the questions will be made available at the start of the meeting and copies of the questions and answers will be available to all in attendance. The responses to questions will not be read out at the meeting.

e) Supplementary question

The Chair may give an oral response to a supplementary question or may require another Member of the Board or officer in attendance to answer it. If an oral answer cannot be conveniently given, a written response will be sent to the questioner within seven working days of the meeting.

f). Written response

If the person who has given notice of the question is not present at the meeting or if any questions remain unanswered within the 15 minutes allowed for questions, a written response will be sent within seven working days of the meeting.

a) Rejection of a question

The Director of Democratic and Regulatory Services may reject a question if it:

- (i) Is not about a matter for which the Board has collective responsibility or particularly affects the Board;
- (ii) Is defamatory, frivolous or offensive or has been the subject of a similar question in the last six months or the same as one already submitted under this provision;
- (iii) Requires the disclosure of confidential or exempt information, as defined in the Council's Access to Information Procedure Rules.

6. Employment Committee

6.1 Composition

The Employment Committee is composed of seven Councillors appointed on a politically balanced basis but to include the Leader of the Council, the Deputy Leader of the Council and the Leader of the majority opposition group.

6.2 Terms of Reference

- a) To be responsible for the establishment of the Chief Officer structures of the Council and advise on the appointment of the Chief Executive Officer and those officer roles defined in the appendix to the Officer Employment Procedure Rules together with pay arrangements if not in line with national negotiation procedures and current policy. This power includes the establishment of ad hoc Appointment Panels to discharge this function.
- b) The full Council will approve the appointment of the Chief Executive Officer following the recommendation of such an appointment by an Appointment Panel appointed for this purpose by the Employment Committee.
- c) To determine new material local terms and conditions of employment for employees that have a significant financial impact for the organisation or would impact on a significant part of the overall workforce as identified and advised by the Director for People and Chief Executive Officer.
- d) To be responsible for taking disciplinary action in respect of Chief Executive Officer, and other Chief Officers as required by legislation. This includes the establishment of ad hoc Disciplinary Action panels to discharge this function.

Part 8B: Committee Procedure Rules

Contents

1. Date, time and place of meetings
2. Notice of meetings
3. Chair of meeting
4. Appointment of substitute Members of committees and sub-committees
5. Questions by the public at committees
6. Questions by Members
7. Rules of debate
8. Minutes
9. Record of attendance
10. Exclusion of public
11. Members' conduct
12. Disturbance by public
13. Interest of Members in contracts and other matters
14. Suspension and amendment of Committee Procedure Rules
15. Committees
16. Voting in committees
17. Adjournment of committee meetings
18. Rights of other Members to attend committee meetings
19. Interpretation of Rules of Procedures

1. Date, time and place of meetings

The date, time and place of meetings will be determined by the Chief Executive Officer and notified in the summons.

2. Notice of meetings

The Director of Democratic and Regulatory Services will give notice to the public of the date, time and place of any meeting. At least five clear days before meetings, the Director of Democratic and Regulatory Services will circulate to relevant members the agenda for the meeting setting out the date, time and place of the meeting and specifying the business to be transacted.

3. Chair of meeting

The person presiding at the meeting may exercise any power or duty of the Chair.

4. Appointment of substitute members of committees

- 4.1 Group Leaders can nominate any of their group's Members to be substitutes for their group's appointed Members of committees and sub-committees, except in the case of regulatory committees where substitutes will be drawn from a nominated panel and in the case of the Planning Regulatory Committee, trained Members.
- 4.2 Notice of a substitution must be given by the appointed member or the relevant political assistant to the Director of Democratic and Regulatory Services (through the appropriate committee officer) indicating the name of the substitute, before the commencement of the particular meeting.
- 4.3 Cancellation of the intention to substitute will not be effective until notified by the appointed Member or the relevant political assistant before the commencement of the meeting. If, after advance notice has been given, the appointed Member is present when the meeting begins, the substitution will not have effect for that meeting.
- 4.4 If the appointed Member arrives when the meeting is in progress, the substitution will remain effective and the appointed Member will not be allowed to speak (except as a local Member on a matter affecting their Division) or vote. It is not possible to substitute for part of a meeting.

- 4.5 At the commencement of the meeting the Chair/Committee officer will inform the committee/sub-committee of substitution(s).
- 4.6 Cabinet Members may not act as substitutes on the Scrutiny Committee or Select Committees.
- 4.7 Deputy Cabinet Members may not act as substitutes on the Scrutiny Committee
- 4.8 The substitute for a Member of the Executive must also be a Member of the Executive.

5. Questions by the public at committees

5.1 Asking a question

A person resident in Norfolk, or who is a non-domestic ratepayer in Norfolk, or who pays council tax in Norfolk may ask at a meeting of the Scrutiny or Select Committees through the Chair any question on any matter in respect of the committee's remit. Eligibility to ask questions does not extend to County Council employees asking questions relating to their employment.

5.2 Rejecting a question

The Director of Democratic and Regulatory Services may reject a question if it:

- a) Is not about a matter for which the Committee has responsibility;
- b) Is defamatory, frivolous or offensive or has been the subject of a similar question in the last six months or the same as one already submitted under this provision;
- c) Requires the disclosure of confidential or exempt information, as defined in the Council's Access to Information Procedure Rules

5.3 Notice of questions

A question under this Rule may only be put if either:

- a) At least three working days' notice of the question is given in writing to the Director of Democratic and Regulatory Services, e.g. by 5.00 p.m. on the Tuesday preceding the Scrutiny or Select Committee meeting on Monday; or
- b) The question relates to urgent matters, and it has the consent of the Chair to whom the question is to be put, and the content of the question is given to the Director of Democratic and Regulatory Services by 9.30 a.m. on the day of the meeting.

5.4 Number of questions

- a) At any Scrutiny or Select Committee meetings, the number of questions which can be asked will be limited to one question per person plus a supplementary. No more than one question plus a supplementary may be asked on behalf of any one organisation. No person shall be entitled to ask in total under this provision more than one question and a supplementary in any six-month period.
- b) Questions are subject to a maximum word limit of 110 words. Questions that are in excess of 110 words will be disqualified. The total time for public questions will be limited to 15 minutes. Questions will be put in the order in which they are received. A supplementary question may be asked without notice and should be brief (fewer than 75 words). It should relate directly to the original question or the reply. The Chair may reject any supplementary question they do not consider compliant with this requirement.

5.5 Response

- a) The Chair shall exercise their discretion as to the response given to the question and any supplementary. If the person asking the question indicates they will not be attending the committee, a written response will simply be sent to the questioner. If the person asking the question has indicated they will attend, response to the questions will be made available in the Committee Room in writing before the start of the meeting and copies of the questions and answers will be available to all in attendance. The responses to questions will not be read out at the meeting. The Chair may give an oral response to a supplementary question or may require another Member or officer to answer it. If an oral answer cannot be conveniently given, a written response will be sent to the questioner within seven days of the meeting.
- b) If the person who has given notice of the question is not present at the meeting or if any questions remain unanswered within the 15 minutes allowed for question, a written response will be sent within seven working days of the meeting.

6. Questions by Members

6.1 Asking a question

A member of a committee may at any meeting of that committee ask through the Chair any question within the terms of reference of the committee. In addition, any Member of the Council may at any committee meeting ask a question, make comments or raise issues on any significant matter affecting the Division of the Member within the committee's terms of reference.

6.2 Notice of questions

A Member may only ask a question under this Rule if either:

- a) They have given at least three working days' notice of the question in writing to the Director of Democratic and Regulatory Services; e.g. by 5.00 p.m. on the Tuesday preceding a committee meeting on Monday; or
- b) The question relates to urgent matters, and they have the consent of the Chair to whom the question is to be put, and the content of the question is given to the Director of Democratic and Regulatory Services by 9.30 a.m. on the day of the meeting.

6.3 Number of questions

The number of questions which can be asked at a committee meeting under this Rule will be limited to two per Member (or one question plus a supplementary). A Member who asks two substantive questions will not be entitled to ask a supplementary. Substantive questions are subject to a maximum word limit of 110 words. Substantive questions that are in excess of 110 words will be disqualified. The total time for Member questions will be limited to 15 minutes.

6.4 Response

- a) Responses to the substantive questions will be given to the questioner in writing before the start of the meeting and copies of the questions and answers will be available to all in attendance. The responses to substantive questions will not be read out at the meeting. A questioner who asks only one substantive question will be entitled to ask a supplementary question and if they do so, a response to it will be given orally by the Chair or such other Member or officer as is determined by the Chair. Supplementary questions are subject to a limit of 75 words. If a response to a supplementary question cannot conveniently be given orally, a written answer will be sent to the questioner within seven working days of the meeting.
- b) If the Member who has given notice of the question is not present at the meeting or if any questions remain unanswered within the 15 minutes allowed for questions, a written response will be sent to the questioner within seven working days of the meeting.

7. Rules of debate

7.1 The Chair shall first explore through debate if there is a consensus on the views to be expressed by the Committee. If there is no consensus, the Chair will ask if any Member wishes to move a formal motion as to the view to be expressed by the Committee.

7.2 No debate or vote until motion seconded

No motion will be debated or voted upon after the mover has moved a proposal (other than a motion that the report of a committee or a recommendation within it be received and adopted) until the motion has been seconded.

7.3 Right to require motion in writing

Unless notice of the motion has already been given, the Chair may require it to be written down and handed to them before it is discussed. The motion will be read out to the committee before any vote upon it is taken.

7.4 Secunder's speech

When seconding a motion or amendment, a Member may reserve their speech until later in the debate.

7.5 Content and length of speeches

Speeches must be directed to the question under discussion or to a personal explanation or point of order. No speech may exceed three minutes without the consent of the Chair.

7.6 When a Member may speak again

A Member who has spoken on a motion may not speak again whilst it is the subject of debate, except:

- a) To speak once on an amendment moved by another Member;
- b) To move a further amendment if the motion has been amended since they last spoke;
- c) If their first speech was on an amendment moved by another Member, to speak on the main issue (whether or not the amendment on which they spoke was carried);
- d) In exercise of a right of reply;
 - On a point of order; and
 - By way of personal explanation;
- e) To demand a recorded vote;
- f) To move the suspension of these procedural Rules;
- g) To move a resolution under paragraph 7.10 of these Rules;

7.7 Amendments to motions

- a) An amendment to a motion must be relevant to the motion and will either be:
 - (i) To leave out words;
 - (ii) To leave out words and insert or add others; or
 - (iii) To insert or add words.as long as the effect of (i) to (iii) is not to negate the motion.
- b) Only one amendment may be moved and discussed at any one time. No further amendment may be moved until the amendment under discussion has been disposed of.
- c) If an amendment is not carried, other amendments to the original motion may be moved.
- d) If an amendment is carried, the motion as amended takes the place of the original motion. This becomes the substantive motion to which any further amendments are moved.
- e) After an amendment has been carried, the Chair will read out the amended motion before accepting any further amendments, or if there are none, put it to the vote.

7.8 Alteration of motion

- a) A Member may alter a motion of which they have given notice with the consent of the meeting. The meeting's consent will be signified without discussion.
- b) A Member may alter a motion which they have moved without notice with the consent of both the meeting and the seconder. The meeting's consent will be signified without discussion.
- c) Only alterations which could be made as an amendment may be made.

7.9 Withdrawal of motion

A Member may withdraw a motion which they have moved with the consent of the seconder. No Member may speak on the motion after the mover has asked permission to withdraw it unless permission is refused.

7.10 Motions which may be moved during debate

- a) When a motion is under debate, no other motion may be moved except the following procedural motions:
 - (i) To withdraw a motion;

- (ii) To amend a motion;
- (iii) To postpone consideration of the motion;
- (iv) To proceed to the next business;
- (v) That the question be now put;
- (vi) To adjourn a debate;
- (vii) To adjourn a meeting;
- (viii) To exclude the public and press in accordance with the Access to Information Rules;
- (ix) To not hear further a Member named under Rule 11.3 or to exclude them from the meeting under Rule 11.4;
- (x) That the procedural rules be suspended

7.11 Closure motions

- a) A Member may move, without comment, the following motions at the end of a speech of another Member:
 - (i) That consideration of the motion be postponed;
 - (ii) To proceed to the next business;
 - (iii) That the question be now put;
 - (iv) To adjourn a debate; or
 - (v) To adjourn a meeting.

Procedure:

- b) If a motion to proceed to next business is seconded and the Chair thinks the item has been sufficiently discussed, they will give the mover of the original motion a right of reply and then put the procedural motion to the vote.
- c) If a motion that the question be now put is seconded and the Chair thinks the item has been sufficiently discussed, they will put the procedural motion to the vote. If it is passed, they will give the mover of the original motion a right of reply before putting their motion to the vote.
- d) If a motion to adjourn the debate or to adjourn the meeting or to postpone consideration of the meeting is seconded and the Chair thinks the item has not been sufficiently discussed and cannot reasonably be so discussed on that occasion, they will put the procedural motion to the vote without giving the mover of the original motion the right of reply.
- e) Provided that a second motion to the same effect under this section will not be moved in reference to the same motion or amendment within a period of twenty minutes unless it is moved by the Chair.

7.12 Point of order

A Member may raise a point of order at any time. The Chair will hear the Member immediately. A point of order may only relate to an alleged breach of these Rules of Procedure or the law. The Member must indicate the rule or law and the way in which they consider it has been broken. The ruling of the Chair on the matter will be final.

7.13 Personal explanation

A Member may make a personal explanation at any time. A personal explanation may only relate to some material part of an earlier speech by the Member which may appear to have been misunderstood in the present debate. The ruling of the Chair on the admissibility of a personal explanation will be final.

8. Minutes

- 8.1 Signing of the minutes. The Chair will sign the minutes of the proceedings at the next suitable meeting. The only part of the minutes that can be discussed is their accuracy and any question as to their accuracy must be raised by motion.

9. Record of attendance

- 9.1 Each Member attending a committee meeting must, with a view to securing the recording of their attendance, sign the attendance sheet provided by the Director of Democratic and Regulatory Services for that purpose. If any Member arrives after the attendance sheet has been circulated, they must intimate their presence to the Director of Democratic and Regulatory Services. If the electronic voting system is available in the room where the Committee is being held, then presence can be indicated by inserting the member's card in the system rather than signing an attendance sheet

10. Exclusion of Public

- 10.1. Members of the public and press may be excluded either in accordance with the Access to Information Rules at [Part 11A](#) or Rule 12 of these Procedure Rules.

11. Members' conduct

11.1 Speaking

When a Member speaks at committee meetings, they must address the meeting through the Chair, and should remain seated.

11.2 Chair standing

When the Chair stands during a debate, any Member speaking at the time must stop. The meeting must be silent.

11.3 Member not to be heard further

If a Member persistently disregards the ruling of the Chair by behaving improperly or offensively or deliberately obstructs business, the Chair may move that the Member be not heard further. If seconded, the motion will be voted on without discussion.

11.4 Member to leave the meeting

If the Member continues to behave improperly after such a motion is carried, the Chair may adjourn the meeting for a specified period or move that the Member leaves the meeting. If seconded, the motion will be voted on without discussion. If the Member continues to behave improperly, the Chair may give such direction as they consider appropriate for the removal of the Member and the restoration of order.

11.5 General disturbance

If there is a general disturbance making orderly business impossible, the Chair may adjourn the meeting for as long as they think necessary.

12. Disturbance by the public

12.1 Removal of member of the public

If a member of the public interrupts proceedings, the Chair will warn the person concerned. If they continue to interrupt, the Chair will order their removal from the meeting room.

12.2 Clearance of part of the meeting room

If there is a general disturbance in any part of the meeting room open to the public, the Chair may call for that part to be cleared.

13. Interest of Members in contracts and other matters

13.1 Where the relevant Member has a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is on the Register of Interests, they must not speak or vote on the matter. If they have a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is not on their Register of Interests, they must declare that interest at the meeting and not speak or vote on the matter. In either case they may remain in the room where the meeting is taking place. If they consider that it would be inappropriate in the circumstances to remain in the room, they may leave the room while the matter is dealt with.

13.2 Where a matter arises at a meeting which relates to or affects an 'Other Interests', the relevant Member must declare the existence and nature of the interest unless it has been entered in the County Council's register of interests.

13.3 An 'Other' interest is one which affects, to a greater extent than others in their division, the relevant Member's:

- a) own wellbeing or financial position or
- b) that of family or close friends
- c) any body –

(i) exercising functions of a public nature

(ii) directed to charitable purposes; or

(iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

of which the Member is in a position of general control or management

13.4 Where an 'other interest' arises, the relevant Member will declare an interest (an "Other Interest") but may speak and vote on the matter.

14. Suspension and amendment of committee procedure rules

14.1 Suspension

- a) All of these Rules except Rule 15.1 may be suspended by motion on notice, or without notice if at least one half of the whole number of members of the committee are present. Suspension can only be for the duration of the meeting. A motion to suspend any of these Rules must specify the Rule to be suspended and must be moved in terms limited to an explanation of the reasons for the suspension. It will be seconded in formal terms only and will be put to the committee without debate.

- b) Any motion to add to, vary or revoke these Rules will, when proposed and seconded, stand adjourned without discussion to the next ordinary meeting of the Council, except where it is moved as part of the report of the Cabinet.

15. Committees

- 15.1 References in these Rules to "Committees" include Scrutiny and Select Committees and other bodies except where those bodies have separately agreed arrangements.
- 15.2 Every Committee will continue in being until its successor is appointed, or it is agreed by Council or Cabinet (depending on the nature of the Committee) that the Committee is no longer needed. In the absence from a meeting of the Chair and vice-Chair, a Chair for that meeting will be appointed.
- 15.3 The Chair of a committee may call a special meeting at any time. The summons to the special meeting will be issued by the Chief Executive Officer and will set out the business to be considered; and no business other than that set out in the summons will be considered at that meeting. Cancelling or changing the date or time of a scheduled meeting shall be determined by the Chair following consultation with Group Spokespersons.
- 15.4 The quorum of each committee will be at least 50 % of the committee membership unless otherwise specially provided for elsewhere in this Constitution.

16. Voting in committees

- 16.1 Voting at a meeting of a committee will normally be by show of hands or through the electronic voting system; but any Member may demand a recorded vote and, if one quarter of the Members constituting the committee signify their support such a vote will be taken.
- 16.2 If there are an equal number of votes for and against, the Chair will have a second or casting vote. There will be no restriction on how the Chair chooses to exercise a casting vote.
- 16.3 Where immediately after a vote is taken at a committee meeting any Member of that committee so requires, there will be recorded in the minutes of the proceedings of that meeting whether that person casts their vote for the motion or against the motion or whether they abstained from voting.

17. Adjournment of committee meetings

17.1 When a committee adjourns, whether by resolution or by decision of the Chair, the adjournment will by decision taken at that time be to a date, time and place specified, provided that where this is not practicable and a meeting is adjourned for an unspecified period and/or to an unspecified place, all members of the committee will be notified of the new date, time and place when these have been determined.

18. Rights of other Members to attend committee meetings

18.1 A Member of the Council who has moved a motion which has been referred to any committee will have notice of the meeting of the committee at which it is proposed to consider the motion. The Member will have the right to attend the meeting and if they attend will have an opportunity to explain the motion.

18.2 Subject to the Access to Information Procedure Rules, a Member of the Council may attend a meeting of any committee of which they are not a Member but may not speak without the agreement of the Chair and may not vote.

18.3 A Member of the Council will have the right to attend any public meeting arranged by an officer or any meeting of a committee called to make any inspection of any site or works within their Electoral Division or which is to consider the making of any compulsory purchase order of land or buildings within such Division. The Member will have notice of any such meeting and, if they attend will, at the discretion of the Chair have the right to give their views.

19. Interpretation of rules of procedure

19.1 The ruling of the Chair as to the construction or application of these Rules or as to any proceedings of the Committee will be final for the purposes of the meeting at which it is given.

Part 9 – Joint Arrangements

1. General

1.1 Arrangements to Promote Well-being

The Council, in order to promote the economic, social or environmental well-being of its area, may:

- (a) enter into arrangements or agreements with any person or body;
- (b) co-operate with, or facilitate or co-ordinate the activities of any person or body;
- (c) exercise on behalf of that person or body any functions of that person or body

1.2 Joint Arrangements

The County Council may make joint arrangements with one or more other local authorities under Section 101(5) of the Local Government Act 1972 for the exercise of certain of its functions.

1.3 Joint Committees

The County Council may appoint with those other authorities Joint Committees to exercise these functions. The membership, terms of reference and functions of these Joint Committees and the rules governing the conduct and proceedings of their meetings are set out below.

1.4 Informal Joint Working Groups

The County Council may also enter into informal “working group” arrangements where it considers it beneficial to do so. These working groups are not formal decision-making bodies, they make recommendations to the relevant Cabinet Member as appropriate. They need not be politically balanced, although the Council will aim for cross party representation in line with political balance requirements.

1.5 Delegation to and From Other Local Authorities

- (a) The Council may delegate functions to another local authority or, in certain circumstances, the executive of another local authority.
- (b) The decision whether or not to accept such a delegation from another Local authority shall be reserved to the full Council.

1.6 Joint Arrangements with Other Public Bodies

Under Section 75 National Health Service Act 2006, Section 10 of the Children Act 2004 and the Health and Social Care Act 2012, local authorities, national health bodies and a number of other bodies have powers to delegate the exercise of some of their functions to each other and to co-operate in the exercise of their functions.

- 1.7 Under Sections 36 - 41 of the Counter Terrorism and Security Act 2015 the Council is required to lead a single Channel Panel for Norfolk covering the needs of both adults and children. Governance arrangements for the Channel Panel will be through the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel.

2. Norfolk Joint Museums Committee

2.1 Membership

- Norfolk County Council
- Breckland District Council
- Broadland District Council
- Great Yarmouth Borough Council
- King's Lynn Borough Council
- North Norfolk District Council
- Norwich City Council
- South Norfolk District Council

The County Council appoints nine members, Norwich City Council three members and the remaining Councils one member each.

2.2 Area Committees

This Committee has also established Area Committees for Breckland, Great Yarmouth, King's Lynn and West Norfolk, North Norfolk and Norwich, each with a constitution and terms of reference to be such as the Joint Committee and the Councils may agree. In default of agreement, the constitution shall

consist of four County Councillors and four members appointed by the relevant District Council. The Area Committees have power to co-opt up to five non-voting members.

2.3 Terms of Reference

- a) The Joint Museums Committee is responsible for:
 - (i) monitoring the effective operation of the Norfolk Museums and Archaeology Service within the available budget;
 - (ii) advising all the participating Councils on the strategic framework for museums and archaeology in Norfolk;
 - (iii) agreeing policies for the Norfolk Museums and Archaeology Service in accordance with national and local guidelines;
 - (iv) acting as a forum for developing future strategy;
 - (v) agreeing the service plan in the light of the available annual budget; and
 - (vi) receiving the minutes of the Norfolk Museums and Archaeology Service Board for information;

- b) The Area Committees shall:
 - (i) provide a detailed view of local museums and archaeological issues;
 - (ii) agree the local service plan within the available budget and county-wide service plan;
 - (iii) advise on the terms of any Service Level Agreement (SLA) with Norfolk Museums and Archaeology Service;
 - (iv) monitor the local SLA;
 - (v) recommend proposals to the Joint Committee, e.g. museums development projects; and
 - (vi) agree an area museum strategy within the context of an approved Norfolk Museums and Archaeology Service strategy as far as possible to be consistent with and complementary to all other relevant strategies, e.g. heritage, leisure, tourism, arts, economic development;

2.4 Functions

- a) The Joint Museums Committee exercises the functions of the participating local authorities under Section 12 of the Public Libraries and Museums Act 1964 with regard to the provision and maintenance of museums and art galleries in their areas, except to the extent specifically provided for in the current agreement constituting the Committee dated 6 January 1999.

- b) The functions of the Area Committees are set out under (2.3b) above.

2.5 Rules governing the conduct and proceedings of meetings

- a) The conduct and proceedings of meetings of the Joint Museums Committee are governed by the rules relating to meetings of County Council Committees (see Appendix 8).
- b) The standing orders of the relevant District Council apply to meetings of the Area Committees.

2.6 Rules relating to access to meetings

- a) The right of the public to attend meetings of the Joint Museums Committee are set out in Part 11A Access to Information Procedure Rules
- b) Rights of the public to attend meetings of the Area Committees are governed by the rules of the relevant District Councils.

3. Norfolk Records Committee

3.1 Membership

- Norfolk County Council
- Breckland District Council
- Broadland District Council
- Great Yarmouth Borough Council
- King's Lynn Borough Council
- North Norfolk District Council
- Norwich City Council
- South Norfolk District Council

The County Council and the City Council appoints three members each and the remaining District Councils one member each.

There are also non-voting members as follows:

- Custos Rotolorum
- A representative of the Bishop of Norwich
- A representative of the Norfolk Records Society
- three co-opted members.

3.2 Terms of Reference

- a) The Norfolk Records Committee has the responsibility for carrying out the functions of the participating local authorities under the Local Government (Records) Act 1962 and for the control of the Norfolk Records Office with a view to ensuring as far as possible that:
- (i) storage and maintenance facilities are provided to it for archives relating to or deriving from the areas of the participating local authorities; and
 - (ii) there is at the Record Office an adequate means of reference to the archives and facilities are provided for the public to inspect and take copies of deposited documents

3.3 Functions

The Norfolk Records Committee exercises functions of the participating local authorities under the Local Government (Records) Act 1962.

3.4 Rules governing the conduct and proceedings of meetings

The conduct and proceedings of meetings of the Norfolk Records Committee are governed by the rules relating to the meetings of County Council Committees (see [Part 8B](#)).

3.5 Rules relating to access to meetings

The rights of the public to attend meetings of the Norfolk Records Committee are set out in paragraph 2 of the Access to Information Procedure Rules in [Part 11A](#).

4. Eastern Shires Purchasing Organisation (ESPO)

4.1 Membership

- Cambridgeshire County Council
- Leicestershire County Council
- Lincolnshire County Council
- Norfolk County Council
- Peterborough City Council

- Warwickshire County Council

each represented at meetings of ESPO's Management Committee by two Members of the Executive.

4.2 Terms of Reference

The objectives of ESPO are:

- a) to improve the purchasing performance of its customers by making available to them a comprehensive professional purchasing service.
- b) to maintain effective, efficient and commercially viable arrangements for the supply of goods and services by:
 - (i) negotiating terms for the supply of goods, materials and specialist services;
 - (ii) purchasing, storing and distributing items in common use where this is practicable and cost effective;
 - (iii) advising on standards, specifications, etc and such matters as EU procurement legislation;
 - (iv) providing professional and technical expertise;
 - (v) providing specialist services as required;
 - (vi) investigating areas for joint purchasing.
- c) to achieve overall cost savings for member Councils by providing customers with a simple, effective system for the supply of goods whilst preserving full public accountability.

4.3 Functions

ESPO exercises the functions of the participating local authorities associated with the purchase and supply of goods, materials and services.

4.4 Rules governing the conduct and proceedings of meetings

The rules of the Council which services ESPO apply. The servicing Council is currently Leicestershire County Council.

4.5 Rules relating to access to meetings

The rules contained in [Part VA](#) of the Local Government Act 1972 apply.

5. Parking and Traffic Regulation Outside London Adjudication Joint Committee (PATROL)

5.1 Membership

The membership comprises a number of parking authorities across the country, including the County Council and Norwich City Council. The list of members grows as other parking authorities join this scheme. Each participating authority is represented at meetings of the Joint Committee by one representative.

5.2 Terms of Reference

The objective of PATROL is to achieve:

- (a) a fair parking adjudication service for Appellants including visible independence of Adjudicators from the parking authorities in whose areas they are working;
- (b) consistency of adjudication across the service;
- (c) a cost effective and equitable adjudication service for all parking authorities in England and Wales in relation to whose area the Secretary of State has made an Order under paragraph 1(1) and 2(1) of Schedule 3 to the Road Traffic Act 1991;
- (d) flexibility to deal with a wide range of local authorities with varying levels of demand for adjudication.

5.3 Functions

The general function of PATROL is to provide an adjudication service for parking authorities who have obtained Orders from the Secretary of State which decriminalise parking enforcement arrangements within their area. In this respect, NPASJC has a range of specific functions which are detailed in the Agreement constituting it.

5.4 Rules governing the conduct and proceedings of meetings

These are set out under Schedule 5 of the Memorandum of Participation in PATROL to which the Council is a party.

5.5 Rules relating to access to meetings

The rules contained in Part VA of the Local Government Act 1972 apply.

6. Norfolk Parking Partnership Joint Committee

6.1 Membership

- Norfolk County Council
- Great Yarmouth Borough Council
- King's Lynn and West Norfolk Borough Council
- South Norfolk District Council

Each Council shall be represented by one Executive member. The Chair of the Joint Committee shall be the member for the County Council.

6.2 Roles and Responsibilities

The detailed roles and responsibilities are set out in the Joint Committee's Terms of Reference. They include:

- a) To carry out through the Councils the functions as laid down in the legal Agreement for the Joint Provision of Civil Parking Enforcement Services and the Functions currently in force.

6.3 Scrutiny Arrangements

Each Council will undertake its own scrutiny role, as appropriate.

6.4 Administration

Meetings of the Joint Committee shall be held in public and its agendas and minutes will be published in accordance with the County Council's usual procedures.

7. LGPS Access Joint Committee

7.1 Membership

- Norfolk County Council
- Cambridgeshire County Council
- East Sussex County Council
- Essex County Council
- Hampshire County Council
- Hertfordshire County Council
- Isle of Wight Council
- Kent County Council
- Northamptonshire County Council
- Suffolk County Council
- West Sussex County Council

Each Council should be represented by one member of the respective Council.

In Norfolk's case this will normally be the Chair of the Pensions Committee

7.2 Roles and Responsibilities

These are set out in the Joint Committee's terms of reference contained in the Inter-Authority Agreement. They include procuring and managing an operator, appointing professional advisors and making recommendations to the Councils concerning Pool Assets

7.3 Administration

The Constitution of the Joint Committee is set out in the Inter-Authority Agreement entered into in July 2017.

Part 9A: Procedure for appointing Members to serve on internal and external bodies

1. Internal Bodies

- 1.1 In addition to the committees, sub committees and joint committees set out in Part 7, 8 & 9, the Council also establishes and appoints to a number of panels/boards/working groups. Save for appointments reserved to Full Council, the Council has delegated authority to appoint to these bodies to the Leader of the Council.
- 1.2 Having consulted with the Group Leaders^{*2}, at the first ordinary meeting of the Council's Cabinet of the municipal year and throughout the year, the Council's Leader shall confirm appointments to these bodies. The Leader shall keep under review, making substitutions and further appointments as the need arises, resulting from resignations or changes made to these bodies and confirm to full Council when changes are made.
- 1.3 Having consulted with the Group Leaders^{*}, at the first ordinary meeting of the Council's Cabinet of the municipal year and throughout the year, the Council's Leader shall also keep under review the continued appropriateness of the Member Champion roles and make appointments.

2. External Bodies

- 2.1 The Council is represented on several external organisations. This reflects the Council's community leadership role. The Council has delegated authority to appoint to these bodies to the Leader of the Council. Guidance for serving on outside bodies will be provided to those Members appointed or interested in being appointed to external organisations.
- 2.2 Having consulted with the Group Leaders^{*}, at the first ordinary meeting of the Council's Cabinet of the municipal year and throughout the year, the Council's Leader shall confirm appointments to these bodies. The Leader shall consider any new request for the Council to appoint to an outside body and any changes to appointments that may be required such as arising from a Member resigning their position as the Council's representative.

* In any case where the appointment will include Members from opposition groups the leader will first consult with the leaders of these groups

Part 10 – Officers

1. Norfolk County Council Statutory and Chief Officers

a. Statutory Officers.

The Council engages such officers as it considers necessary to carry out its functions including the following Statutory Officers: -

- Head of Paid Service (Functions undertaken by the Chief Executive Officer)
- Chief Finance Officer /s151 officer (Functions undertaken by Director of Strategic Finance)
- Monitoring Officer (Functions undertaken by Director of Legal Services (nplaw))
- Director of Children's Services (Functions undertaken by Executive Director of Children's Services)
- Director of Adult Social Services (Functions undertaken by Executive Director of Adult Social Services)
- Director of Fire (Chief Fire Officer)
- Director of Public Health (DPH)
- Scrutiny Officer (Functions undertaken by Director of Democratic and Regulatory Services)
- Returning Officer (Functions undertaken by Director of Democratic and Regulatory Services)

b. Chief Officers

The number and responsibilities of Chief Officers are determined by the Council on the advice of the Chief Executive Officer. The Chief Executive Officer is accountable to the Executive and to the Council on the manner in which the discharge of the Council's functions is coordinated.

List of Norfolk County Council Chief Officers

- Chief Executive Officer (Head of Paid Service)
- Executive Director of Adult Social Services
- Executive Director of Children's Services
- Executive Director of Strategy and Transformation
- Director of Strategic Finance (Section 151 Officer)
- Director of Legal Services (nplaw) (Monitoring Officer)
- Director of Public Health
- Chief Fire Officer

1.3 Chief Executive Officer and Chief Officers.

The most senior posts in the structure are designated as the Chief Executive Officer and Chief Officers. They are responsible for the day-to-day managerial and operational decisions within the Council and provide support to all Members in their several roles.

a) General Role

The roles of the Chief Executive Officer and Chief Officers are:

- (i) to support and advise the Council, Executive, Scrutiny Committees and other Committees on policy and service delivery in order that Members' decisions are well informed.
- (ii) to ensure that the policies and decisions of the Council and Executive are formulated and delivered effectively and efficiently
- (iii) to provide strong managerial leadership and direction, foster cross-departmental working and implement organisational improvement
- (iv) to set high standards and drive up the performance, effectiveness and reputation of the Council
- (v) to work with outside bodies and access additional funds and resources in order to support the Council's programmes of work
- (vi) to recruit, develop, motivate and inspire staff

b) Specific roles

The specific roles of the Chief Executive Officer and the individual Chief Officers are:

(i) Chief Executive Officer

Overall corporate management and operational responsibility. Provision of professional advice and support to Members of the council. Representing the council on external and partnership bodies.

(ii) Executive Director of Children's Services

Statutory functions in respect of Children's Services. Education of children and young people. Children's Early Help, Social and Welfare Services for Children and vulnerable young people.

(iv) Executive Director of Adult Social Services

Statutory functions in respect of Adult Social Services, Adult Social Work, Integrated Health and Social Care, Commissioning and Public Health

(v) Executive Director, Strategy & Transformation

HR, Communications, Intelligence and Analytics and Strategy, Growth and Investment, Transformation, and Digital

(vi) Director of Strategic Finance

Statutory responsibilities of the Section 151/Chief Finance Officer
Budgeting and Financial Management, Exchequer Services, Pensions,
Investment and Treasury Management, Risk & Insurance, Audit, Procurement
and Transactional Services.

(vii) Director of Legal Services (nplaw)

Statutory responsibilities of the Monitoring Officer and for nplaw Legal Services

(viii) Director of Public Health

Statutory functions in respect of Public Health

(ix) Chief Fire Officer

This role has responsibility for managing the fire and rescue service. This role does not have to be operational but includes managing the personnel, services and equipment secured by the fire and rescue authority for the purposes of carrying out functions conferred on it by the Fire and Rescue Services Act 2004, Civil Contingencies Act 2004, and other enactments. Each fire and rescue authority must hold this person to account for the exercise of their functions and the functions of persons under their direction and control. It also has responsibility for Trading Standards

Other Senior Officer roles

(x) Director of Culture and Heritage (Lead Director for Communities and Environment)

Functions relating to Environment, Planning, Cultural Services,

(xi) Director of Highways, Transport and Waste (Lead Director for Infrastructure)

Has responsibility for Waste, Highways infrastructure and Transportation,

(xii) Director of Property

Functions relating to property matters and the corporate estate

(xiii) Director of Community Information and Learning

Functions relating to libraries, customer services, adult education and emergency planning

1.4 Head of Paid Service, Monitoring Officer and Section 151/Chief Finance Officer.

The Council has designated the following posts as shown:

- Head of Paid Service: Chief Executive Officer
- Section 151/Chief Finance Officer: Director of Strategic Finance
- Monitoring Officer: Director of Legal Services (nplaw)

These posts will have the functions described in Parts 1.5, 1.6 and 1.7 below.

1.5 Functions of the Chief Executive Officer as Head of Paid Service

- a) The Head of Paid Service has the following roles:
- (i) overall corporate management and operational responsibility (including overall management responsibility for all staff).
 - (ii) the provision of professional advice to all parties in the decision-making process (the executive, scrutiny, full Council and other committees).
 - (iii) together with the Director of Democratic and Regulatory Services, responsibility for a system for record keeping for all the local authority's decisions (executive or otherwise).
 - (iv) representing the Council on partnership and external bodies (as required by statute or the Council).
- b) The Chief Executive Officer will report to the Council on:
- (i) the manner in which the discharge by the authority of its functions is co-ordinated.
 - (ii) the number and grades of staff required by the authority for the discharge of its functions.
 - (iii) the organisation of the authority's staff.
 - (iv) the appointment and proper management of the authority' staff.

1.6 Functions of the Director of Legal Services (nplaw) as Monitoring Officer.

- a) As Monitoring Officer, the Director of Legal Services (nplaw) will:
- (i) Maintain an up-to-date version of the Constitution and will ensure through the Director of Democratic and Regulatory Services it is widely available for inspection by Members, officers and the public.
- After consulting with the Chief Executive Officer and the Director of Strategic Finance report to the full Council, or to the Executive in relation to

an executive function, if they consider that any proposal, decision or omission would give, is likely to give, or has given, rise to a contravention of any enactment or rule of law, or any maladministration or injustice. Such a report has the effect of stopping the proposal or decision being implemented until the report has been considered.

- Contribute to the promotion and maintenance of high standards of conduct through provision of support to the Audit and Governance Committee.
 - Ensure that records of executive decisions, including the reasons for those decisions and relevant officer reports and background papers, are made publicly available.
 - Advise whether decisions of the executive are in accordance with the Budget and Policy Framework.
 - Provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to all Members.
- Establish and maintain the register of Members' interests and ensures it is published and updated.

1.7 Functions of the Director of Strategic Finance as Chief Finance Officer/Section 151 Officer

- a) As Chief Finance Officer, the Director of Strategic Finance will:
- (i) After consulting with the Chief Executive Officer and the Monitoring Officer, report to the full Council, or to the Executive in relation to an executive function, and the Council's external auditor if they consider that any proposal, decision or course of action will involve incurring unlawful expenditure or is unlawful and is likely to cause a loss or deficiency, or if the Council is about to enter an item of account unlawfully.
 - (ii) Have responsibility for the administration of the financial affairs of the Council and be the Section 151 Officer.
 - (iii) Maintain an adequate and effective internal audit.
 - (iv) Contribute to the corporate management of the Council, in particular through the provision of professional financial advice.
 - (v) Provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to all Members and will support and advise Members and officers in their respective roles.
 - (vi) Provide financial information about the Council to Members of the Council, the media, members of the public and the community.

1.8 Duty to Provide Sufficient Resources to the Head of Paid Service, Monitoring Officer and Section 151/ Chief Finance Officer

The Council will provide the Head of Paid Service, Section 151/ Chief Finance Officer and Monitoring Officer with such officers, accommodation and other resources as are in the opinion of the relevant officer sufficient to allow their statutory duties to be performed.

1.9 Conduct

Officers will comply with the Officers' Code of Conduct and the Protocol on Officer/Member Relations set out in [Part 3D](#).

1.10 Employment

The recruitment, selection and dismissal of officers will comply with the Officer Employment Rules set out in Part 10A below.

Part 10A: Officer Employment Procedure Rules

These rules incorporate the standing orders required by Regulation 3(1) and Part II of Schedule 1 and Regulation 6/Schedule 3 of the Local Authorities (Standing Orders) (England) Regulations 2001.

1. Recruitment and appointment (general)

1.1 Declarations

- a) The Council will draw up a statement requiring any candidate for appointment as an officer to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of any existing Councillor or officer of the Council; or of the partner of such persons.
- b) Every Member and Senior Officer of the Council must disclose to the Chief Executive Officer any relationship known to them to exist between themselves and any person whom they know is a candidate for an appointment under the Council. The Chief Executive Officer or Chief Officer must bring any such disclosure to the attention of the Chair of the Employment Committee.
- c) No candidate so related to a Councillor or an officer will be appointed without the authority of the relevant Chief Officer, or an officer nominated by them.

1.2 Seeking support for appointment

- a) Subject to paragraph 1.1 c) the Council will disqualify any applicant who directly or indirectly seeks the support of any Councillor for any appointment with the Council. The content of this paragraph will be included in any recruitment information.
- b) Subject to paragraph 1.1 c) no Councillor will seek support for any person for any appointment with the Council.
- c) Nothing in paragraphs 1.1 a) and 1.1.b) above will preclude a Councillor from giving a written reference for a candidate for submission with an application for appointment.

1.3 Recruitment of Chief Executive Officer and Senior Officers³

For the purposes of this Part of the Constitution (Part 10A), a list of Senior Officers* (see footnote) is provided in Part A of the Appendix.

Where the Council proposes to appoint the Chief Executive Officer or a Senior Officer* and it is not proposed that the appointment will be made exclusively from among their existing officers, the Director for People will: -

- (i) draw up a statement specifying:
 - the duties of the officer concerned; and
 - any qualification or qualities to be sought in the person to be appointed;
- (ii) make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and
- (iii) make arrangements for a copy of the statement mentioned in paragraph (a) to be sent to any person on request.

1.4 Appointment of Chief Executive Officer

- a) The full Council will approve the appointment of the Chief Executive Officer following the recommendation of such an appointment by an Appointment Panel appointed for this purpose by the Employment Committee. The Appointment Panel must interview all qualified applicants for the post or select a short list of such qualified applicants and interview those included on the short list. The Panel must be politically balanced but will not count in the overall allocation of seats to political groups because of its ad-hoc nature.

1.5 Appointment of Senior Officers*

- a) An Appointment Panel will appoint Senior Officers*. The Panel will be appointed for this purpose by the Chief Executive Officer in consultation with the Group Leaders and must be politically balanced. The Panel may comprise or include some or all the members of the Employment Committee.

1.6 Other Appointments

- a) The appointment of officers other than as provided above, and other than assistants to political groups, is the responsibility of the Chief Executive Officer or their nominee and may not be made by Councillors. In this respect they have arranged for Chief Officers to exercise this function in respect of such staff within their Department
- b) It may be appropriate in some cases for Members to meet candidates in an informal environment. It may also be appropriate in limited circumstances for the relevant Committee Chair to speak with the head of department about the person specification prior to the post being advertised.

³ Part 10A, Appendix Part A lists 'Senior Officers' for the purposes of these officer employment procedure rules

A list of posts for which such informal arrangements would be appropriate is provided in Part B of the [Appendix](#).

- c) The recruitment of assistants to political groups will be carried out in accordance with the Council's proper processes but appointments will be made in accordance with the wishes of the political group to which the post has been allocated

2. Disciplinary action

2.1 In respect of the Head of Paid Service, Section 151/Chief Finance Officer and Monitoring Officer:

Any disciplinary action in respect of the Head of Paid Service, Section 151/Chief Finance Officer and Monitoring Officer will comply with the Local Authorities (Standing Orders) (England) Regulations 2001 as amended by the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015, or other legislative requirements or guidance in force at the relevant time.

2.2 In respect of Senior Officers

- a) The Chief Executive Officer will be responsible for taking disciplinary action in respect of Senior Officers including their dismissal.
- b) The Council's Disciplinary Procedure will apply, except in the case of disciplinary action in respect of the Section 151/Chief Finance Officer and Monitoring Officer. The Chief Executive Officer will consult the Director for People and the Monitoring Officer as to any disciplinary process or proposed disciplinary action relating to Senior Officers.

2.3 In respect of other staff

- a) Disciplinary action against or the dismissal of other staff will only be taken by the Chief Executive Officer or their nominee. In this respect Chief Officers are authorized to exercise these functions in respect of such staff within their Departments.
- b) Councillors will not be involved in disciplinary action against or the dismissal of any officer except (i) as provided in the Regulations referred to in Section 6 above, (i) where such involvement is necessary for any investigation or inquiry into alleged misconduct, in the case of political assistants (where such action will be taken after consultation with the relevant Group Leader).

3. Officers delegated powers in respect of staffing matters

- 3.1 The Council has arranged for Chief Officers and the Director for People to take the decisions in respect of the employment of officers set out under (3.4 and 3.5) below.

- 3.2 In addition, Chief Officers may authorise officers in their Departments to exercise the powers set out in the lists on their behalf.

In addition, Managers are authorised to make other day to day operational decisions on the management of their staff in accordance with the relevant procedures and conditions of employment, taking advice from the Director for People and any other specialist advisers as necessary.

3.3 Powers Delegated relating to salaries and wages and General Conditions of Service

Powers Delegated

To

a) To implement national agreements, except discretionary clauses not related to previous decisions taken by committees.

Director for People, and appropriate Chief Officer(s).

b) To determine gradings of posts (other than Senior Officer posts and reviews involving significant numbers of posts or where the changes give rise to significant cost implications).

(i) For employees subject to the Conditions of Service of the National Joint Council for Local Government Services, the Director for People in accordance with grading policy and arrangements agreed as part of Modern Reward Strategy.

(ii) For other categories of employees, the relevant Chief Officer subject to the Chief Officer consulting the Director for People.

c) To adjust locally agreed rates of pay provided any proposed adjustment follows closely adjustment agreed to national rates which existed prior to the local determination.

Director for People

d) to determine annual pay awards for Centrally Employed Teachers within the framework provided by the national School Teachers' Pay and Conditions Document

Executive Director of Children's Services, in consultation with the Director for People.

e) To exercise discretionary powers with regard to the Local Government Pension Scheme, within the policy framework agreed by the County Council.

Monitoring Officer, with Director for People.

g) To determine pay awards for Coroners within the framework provided by the national Joint Negotiating Committee for Coroners.	Director of Democratic and Regulatory Services in consultation with Director for People.
---	--

3.4 Powers Delegated relating to miscellaneous staffing matters

Powers Delegated	To
a) To recognise the contribution of staff over and above their contracted role in accordance with the Council's Recognition policy.	Director for People
b) To reimburse in whole or part, as considered appropriate, but subject to a maximum amount of £2,500, the amount of any fines and necessary legal costs incurred by employees in relation to Council business, where an infringement of the criminal law is alleged without any personal fault on the part of the employee concerned.	Appropriate Chief Officer in consultation with the Monitoring Officer.
c) To make loans to employees for the acquisition of houses in accordance with an approved scheme.	Director for People in consultation with Director of Strategic Finance
d) In consultation with all Group Leaders, to enhance the maximum amount payable under the relocation scheme up to £15,000 if it is considered necessary in order to be able to make an effective appointment.	Director for People.

Appendix

Part A

1. Senior Officers for the purposes of this section of the Constitution:
 - Chief Executive Officer
 - Executive Director of Children's Services
 - Executive Director of Adult Social Services
 - Executive Director of Strategy and Transformation
 - Director of Strategic Finance
 - Director of Public Health
 - Director of Fire/Chief Fire Officer
 - Director of Legal Services
 - Head of Communications

This list will be updated from time to time to reflect changes to posts.

Part B

1. Members may be involved informally with the appointment of officers who report directly to Executive Directors and who have a lead role for a service, or
2. Members may be informally involved in appointments to the following posts
 - a) Lead Officers responsible for:

Adult Social Work and Health:

- Early Help and Prevention
- Social Work
- Commissioning
- Service Delivery

Children's Services:

- Education
- Children's Social Work
- Early Help
- Quality and performance

Infrastructure:

- Highways
- Transport
- Waste

- Property services and corporate estate

Communities and Environment

- Cultural Services
- Environment
- Planning
- Adult Learning
- Emergency Planning
- Libraries

Financial Services:

- Budgeting and Financial Management
- Pensions Management and Treasury
- Procurement and sustainability

Strategy and Transformation:

- Human Resources
- Communications
- Intelligence and Analytics
- Strategy
- Digital
- Economic Development

Part 10B: 'Proper Officer' provisions

Local Government legislation from time to time requires local authorities to appoint "Proper Officers" for specific purposes.

The post holders listed below have been designated by the Council as the Proper Officers for the functions listed against their post.

Proper Officer	Function	Legislation
The Chief Officer or other officer responsible for the function which is the subject of the document. If there is no such officer, then the Chief Executive Officer	Signing notices, orders and other documents	Section 234 of the Local Government Act 1972 (referred to below as the 1972 Act)
Chief Executive Officer	To convene meeting of County Council to fill vacancy in office of Chair	Section 88 (2) of the 1972 Act
Chief Executive Officer	Signature of summons to attend meetings and Receipt of notices regarding address to which summons to meeting to be sent	Paragraph 4 (2) (b) and Paragraph 4 (3) of Schedule 12 to the 1972 Act
Director of Strategic Finance	Receiving monies due from officers of the Council	Section 115 (2) of the 1972 Act
Director of Strategic Finance	Inspection of Accounts	Section 228 (3) of the 1972 Act
Director of Culture and Heritage (Lead Director for Communities and Environment)	Function with respect to Ordnance Survey	Section 191 of the 1972 Act
Director of Culture and Heritage (Lead Director for Communities and Environment)	Receipt of deposit of lists of protected buildings	Paragraph 28 of Schedule 16 to the 1972 Act
Director of Highways, Transport & Waste (Lead Director for Infrastructure)	Issuing certificates in respect of expenses due to extra-ordinary traffic	Section 59 (1) of the Highways Act 1980

Proper Officer	Function	Legislation
Director of Highways, Transport & Waste (Lead Director for Infrastructure)	Consultation with District Councils where improvement of private streets includes sewerage and making final appointments in respect of private street works	Section 205 (4) and Section 211 of the Highways Act 1980
Director of Democratic and Regulatory Services	Witness and receipt of declaration of acceptance of office	Section 83 (1) - (4) of the 1972 Act
Director of Democratic and Regulatory Services	Receipt of notice of casual vacancy from two local government electors	Section 89 (1) (b) of the 1972 Act
Director of Democratic and Regulatory Services	Certification of reports and minutes	Section 41 of the Local Government (Miscellaneous Provisions) Act 1976
Director of Democratic and Regulatory Services	Receipt of declaration of resignation	Section 84 of the 1972 Act
Director of Democratic and Regulatory Services	Notification of political groups	Local Government (Committees and Political Groups) Regulations 1990
Director of Democratic and Regulatory Services	Returning Officer for County Council elections	Section 35, Representation of the People Act 1983
Director of Democratic and Regulatory Services	Appointment of Coroner	Coroners & Justice Act 2009
Director of Democratic and Regulatory Services	Deposit of documents – except documents deposited under Section 146 (6) and (7) of the Town and Country Planning Act 1990	Section 225 (1) of the 1972 Act
Director of Legal Services (nplaw)	Certification of bylaws	Section 238 of the 1972 Act
Director of Legal Services (nplaw)	Declaration and certificates in respect of securities	Section 146 (1) (a) & (b) of the 1972 Act
Director of Legal Services (nplaw)	Charity functions of holders of offices with existing authorities transferred to proper officer, if no equivalent officer	Section 210 (6) and (7) of the 1972 Act
Director of Legal Services (nplaw)	Certification of photographic copies of documents	Section 229 (5) of the 1972 Act
Director of Legal Services (nplaw)	To send copies of bylaws to each District Council in the County	Section 236 (10) of the 1972 Act

Proper Officer	Function	Legislation
Head of Registration Services	Appoint registration officers, maintain Registration Offices prepare and submit a local registration Scheme. Reimburse fees to Superintendent Registrars Approve venues for marriage and civil partnership ceremonies	Provisions of Registration Service Act 1953, the Marriages Act 1949 and the Marriages and Civil Partnership (Approved Premises) Regulations 2005 (as amended).

In addition, any reference in any legislation passed before or during the 1971 - 72 session of Parliament other than the Local Government Act 1972 or in any instrument made before 26 October 1972 to the Clerk to the Council which, by virtue of any provision of the said Act, is to be construed as a reference to the Chief Executive Officer.

Part 10C: Scheme of Delegated Powers to Officers

1. General conditions applying to all delegated decisions

- 1.1 Chief Officers (which for the purpose of this Scheme includes the Officers listed in Section B of this Scheme) are authorised within the scope of this Scheme to exercise the powers and duties of the County Council in relation to the service and activities for which they are responsible, and the professional and managerial responsibilities of their posts. They are accountable to the elected Members of the County Council for the efficient and economic discharge of these responsibilities. Members are accountable to the public and are responsible for all major matters which impact upon the public in the course of the County Council exercising its powers and duties.
- 1.2 Subject to the provisions of this Scheme, but without otherwise limiting the scope of paragraph 1, the powers delegated to Chief Officers include:
- issuing and serving statutory notices
 - granting any licence, consent, approval, permission certificate or authorisation with or without conditions, or their refusal – excluding matters which are within the remit of the Director of Property
 - fixing, varying, deferring and waiving charges and similar payments (and associated conditions) which the County Council is entitled to impose
 - signing documents
 - authorising entry onto land
 - inspecting land and premises and things on premises
 - making grants (subject to any limitations imposed by Members in Council or Committee)
 - making Statutory Orders and Schemes
 - instituting criminal proceedings
 - declaring land to be surplus to the requirements of their service
 - delivering the approved capital programme for their service

In addition, the Senior Trading Standards Officers listed in Section B of this Scheme have the specific powers to institute legal proceedings.

- 1.3 Officers can only act within delegated powers and these are exercisable subject to:
- a) strategies, policies, priorities and Financial Regulations determined by the Members of the County Council;
 - b) referral to the Executive for consultation or decision on all matters of public controversy or undecided matters of policy or substantial change from previous practice or which involve difficult or major issues where custom and practice or initial consultation with elected Members indicates that such referral should take place;

- c) compliance with the law and all policies, Regulations, Orders, codes, protocols, and similar documents approved by Council, the Leader, the Cabinet, or a relevant Committee
- d) consultation with appropriate officers and proper regard to any professional advice given;
- e) other specific delegations in this Scheme or similar documents to another officer
- f) decisions by the Chief Executive Officer or the Director of Legal Services (nplaw) and Monitoring Officer on whether Chief Officers should exercise any delegated power;

1.4 In addition to the constraints referred to above, there are exceptions to all officers' delegated powers. In particular, there is no delegation to officers of:

- a) matters specifically reserved to the Council, the Leader, the Cabinet or a Committee;
- b) approval to exceed the provision in the revenue or capital budgets for their service responsibilities; (subject to the rules on virement contained in the Financial Regulations in Part 11C);
- c) decisions on permanent savings in the budget to achieve the Council's policies;
- d) the making of an Order for the compulsory acquisition of land;
- e) the right to determine a major employee re-organisation;
- f) Any key decision falling within the definition set out in [Part 4 3](#) which: -
 - recommends a budget to the full Council
 - proposes an amendment to the Council's Policy Framework (as defined in the Constitution)
 - involves the adoption of any other policy or a works programme
 - involves the expenditure or savings of more than £1.25M over one accounting year unless expressly provided for in the adopted budget or Policy Framework
 - involves the acquisition or disposal of land and buildings or any interest in land and buildings in excess of an estimated value of £1.25M unless covered by a specific item in the budget
 - involves a budget virement of funding in excess of the virement limit to be set out in the Constitution
 - recommends the promotion or amendment of local legislation
 - involves significant public, private and voluntary partnership working in Norfolk

- involves the making of a Statutory Order or Scheme which will have a significant impact on the delivery of County Council services
- proposes significant changes to the Constitution

Together with any other decision which the Director of Legal Services (nplaw) and Monitoring Officer, in consultation with the Leader and Chief Executive Officer, considers to be a key decision.

- 1.5 A Chief Officer need not exercise their delegated power in any particular matter and must not do so if in their opinion the matter involves questions of policy as yet undecided by the Council or Committee or any substantial change from previous practice.
- 1.6 The Leader, with the exception of functions which are not to be the responsibility of the Executive, may, following consultation with the Chief Executive Officer and Monitoring Officer, withdraw any delegations made by them by giving written notice to that effect to the relevant Chief Officer and copied to the Chief Executive Officer and Monitoring Officer. The delegation may be withdrawn either generally or in a specific case and the withdrawal will take effect immediately the notice is given. The notice withdrawing the delegated power will also state who will exercise the delegated power in the place of the relevant Chief Officer. In the case of the delegation of a professional or technical matter, that person must be someone suitably qualified.

2. General conditions applying to all delegated powers listed below

- 2.1 The delegated powers in Section B of this Scheme must be exercised.
- a) In accordance with any relevant policies of the County Council.
- b) In consultation with appropriate officers and after paying proper regard to any professional advice given.
- 2.2 Any power conferred upon a Chief Officer (which for this purpose includes the Heads of Service listed in Section B of this scheme) may be exercised in the name of the Chief Officer by their Deputy or another senior officer authorised in writing to do so by the Chief Officer.
- 2.3 In addition, a Chief Officer may authorise in writing any named officer to exercise a delegated power:
- a) in their absence, or
- b) when they are otherwise not available to exercise it at the relevant time.
- 2.4 Any authorisation under paragraphs 2.2 and 2.3 must be documented.

- 2.5 Chief Officers shall also be required to liaise with and inform:
- a) the relevant Cabinet Member regarding the exercise of powers and duties in appropriate cases; and
 - b) the local Member on those issues listed in the Local Member Protocol under Part 10D.
- 2.7 A Chief Officer need not exercise their delegated power in any particular matter and unless prohibited by law, may instead refer the matter to Members for a decision.
- 2.8 Failure to carry out the consultations in paragraph 2.6 (a) and (b) will not invalidate the exercise of the delegated power.
- 2.9 Where in the opinion of the appropriate Chief Officer and of the Director of Democratic and Regulatory Services a decision which would otherwise be a Planning Regulatory Committee decision is required urgently, that Chief Officer, after consultation with any other appropriate Chief Officers, the Committee Chair and the main political group Spokespeople thereof, may take such a decision in respect of any matter falling within the remit of the Committee on the understanding that details of the matter, together with the decision, are reported by way of letter, to the Members of the Committee. In the event of there not being unanimous agreement between the Party Spokespeople, the matter should be referred to the Urgent Business Sub-Committee.
- 2.10 Any reference in these delegations to any Act or Statutory Instrument or any section or clause thereof, is deemed to refer to the same as at any time amended, and where such Act, Instrument, section or clause has been replaced, consolidated, or re-enacted, with or without amendment, such mention shall be deemed to refer to the relevant provisions of the replacing, consolidating or re-enacting statute or instrument.
- 2.11 The power to grant licences, consents, approvals, permissions, certificates and authorisations includes the power to vary, revoke or refuse such licences etc. and to grant them with or without conditions.
- 2.12 This Scheme does not apply to the statutory responsibilities placed on the Chief Executive Officer, Director of Strategic Finance and Director of Legal Services (nplaw) nor to any non-statutory tasks which Central Government from time to time requests of individual Chief Officers.
- 2.13 Any decision or appointments made, or authorisation given by a Chief or other officer before 7 May 2019 remains effective and in force unless or until expressly revoked.

3. Officers' scheme of delegated powers

The following summaries of Officers' delegations' detail further exceptions and provide appropriate clarification: -

3.1 Chief Executive Officer

In accordance with the strategies, policies and priorities of the Council and the general conditions set out in Section A of this Scheme:

- a) To exercise the functions of Head of Paid Service under the provisions of the Local Government and Housing Act 1989
- b) To do, or authorise to be done, any act or thing necessary to affect any decision of the Council.
- c) To exercise any powers where necessary in the event of a civil emergency, consulting where practicable with the Group Leaders and Chair of the Scrutiny Committee.
- d) To determine the list of politically restricted posts within the Council and to issue certificates under Section 3 of the Local Government and Housing Act 1989.
- e) To authorise a Chief Officer to act in their absence on any matter within their authority.
- f) To authorise the Director for People to take decisions in line with workforce policy and employment legislation and in line with the functions of the Head of Paid Service.
- g) To authorise the Head of Health and Safety to discharge accountabilities which meet Council and Chief Officer accountabilities under health and safety legislation.
- h) To give permission for the use of the County Council's Coat of Arms.
- i) To divide electoral divisions into polling districts at local government elections.
- j) To make appointments to Committees in consultation with the relevant Group Leader.
- k) In line with the statutory requirements set out in sections 36 – 41 of the Counter Terrorism and Security Act 2015 to ensure compliance with the Channel duty guidance 2020 (and any future updates) including the constitution of a Channel Panel for its area.

3.2 Executive Director of Children's Services

In accordance with the strategies, policies and priorities of the Council and the general conditions set out in Section A of this Scheme, to exercise the Council's functions relating to Children's Services, including social care and intervention services for children and young people, adoption, youth offending residential establishments (but excluding decisions on the closure, relocation or change of use of residential establishments) schools, further education and the youth service including:

- a) Filling vacancies for Local Education Authority School Governors on the basis of nominations recommended by the appropriate nominating Party Spokesperson.
- b) Dismissal of Local Education Authority School Governors.
- c) Variations to the Scheme for the Local Management of Schools and any cases of a withdrawal of delegated powers; but excluding.
- d) The adoption of a syllabus of religious education on the recommendation of the Standing Advisory Committee on Religious Education.
- e) Major school reorganisation proposals.
- f) Proposals to open and close schools.

In addition

- g) The Children's Services operational lead for school attendance and the Senior Adviser – Safeguarding are authorised to institute legal proceedings in connection with the Council's functions relating to school attendance.
- h) The Children's Services operational lead for school attendance and the Senior Adviser – Safeguarding are authorised to serve school attendance orders
- i) To license the employment of children.

3.3 Executive Director of Adult Social Services

In accordance with the strategies, policies and priorities of the Council and the general conditions set out in Section A of this Scheme, to exercise the Council's functions relating to Social Services for adults, disabled persons, elderly persons, welfare and mental health services, community care and residential homes but excluding decisions on the closure, relocation or change of use of residential establishments and day establishments.

3.4 Director of Culture and Heritage (Lead Director for Communities and Environment)

In accordance with the strategies, policies and priorities of the Council and the general conditions set out in Section A of this Scheme, to exercise the Council's functions with regard to Planning Museums, Archaeology, Archives and the Arts but excluding the withdrawal or major modification of public facilities.

To refuse to entertain an application where it is the same, or similar, to a proposal that has been previously refused by the authority or upon appeal and where it is considered that there has been no genuine attempt to address the grounds of refusal of the earlier proposal.

In accordance with the strategies, policies and priorities of the Council and the general conditions set out in Section A of this Scheme, to exercise the Council's functions relating to Town and Country Planning, the Environment, and including:

- a) Approving minor or uncontroversial changes to the County Council's planning policies and plans and minor or uncontroversial comments on other organisations' plans and policies.
- b) Responding to District Council consultations on planning applications or to development proposals by Government departments, statutory undertakers, local authorities or other decision-making bodies provided that the proposal is consistent with County Council policy, is unlikely to raise controversial issues of a strategic nature and the Local Member has been informed of the proposed response.
- c) Giving advice or making recommendations to local planning authorities on behalf of the County Council as, minerals and waste planning authority and county planning authority.
- d) The powers of entry, inspection, and all other powers given to duly authorised officers or inspectors in connection with the functions relating to planning services.
- e) Appointing and authorising officers of the Council and other authorities to enforce the legislation relating to the functions of planning services including the institution of legal proceedings (including proceedings under Section 222 of the Local Government Act 1972) and the authorisation of officers to appear in the Magistrates Court but excluding the making of Orders and Regulations
- f) To exercise all the functions of the Council relating to Town and Country Planning and Development Management, including entering into s106 agreements; except for:
 - (i) approval of applications for County Matter and County Council development where objections are raised by statutory consultees;
 - (ii) approval of applications for County Matter and County Council development which have three or more individual representations raising planning related objections.

- (iii) approval of applications for County Matter and County Council development requiring Environmental Impact Assessments;
 - (iv) where the Lead Director for Communities and Environment determines, in consultation with the Chair of the Planning (Regulatory) Committee, that approval of applications for County Matter and County Council development should be determined by the Committee; and
 - (v) approval of applications for County Matters and County Council development which are considered a departure from the Development Plan.
 - (vi) Refusal of applications for County Matters and County Council Development which are considered to accord with the development plan
 - (vii) To refuse applications for County Matters and County Council development on the grounds that there is insufficient information to determine the application.
- g) To issue screening and scoping opinions under the Town and Country Planning (Environmental Impact Assessment) (England and Wales) Regulations 2017 (as amended).
 - h) To exercise the Council's powers and duties in respect of obtaining information as to interests in land under Section 330 of the Town and Country Planning Act 1990.
 - i) To exercise the Council's powers and duties in respect of obtaining of particulars of persons interested in land under Section 16 of the Local Government (Miscellaneous Provisions) Act 1976
 - j) To exercise the functions of the Council as the Competent authority under the Conservation of Habitats and Species Regulations 2017, as amended, with regards to any consent, permission or other authorisation for, a plan or project for which it is the relevant planning authority. Including:
 - (i) Determine whether or not an appropriate assessment is required.
 - (ii) Where it is considered that an appropriate assessment is required.
 - (iii) Decide whether it is appropriate to take the opinion of the public and if so the necessary steps to be taken, and
 - (iv) In the light of an appropriate assessment, determine whether the Plan or Project will or will not adversely affect the integrity of the European site.
 - k) To authorise entry onto land under Section 196 of the Town and Country Planning Act 1990.

3.5 Director of Highways, Transport & Waste (Lead Director for Infrastructure)

In accordance with the strategies, policies and priorities of the Council and the general conditions set out in Section A of this Scheme, to exercise the Council's functions relating to Highways, Transportation, Waste Disposal, Waste Management flooding and drainage:

- a) In connection with permanent and experimental traffic regulation orders (including speed limits):
 - (i) to authorise the public advertisement of the intention to make such orders

- (ii) to authorise the making of such orders where there are no objections
- b) Imposing temporary speed limits and temporary traffic restrictions and prohibitions.
- c) To exercise the Council's functions relating to land drainage.
- d) To authorise the publication and maintenance of records associated with the register of flood risk structures or features under Section 21 of the Flood and Water Management Act 2010.
- e) Giving advice or recommendations to Local Planning Authorities on behalf of the County Council as Lead Local Flood Authority in line with requirements of the Town and Country Planning (Development Management Procedure) (England) Order 2015.
- f) Giving advice or making recommendations to local planning authorities on behalf of the County Council as local highway authority
- g) Responding to District Council consultations on planning applications or to development proposals by Government departments, statutory undertakers, local authorities or other decision-making bodies provided that the proposal is consistent with County Council policy, is unlikely to raise controversial issues of a strategic nature and the Local Member has been informed of the proposed response.
- h) Approving the publication of formal flood investigations undertaken under Section 19 of the Flood and Water Management Act 2010.
- i) To grant Street Works licences.
- j) To permit the deposit of builders skips on the highway.
- k) To license the planting, retention and maintenance of trees etc on the highway.
- l) To licence works in relation to buildings etc which obstruct the highway.
- m) To consent to temporary deposits or excavations in streets.
- n) To dispense with the duty to erect hoardings or fences.
- o) To restrict the placing of rails, beams etc. over highways.
- p) To consent to the construction of cellars etc under streets.
- q) To consent to the making of openings into cellars etc under streets, and pavement lights and ventilators.
- r) To remove things deposited on highways so as to be a nuisance.

- s) To assert and protect the rights of the public to the use and enjoyment of highways.
- t) To create footpaths, bridleways and restricted byways by agreement or by order.
- u) To divert, stop up and extinguish footpaths, bridleways and restricted byways.
- v) To enter into access agreements under Section 35 of the Countryside and Rights of Way Act 2000.
- w) To provide access in the absence of agreement under Section 37 of the Countryside and Rights of Way Act 2000.
- x) To authorise temporary disturbance of the surface of footpaths, bridleways and restricted byways.
- y) To temporarily divert footpaths, bridleways and restricted byways.
- z) To exercise functions relating to the making good of damage and removal of obstructions from public paths.
- aa) To authorise the erection of stiles etc on footpaths and bridleways.
- bb) To designate footpaths as cycle tracks.
- cc) To enter into agreements under Section 278/38/228 of the Highway Act 1980.
- dd) To enter into s106 agreements under the Town and Country Planning Act 1990
- ee) To permit the placing of scaffold/hoarding on the highway.
- ff) To licence the cultivation of areas subject to full highway rights

3.6 Director of Community Information and Learning

In accordance with the strategies, policies and priorities of the Council and the general conditions set out in Section A of this Scheme, to exercise the Council's functions with regard to Adult Education, Community and Customer Services, Equality and Diversity, Support and Development, and Libraries but excluding the withdrawal or major modification of public facilities.

3.7 Director of Property (also Corporate Property Officer)

In accordance with the strategies, policies and priorities of the Council and the general conditions set out in Section A of this Scheme, to exercise the Council's functions with regard to all property disposals (including lease surrenders / assignments), acquisitions and other property transactions (such as granting /

taking licences, granting of easements and wayleaves to statutory undertakers etc., granting tenancies at will.

3.8 Executive Director – Strategy and Transformation

Appointed as

Data Protection Officer (DPO)

In accordance with the strategies, policies and priorities of the Council and general conditions set out in Section A of this scheme, to be responsible for the service delivery of the Council's functions relating to Human Resources and Organisational Development, Health & Safety, Corporate Strategy Development, Corporate communications, Corporate analytics functions, Transformation, Digital Services, Economic Development, Growth and investment.

Including;

Responding to District Council consultations on planning applications or to development proposals by Government departments, statutory undertakers, local authorities or other decision-making bodies provided that the proposal is consistent with County Council policy, is unlikely to raise controversial issues of a strategic nature and the Local Member has been informed of the proposed response.

To enter into agreements under Section 278/38/228 of the Highway Act 1980.

To enter into s106 agreements under the Town and Country Planning Act 1990

To undertake the functions as a statutory consultee in relation to Nationally Significant Infrastructure Projects in cases where the proposal would be a County Matter if it were not being dealt with as a Nationally Significant Infrastructure Project.

3.9 Director of Strategic Finance

Appointed as:

Section 151/Chief Finance Officer

In accordance with the strategies, policies and priorities of the Council and the general conditions set out in Section A of this Scheme, to be responsible for the proper administration of the financial affairs of the Council including all arrangements concerning financial planning, financial control, banking, accounts, income, insurances, investments, bonds, loans, guarantees, leasing, borrowing (including methods of borrowing), trust and pension funds, the payment of creditors, the payment of salaries, wages, pension schemes benefits and gratuities and internal audit. Authorisation of write-off of debts less than £10,000.

3.10 Director of Fire/Chief Fire Officer

In accordance with the strategies, policies and priorities of the Council and the general conditions set out in Section A of this Scheme, to exercise the Council's functions relating to fire prevention, firefighting, fire safety, explosives and petroleum and the functions conferred on the local authority under Part 25 of the Fire Safety Order 2005, the Fire and Rescue Services Act 2004 and the Fire and Rescue National Framework, Building Safety Reform, Trading Standards, Animal Health and Welfare, Safety of Sports Grounds and Consumer Protection, including but not limited to;

- a) The powers of entry, inspection, sampling, test purchasing, and all other powers given to duly authorised officers or inspectors in connection with the functions relating to trading standards, safety of sports grounds, consumer and environmental protection, animal health and welfare and planning services.
- b) Appointing and authorising officers of the Council and other authorities to enforce the legislation relating to the functions of trading standards, safety of sports grounds, consumer and environmental protection, animal health and welfare, and health protection legislation in so far as it relates to the functions of Trading Standards and enforcement and planning services including the institution of legal proceedings (including proceedings under Section 222 of the Local Government Act 1972) and the authorisation of officers to appear in the Magistrates Court but excluding the making of Orders and Regulations.
- c) Appointing and authorising officers of the Council and the fire service as Inspectors under Section 19(1) of the Health and Safety of Work Act 1974 and to authorise such postholders to exercise the powers contained in Sections 20(2), 21, 22, 25, 38 and 39 of the Act and the provisions of the Explosives Act 1875 being relevant statutory provisions under the 1974 Act, and of Regulations, Orders or other legislation made, modifying or having effect under the provision
- d) To appoint individuals to act as Public Analysts in accordance with the Food Safety Act 1990, Section 27(i) and to appoint Agricultural/Deputy Agricultural Analysts in accordance with the Agriculture Act 1970, Section 67.3(b).
- e) To license the movement of cattle from a market.
- f) To license the movement of animals under specific disease orders.
- g) To licence the movement of animals, where such movements would otherwise be allowed under general licence, in an instance where the ability of livestock keeper to use the general licence has been removed.
- h) To exercise all the Council's functions in relation to the safety of sports grounds legislation.

3.11 Director of Public Health

In accordance with the strategies, policies and priorities of the Council and the general conditions set out in Section A of this Scheme, to exercise the Council's functions relating to Public Health and specifically:

- Health Protection
- Health Improvement
- Clinical Public Health including advice to the wider health system
- Health Intelligence
- Emergency planning

3.12 Director of Legal Services (nplaw)

Appointed as:

Monitoring Officer

In accordance with the strategies, policies and priorities of the Council and the general conditions set out in Section A of this Scheme:

- a) To authorise officers to appear and represent the Council in Magistrates and County Courts.
- b) To serve notices requiring information to be given in respect of interests in land.
- c) To enter into any legal documentation, make any statutory orders, make any application to the Courts or other tribunals and take associated action, to give effect to decisions made by or on behalf of the Council.
- d) To deal with Blight Notices and Purchase Notices.
- e) To keep the Definitive Map and Statement under review.
- f) To include modifications relating to the Definitive Map and Statement in other Orders relating to public rights of way.
- g) To keep the register of prescribed information with respect to applications under Section 53(5) of the Wildlife and Countryside Act 1981.
- h) To prepare a map and statement by way of consolidation of the Definitive Map and Statement.
- i) To serve notices requiring information to be given in respect of interests in land.
- j) To determine applications for certificates of lawful use or development and for certificates of lawfulness for proposed use or development.
- k) To register common land or town or village greens and to register variation of rights of common and to determine applications for the registration of land as new Town or Village Green.
- l) To obtain information under Section 16 of the Local Government (Miscellaneous Provisions) Act 1976 and Section 330 of the Town and Country Planning Act 1990.

3.13 Director of Democratic and Regulatory Services

Appointed as:

Scrutiny Officer

Returning Officer

In accordance with the strategies, policies and priorities of the Council and the general conditions set out in Section A of this Scheme:

And to exercise the Council's functions in respect of:

- a) the Coroners Service
- b) making appointments to the Norfolk Valuation Panel
- c) to declare vacancies in office and give public notice of a casual vacancy under Sections 86 and 87 of the Local Government Act 1972.

3.14 Additional appointments

Senior Responsible Officer (SRO) – Head of Trading Standards

Money Laundering Reporting Officer (MRLO) – Chief Auditor

4.0 Limitations on officers delegated decisions

4.1 Grants thresholds

i.e. those thresholds above which Member approval will be required for the making of grants. (See Part [10C](#) 1.2 (g) of this Scheme).

In respect of the following service areas: -

- a) Children's Services - £10,000
- b) Cultural Services - £1,000.
- c) Citizens Advice Bureau – all grants

Schedule of delegations of Chief Officers' powers

Executive Director of Children's Services

Section A2 (July 2022)

Areas of Delegation	Range of Grades
a. Issuing and serving statutory notices.	K (or equivalent) and above, within their areas of responsibility.
b. Granting any licence, consent, approval, permission certificate or authorisation with or without conditions, or their refusal.	H and above, within their areas of responsibility.
c. Fixing, varying, deferring and waiving charges and similar payments which the County Council is entitled to impose.	P and above, within their areas of responsibility.
d. Signing documents.	K and above, within their areas of responsibility.
e. Authorising entry onto land.	Not applicable
f. Inspecting land and premises and things on premises.	E and above, within their areas of responsibility.
g. Making grants (up to £10,000).	J and above within their areas of responsibility.
h. Making Statutory Orders and Schemes.	K (or equivalent) and above, within their areas of responsibility.
i. Instituting criminal proceedings.	J and above within their areas of responsibility.
j. Declaring land to be surplus to the requirements of their service.	Reserved to Executive Director
k. Delivering the approved capital programme for their service.	K and above within their areas of responsibility.

Schedule of delegations of Chief Officers' powers

Executive Director of Children's Services

B2 General delegation (July 2022)

Each member of the Children's Services Departmental Management Team, together with staff in their services within their areas of responsibility and graded at Scale H and above, are authorised to exercise the Council's functions delegated to the Executive Director of Children's Services in relation to education, schools, further education, youth service and the Youth Offending Team.

Area of Delegation	Officer(s)
a. Reviewing decisions made by the Authority in exercising its discretionary powers relating to the provision of financial and other support to pupils and students.	Director – Education
b. Filling vacancies for Local Education Authority School Governors on the basis of nominations recommended by the appropriate nominating Party Spokespeople and dismissal of LEA School Governors.	Director – Education
c. Variations to the Scheme of Local Management of schools and any cases of a withdrawal of delegated powers.	Reserved to Executive Director
d. Applications under part IV of the Children Act 1989 i.e. Care Orders, Emergency Protection Orders and Recovery Orders.	(Qualified and Registered) Social Workers in consultation with Team Managers
e. Application to the Court for an order under the inherent jurisdiction in relation to children.	(Qualified and Registered) Social Workers in consultation with Safeguarding Manager and/or Corporate Parenting Manager
f. Applications under Section 18 of the Adoption Act 1976 i.e. freeing for adoption.	(Qualified and Registered) Social Workers in consultation with Safeguarding Manager and/or Corporate Parenting Manager

g. Applications under the Children Act and Adoption Act for leave to disclose documents in proceedings.	Case Responsible Team Managers in consultation with Safeguarding Manager and/or Corporate Parenting Manager
h. Application to the Court for a breach of a Court Order.	Case Responsible Team Managers in consultation with Safeguarding Manager and/or Corporate Parenting Manager

Schedule of delegations of Chief Officers' powers

Executive Director of Adult Social Services

Section A2 (July 2022)

Area of Delegation	Range of Employees' Grades
a. Issuing and serving statutory notices.	M and above, within their areas of responsibility
b. Granting any licence, consent, approval, permission certificate or authorisation with or without conditions, or their refusal.	M and above, within their areas of responsibility
c. Fixing, varying, deferring and waiving charges and similar payments which the County Council is entitled to impose.	M and above, within their areas of responsibility
d. Signing documents.	D and above, within their areas of responsibility
e. Authorising entry onto land.	Not applicable
f. Inspecting land and premises and things on premises.	D and above, within their areas of responsibility
g. Making grants (subject to any limitations imposed by Committee).	M and above, within their areas of responsibility
h. Making Statutory Orders and Schemes.	I and above, within their areas of responsibility (in consultation with line managers)
i. Instituting criminal proceedings.	Executive Director or Director
j. Declaring land to be surplus to the requirements of their service.	Executive Director
k. Delivering the approved capital programme for their service.	K and above, within their areas of responsibility

In the absence of the Executive Director, any Director is authorised to act on their behalf. In matters requiring a professional social work decision, the appropriate Director's advice will be sought, where possible.

Schedule of delegations of Chief Officers' powers

Executive Director of Adult Social Services

B2 General delegation (July 2022)

Each member of the Adult Social Services Department Senior Management Team, together with employees in their services within their areas of responsibility is authorised to exercise the Council's functions delegated to the Executive Director of Adult Social Services in respect of social care services to adults and children and their families.

In addition, the making of the following applications is delegated to:

a. Complaint under Section 43 and 56 of the National Assistance Act 1948 to recover the costs of assistance from persons liable for maintenance.	Director of Strategic Finance
b. Application under Section 29 of the Mental Health Act 1983 for appointment by the Court of acting nearest relative.	Approved Social Workers
c. Applications under Sections 2,3 and 4 of the Mental Health Act 1983.	Approved Social Workers
d. Applications for Guardianship under Section 7 of the Mental Health Act 1983.	Approved Social Workers

Schedule of delegations of Chief Officers' powers

Executive Director – Strategy and Transformation

Specific delegations apply only within an officer's area of responsibility.

Where specific posts are detailed, the delegation also applies to the post holder's line manager and their line management.

Areas of delegation	Range of grades
a. Signing of legal documents	K and above, within their areas of responsibility
b. Delivering the approved capital programme for their service	K and above, within their areas of responsibility
c. Organisational change (not key decisions)	K and above, within their areas of responsibility
d. Making grants	M and above, within their areas of responsibility
e. Serving Notices	M and above, within their areas of responsibility
f. Responding to consultations	M and above, within their areas of responsibility
g. To undertake the functions as a statutory Consultee in relation to Nationally Significant Infrastructure Projects. In cases where the proposal would otherwise be a county matter if it were not being dealt with as a Nationally Significant Infrastructure Project.	Scale L and above

Schedule of delegation of Chief Officers' powers

Director of Legal Services (nplaw)

The following powers will be exercised by the Director of Legal Services (nplaw) and the postholders indicated in the second column of the table.

Areas of delegation	Range of grades
a) To authorise officers to appear and represent the Council in Magistrates and County Courts.	Director of Legal Services (nplaw)
b) To serve notices requiring information to be given in respect of interests in land.	nplaw Solicitors
c) To enter into any legal documentation, make any statutory orders and make any application to the Courts or other tribunals, and to take associated action, to give effect to decisions made by or on behalf of the Council	Everybody, within their general area of responsibility with sealing and signing of contracts limited to M grade nplaw officers and above and to the Director of Democratic and Regulatory Services
d) To deal with Blight Notices and Purchase Notices.	M grade nplaw officers and above

Schedule of delegations of Chief Officers' powers

Director of Democratic and Regulatory Services (July 2022)

A2 Specific Delegation.

The following powers will be exercised by the Director of Democratic and Regulatory Services, and the postholders indicated in the second column of the table below.

Areas of delegation	Range of grades
a) To exercise the Council's functions in respect of the Coroner's Service	Head of Coroners Service
b) To make appointments to the Norfolk Valuation Panel	Democratic Services Manager
c) To declare vacancies in office and give public notice of a casual vacancy under Sections 86 and 87 of the Local Government Act 1972.	Democratic Services Manager

Schedule of delegations of Chief Officers' powers

Director of Culture and Heritage (Lead Director for Communities and Environment)

General delegation

Each member of the Community and Environment Management Team, together with staff in their services graded at Scale H and above, are authorised within their area of responsibility, to exercise the Council's functions delegated to the Lead Director - Community and Environment, in respect of adult education, customer services, libraries, museums, archaeology, archives, arts, town and country planning, highways, transportation, the environment, waste disposal, waste management, and emergency planning, but excluding the withdrawal or major modification of public facilities

Specific delegations are detailed below.

Section A2 – specific delegation

Specific delegations apply only within an officer's area of responsibility.

Where specific posts are detailed, the delegation also applies to the post holder's line manager and their line management.

Area of Delegation	Officer(s)/Range of Grades
a. Issuing and serving statutory notices.	Scale H and above graded officers
b. Granting any licence, consent, approval, permission certificate or authorisation with or without conditions, or their refusal.	Scale H and above graded officers
c. Fixing, varying, deferring and waiving charges and similar payments which the County Council is entitled to impose.	Scale M and above graded officers Network Co-ordinators (Street Works)
d. Signing (legal) documents.	Scale M and above graded officers
e. Authorising entry onto land.	Scale M and above graded officers

f. Inspecting land and premises and things on premises.	All those authorised to enter land under (e)
g. Making grants (subject to any limitation imposed by the Council or Committee).	Scale M and above graded officers
h. Making Statutory Orders and Schemes.	Scale H and above graded officers
i. Instituting criminal proceedings.	Scale M and above graded officers
j. Declaring land to be surplus to the requirements of their Services	Members of Departmental Management Team
k. Delivering the approved capital programme for their service.	Members of Departmental Management Team

Director of Culture and Heritage (Lead Director for Communities and Environment)

Section B – specific delegation

Specific delegations apply only within an officer's area of responsibility.

Where specific posts are detailed, the delegation also applies to the post holder's line manager and their line management.

Area of Delegation	Officer(s)/Range of Grades
a. Approving minor or uncontroversial changes to the County Council's planning policies and plans and minor or uncontroversial comments on other organisations' plans and policies.	Members of Departmental Management Team Head of Planning Senior Planners Scale K and above

<p>b. Responding to District Council consultations on planning applications or to development proposals by Government departments, statutory undertakers, local authorities or other decision-making bodies provided that the proposal is consistent with County Council policy, is unlikely to raise controversial issues of a strategic nature and the Local Member has been informed of the proposed response.</p>	<p>As (1) above</p>
<p>c. Giving advice or making recommendations to local planning authorities on behalf of the County Council as local highway authority, minerals and waste planning authority and county planning authority</p>	<p>As (1) above</p>
<p>d. The powers of entry, inspection, and all other powers given to duly authorised officers or inspectors in connection with the functions relating to planning services.</p>	<p>Head of Planning</p>
<p>e. Appointing and authorising officers of the Council and other authorities to enforce the legislation relating to the function of planning services including the institution of legal proceedings (including proceedings under Section 222 of the Local Government Act 1972) and the authorisation of officers to appear in the Magistrates Courts.</p>	<p>Head of Planning</p>
<p>f. To exercise all the functions of the Council relating to Town and Country Planning and Development Management except for:</p> <p>g. approval of applications for county Matter and County Council development where objections are raised by statutory consultees;</p> <p>h. approval of applications for County Matter and County Council development which have three or more individual</p>	<p>Head of Planning Principal officers Scale L and above</p>

<p>representations raising planning related objections:</p> <p>i. approval of applications for county Matter and County Council development requiring Environmental Impact Assessments;</p> <p>j. approval of applications for county Matter and County Council development which are considered a departure from the Development Plan.</p> <p>k. refusal of applications for county Matter and County Council development which are considered to accord with the Development Plan; and where the Lead Director for Community and Environment determines, in consultation with the Chair of the Planning (Regulatory) Committee, that determination of applications for County Matter and County Council development should be determined by the Committee.</p>	
<p>l. To refuse applications on the grounds that there is insufficient information to determine whether or not the application accords with the development plan.</p>	<p>Head of Planning Principal Planners Scale L and above</p>
<p>j. To issue screening and scoping opinions under the Town and Country Planning (Environmental Impact Assessment) (England and Wales) Regulations 2017 (as amended).</p>	<p>Head of Planning Principal Planners Scale L and above</p>
<p>m. To exercise the Council's powers and duties in respect of obtaining information as to interests in land under Section 330 of the Town and Country Planning Act 1990.</p>	<p>Head of Planning Principal Planners Scale L and above</p>

<p>n. To exercise the Council's powers and duties in respect of obtaining of particulars of persons interested in land under Section 16 of the Local Government (Miscellaneous Provisions) Act 1976</p>	<p>Head of Planning Principal Planners Scale L and above</p>
<p>o. (11) To exercise the functions of the Council as the Competent authority under the Conservation of Habitats and Species Regulations 2017, as amended, with regards to any consent, permission or other authorisation for, a plan or project for which it is the relevant planning authority. Including: -</p> <ul style="list-style-type: none"> • Determine whether or not an appropriate assessment is required; • Where it is considered that an appropriate assessment is required; • Decide whether it is appropriate to take the opinion of the public and if so the necessary steps to be taken; and • In the light of an appropriate assessment, determine whether the Plan or Project will or will not adversely affect the integrity of the European site. 	<p>Head of Planning Principal Planners Scale L and above</p>
<p>p. To authorise entry onto land under Section 196 of the Town and Country Planning Act 1990</p>	<p>Head of Planning Principal Planners Scale L and above</p>
<p>q. To refuse to entertain an application where it is the same, or similar, to a proposal that has previously been refused by the Authority or upon appeal and where it is considered that there has been no genuine attempt to address the grounds of refusal of the earlier proposal</p>	<p>Head of Planning or Principal Planner Scale L or above</p>
<p>r. To create footpaths, bridleways and restricted byways by agreement or by order</p>	<p>Environment Service Managers Scale L and above</p>

Schedule of delegations of Chief Officers' powers

Director of Highways, Transport & Waste (Lead Director for Infrastructure)

General delegation

Each member of the Infrastructure Management Team, together with staff in their services graded at Scale H and above, are authorised within their area of responsibility, to exercise the Council's functions delegated to the Director of Highways, Transport & Waste (Lead Director for Infrastructure) , in respect of to exercise the Council's functions relating to Highways, Transportation, Waste Disposal, Waste Management flooding and drainage:

Specific delegations are detailed below.

Section A2 – General delegations

Specific delegations apply only within an officer's area of responsibility.

Where specific posts are detailed, the delegation also applies to the post holder's line manager and their line management.

Area of Delegation	Officer(s)/Range of Grades
a. Issuing and serving statutory notices.	Scale H and above graded officers
b. Granting any licence, consent, approval, permission certificate or authorisation with or without conditions, or their refusal.	Scale H and above graded officers
c. Fixing, varying, deferring and waiving charges and similar payments which the County Council is entitled to impose.	Scale M and above graded officers Network Co-ordinators (Street Works)
d. Signing (legal) documents.	Scale M and above graded officers Highways Development Management Service Officers Scale K and above
e. Authorising entry onto land.	Scale M and above graded officers
f. Inspecting land and premises and things on premises.	All those authorised to enter land under (e)

g. Making grants (subject to any limitation imposed by the Council or Committee).	Scale M and above graded officers
h. Making Statutory Orders and Schemes.	Scale H and above graded officers
i. Instituting criminal proceedings.	Scale M and above graded officers
j. Declaring land to be surplus to the requirements of their Services	Members of Departmental Management Team
k. Delivering the approved capital programme for their service.	Members of Departmental Management Team

**Director of Highways, Transport & Waste (Lead Director for Infrastructure)
Section B – specific delegation**

Specific delegations apply only within an officer's area of responsibility.

Where specific posts are detailed, the delegation also applies to the post holder's line manager and their line management.

Area of Delegation	Officer(s)/Range of Grades
a. Approving minor or uncontroversial changes to the County Council's planning policies and plans and minor or uncontroversial comments on other organisations' plans and policies.	Highways Development Management Service Officers Scale J and above
b. In connection with permanent and experimental traffic regulation order (including speed limits): - <ul style="list-style-type: none"> • to authorise the public advertisement of the intention to make such orders • to authorise the making of such orders where there are no objections 	Scale H and above graded officers
c. Imposing temporary speed limits and temporary traffic restrictions and prohibitions.	Team Manager (Network Management) Network Co-ordinators (Street Works)

d. To exercise the Council's functions relating to land drainage.	Scale M and above graded officers
e. Giving advice or recommendations to Local Planning Authorities on behalf of the County Council as Lead Local Flood Authority in line with requirements of the Town and Country Planning (Development Management Procedure) (England) Order 2015.	Officers Scale H and above
f. To authorise the publication and maintenance of records associated with the register of flood risk structures or features under Section 21 of the Flood and Water Management Act 2010	Scale L and above graded officers
g. Approving the publication of formal flood investigations undertaken under Section 19 of the Flood and Water Management Act 2010	Scale L and above graded officers
h. To grant Street Works licences	Inspector (Street Works) Grade G and above
i. To permit the deposit of builders skips on the highway	Inspector (Street Works) Grade G and above
j. To license the planting, retention and maintenance of trees etc. on the highway	Highway Engineer Scale K and above
k. To licence works in relation to buildings etc. which obstruct the highway	Highway Engineer Scale K and above
l. To consent to temporary deposits or excavations in streets	Highway Engineer Scale K and above
m. To dispense with the duty to erect hoardings or fences	Highway Engineer Scale K and above
n. To restrict the placing of rails, beams etc over highways	Highway Engineer Scale K and above
o. To consent to the construction of cellars etc. under streets	Highway Engineer Scale K and above

p. To consent to the making of openings into cellars etc. under streets, and pavement lights and ventilators	Highway Engineer Scale K and above
q. To remove things deposited on highways so as to be a nuisance	Highway Engineer Scale K and above
r. To assert and protect the rights of the public to the use and enjoyment of highways	Highway Engineer Scale K and above
s. To create footpaths, bridleways and restricted byways by agreement or by order	Highway Engineer Scale K and above Environment Service Managers Scale L and above
t. To divert, stop up and extinguish footpaths, bridleways and restricted byways	Highway Engineer Scale K and above Environment Service Managers Scale L and above
u. To enter into access agreements under Section 35 of the Countryside and Rights of Way Act 2000	Highway Engineer Scale K and above Environment Service Managers Scale L and above
v. To provide access in the absence of agreement under Section 37 of the Countryside and Rights of Way Act 2000	Highway Engineer Scale K and above Environment Service Managers Scale L and above
w. To authorise temporary disturbance of the surface of footpaths, bridleways and restricted byways	Highway Engineer Scale K and above Environment Service Managers Scale L and above
x. To temporarily divert footpaths, bridleways and restricted byways	Highway Engineer Scale K and above Environment Service Managers Scale L and above
y. To exercise functions relating to the making good of damage and removal of obstructions from public paths	Highway Engineer Scale K and above Environment Service Managers Scale L and above
z. To authorise the erection of stiles etc on footpaths and bridleways	Highway Engineer Scale K and above Environment Service Managers Scale L and above
aa. To designate footpaths as cycle tracks	Highway Engineer Scale K and above Environment Service Managers Scale L and above

bb. To enter into agreements under Section 278/38/228 of the Highway Act 1980	Scale M and above graded officers
cc. To permit the placing of scaffold/hoarding on the highway	Inspector (Street Works) Grade G and above
dd. To licence the cultivation of areas subject to full highway rights	Highway Engineer Scale K and above

Schedule of delegations of Chief Officers' powers

Chief Fire Officer

General delegation

Each member of the Fire and Rescue Service with staff in their services graded at Firefighter/Fire Safety Advisor and above, are authorised, within their area of responsibility, to exercise the Council's functions delegated to the Chief Fire Officer. In respect of Fire Safety, specific delegations are detailed below.

Specific delegations apply only within an officer's area of responsibility. Where specific posts are detailed, the delegation also applies to the post holder's line manager and their line management.

Section B – Specific delegation

Area of Delegation	Officer(s) Range of Grades
a. RR (Fire Safety) Order 2005 – Part 31 – Prohibition Notices	Chief Fire Officer Deputy Chief Fire Officer Assistant Chief Fire Officer Area Manager
b. RR (Fire Safety) Order 2005 – Part 30 – Enforcement Notices	Chief Fire Officer Deputy Chief Fire Officer Assistant Chief Fire Officer Area Manager Group Manager Station Manager Operational Support Officer Fire Safety Advisor
c. RR (Fire Safety) Order 2005 – Part 29 – Alterations Notices	Chief Fire Officer Deputy Chief Fire Officer Assistant Chief Fire Officer

	<p>Area Manager</p> <p>Group Manager</p> <p>Station Manager</p> <p>Operational Support Officer</p> <p>Fire Safety Advisor</p>
d. RR (Fire Safety) Order 2005 – Part 27 – Powers of Inspectors	All Grades
e. The powers of entry, inspection, sampling, test purchasing, and all other powers given to duly authorised officers or inspectors in connection with the functions relating to trading standards, consumer and environmental protection and animal health and welfare	Head of Trading Standards
f. Appointing and authorising officers of the Council and other authorities to enforce the legislation relating to the functions of trading standards, consumer and environmental protection, animal health and welfare, and health protection legislation in so far as it relates to the functions of trading standards and enforcement, including the institution of legal proceedings (including proceedings under Section 222 of the Local Government Act 1972) and the authorisation of officers to appear in the Magistrates Courts.	Head of Trading Standards
g. Appointing and authorising officers of the Council as Inspectors under Section 19(1) of the Health and Safety of Work Act 1974 and to authorise such postholders to exercise the powers contained in Sections 20(2), 21, 22, 25, 38 and 39 of the Act and the provisions of	Head of Trading Standards

the Explosives Act 1875 being relevant statutory provisions under the 1974 Act, and of Regulations, Orders or other legislation made, modifying or having effect under the provision.	
h. To appoint individuals to act as Public Analysts in accordance with the Food Safety Act 1990, Section 27(i) and to appoint Agricultural/Deputy Agriculture Analysts in accordance with the Agriculture Act 1970, Section 67.3(b)	Head of Trading Standards
i. To license the movement of cattle from a market	Scale M and above graded officers
j. To license the movement of animals under specific disease orders	Scale M and above graded officers
k. To licence the movement of animals, where such movements would otherwise be allowed under general licence, in an instance where the ability of livestock keeper to use the general licence has been removed	Scale M and above graded officers.
l. To exercise all the Council's functions in relation to the safety of sports grounds legislation	Head of Trading Standards Scale M and above graded officers

Schedule of delegations of Chief Officers' powers

Director of Public Health

Section A2 – specific delegation

Areas of Delegation	Range of Grades
a. Issuing and serving statutory notices.	Director or Deputy Director
b. Granting any licence, consent, approval permission certificate or authorisation with or without conditions, or their refusal.	Director or Deputy Director
c. Fixing, varying, deferring and waiving charges and similar payments which the County Council is entitled to impose.	Director or Deputy Director
d. Signing documents.	L and above, within their areas of responsibility.
e. Making grants (up to £10,000).	M and above

Section B – specific delegation

General

delegation

Each member of the Public Health Departmental Management Team, together with staff in their services within their areas of responsibility, are authorised to exercise the Council's functions delegated to the Director of Public Health in relation to:

- Health Protection
- Emergency planning
- Health Improvement
- Clinical Public Health including advice to the wider health system
- Health Intelligence

Local Choice Functions

1. The Local Authorities (Functions and Responsibilities) Regulations 2000 explain the split of functions between the Council (and its committees) and Executive (the Leader and the Cabinet and cabinet members).
2. In Schedule 2 of those Regulations there is a list of functions that may, but do not need to be, exercised by the Executive. A number of these functions are delegated through the constitution, however for completeness the table below is included.

	Local choice functions	Decision maker	Delegation
1	Any function under a Local Act other than a function specified or referred to in Regulation 2 or Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000.	Leader	There are no current local acts but if there were the Leader would delegate these through the scheme of delegation
2	Determining appeals against any decision made by or on behalf of the Council	Council	Delegated to the Planning and Regulatory Committee
3	Repealed		
4	The making of arrangements in relation to appeals against the exclusion of pupils from maintained schools	Leader	Delegated to the Executive Director Children's Services
5	The making of arrangements pursuant to sections 94(1), (1A) and (4) of the 1998 Act (admissions appeals)	Leader	Delegated to the Executive Director Children's Services
6	The making of arrangements pursuant to section 95(2) of the 1998 Act (children to whom section 87 applies: appeals by governing bodies)	Leader	Delegated to the Executive Director Children's Services
7	Repealed		
8	Repealed		
	Any functions relating to contaminated land	Leader	Delegated to the Head of Trading Standards and the Head of Planning

9	Any function relating to the control of pollution or the management of air quality.	Leader	Delegated to the Head of Trading Standards and the Head of Planning
10	Not relevant		
11	Not relevant		
12	Not relevant		
13	Not relevant		
14	Obtaining information as to interests in land under Section 330 of the Town and Country Planning Act 1990.	Council	Delegated to the Planning (Regulatory) Committee
15	Obtaining particulars of persons interested in land under Section 16 of the Local Government (Miscellaneous Provisions) Act 1976.	Council	Delegated to the Planning (Regulatory) Committee
16	Making agreements for the execution of highways works.	Leader	Delegated to M grade officers and above
17	The appointment of any individual to any office (other than one in which the individual is employed by the Council) or to any outside body, and the revocation of any such appointment.	Leader	Remains with the Leader subject to the provisions in appendix 3(2)(b) of the constitution
18	Making agreements with other local authorities for the placing of staff at the disposal of those authorities	Leader	Delegated to the Cabinet

Part 10D: Local Member Protocol for informing Members of issues relating to their Electoral Division

Children's Services

- Reviews of provision including new services or closures of establishments or services and school closures or amalgamations.
- Changes in procurement of services.
- Significant building work, i.e. provision of additional accommodation, new school buildings, early years or nursery provision, remodelling of a school requiring building work, replacement of mobile classrooms.
- Outcome of inspections.
- Local events, activities, presentations.
- Local school admission issues.
- Governor vacancies.
- Key visitors to County Councillor's Divisions.
- Major accidents, injuries or violent incidents affecting children's services, staff or property (including fire, flood, vandalism, burglary which affect operational efficiency).
- Meetings with Members/Members of Parliament.
- Funding/grants to voluntary organisations.

Youth Justice

- Local initiatives for youth crime and prevention.
- Serious incidents involving a young offender subject to supervision where there is likely to be significant public reaction.

Adult Social Services

- Major accidents, injuries or violent incidents affecting Social Services staff or property (including fire, flood, vandalism, burglary which affect operational efficiency).
- Controversies (i.e. forthcoming court hearings and inquests concerning clients or staff, deaths, missing clients, service problems or complaints, inter-departmental issues).
- Meetings with Members/Members of Parliament.
- Opening of new premises or a new service.
- Closure of a home, establishment or service.
- Changes/developments to social services delivery (e.g. new structure, re-organisation of services).
- Funding/grants to voluntary organisations.
- Key visitors to Divisions.
- New partnership/joint ventures.

Public Health

- Communicable Disease Outbreaks
- Significant Health Protection Issues
- Launch of any national/countrywide road safety campaigns to be made from local school.

Highways and Transport

- Road and bridge design.
- Publicity statements relating to highway maintenance schemes.
- Major highways developments.
- Issues relating to recycling centres
- Traffic Management proposals and objections to proposals.
- Provision of new pedestrian crossings.
- Traffic calming schemes.
- Footway improvement proposals.
- Footpath maintenance and improvements.
- Land acquisitions for maintenance schemes.
- Cycling schemes.
- Route hierarchy reviews.
- Progress on enforcement action in relation to development control.
- Schools, participating in the Healthier and Safer Journeys to School Initiative.
- Revised bus services, local bus service contracts.
- Major public transport service changes.
- Changes to home to school transport arrangements.
- Definitive Map Modification Order applications.
- RUPP Reclassification Orders.
- Applications re: new village greens.

Environment and Planning

- Issues relating to the presence of travellers:
- Traveller group locations (where known).
 - Placing of facilities at the location.
 - Case conferences under the Traveller protocol.
- Any local concerns/media interest.
- 'County Matter' planning applications.
- Formulation of the Minerals and Waste Local Plan.
- Planning applications under Regulation 3 of the Town and Country Planning General Regulations 1992.

Trading Standards

- Major breaches of legislation identified which may be of significant public interest, including animal disease outbreaks.
- Significant results of inspections of businesses, i.e. those involving the discovery of major breaches of legislation and the corrective action being taken to address them.
- Consumer complaints about businesses that may have a significant or wide local impact within the community – or nationally (e.g. serious safety issues or fraudulent behaviour).
- High profile enforcement activities, including public enforcement interventions (e.g. prosecution, injunction orders).
- Applications for new Safety Certificates at sports grounds.
- Amendments to Safety Certificates involving any changes in permitted capacity.
- Prohibition notices relating to sports grounds.

Economic Development and Strategy

- Planning applications in respect of which the County Council as Strategic Planning Authority is consulted by District Planning Authorities.
- Proposals to make a very strong recommendation for refusal of planning permission on highways grounds.
- New local investment.
- Successful projects under one of our grant schemes.
- Regional/International meetings/visits taking place in a Member's division.
- Area specific policy issues.
- Where there is a likelihood of an application for funding being turned down.
- Changes to the local economic base – expansions, closures, redundancies, prosecution etc.
- Closure (or re-opening) of a rural shop or rural or urban Post Office.

Emergency Planning

- Emergencies/Incidents of significance.
- Training/Exercise events.
- Community engagement events.
- New Initiatives.

Libraries

- Library closures due to refurbishment or emergencies.
- Changes/developments to libraries, re: new services or plans for development or changes to opening hours.
- Changes/reduction in service due to budget pressures or permanent closures of libraries.

- Changes to mobile library routes and arrival times.
- Key visitors to Divisions.

Museums

- Museums achievements and archaeological investigations.
- Museums developments, including closures or reductions in hours.
- Key visitors to Divisions.

Adult Education

- Local events, activities, presentations within the Adult Education Service.

Norfolk Fire and Rescue Service

- Variations to standards of fire cover e.g. changes to location of stations, number and type of fire appliances, numbers of firefighters.
- Initiatives relating to community safety.
- Fatalities related to fire
- Key visitors to Divisions

Customer Services

- Proposals or changes relating to divisional or major customer access arrangements.

Corporate Property Team (or agents on instruction)

- Property reviews
- Property sale particulars.
- Property disposals (freehold/leases over 7 years)
- Planning applications on surplus property or for County Council developments.
- Property acquisitions by lease or purchase.
- Partnership projects.
- Planned maintenance programme for local properties.

Corporate Planning and Partnerships Service

- Initiatives relating to collaborative working with partnership projects, equalities and community relations.

Communications

- Informing local Members of divisional news, issues/events.

nplaw (Norfolk Public Law)

- Temporary Traffic Regulation Orders.
- Cycle Track Orders.
- Applications re: common land.

Democratic and Regulatory Services

- Register Offices - closures/amalgamations.
- Register Offices – change of opening hours.
- Register Offices – details of significant building projects.
- Applications by venues to be approved for marriage ceremonies.
- Notification of constituents due to receive an award or honour. And, where appropriate, an invitation to the ceremony.
- Notification of visits to their division organised by the Chair's office.

All Departments

All departments should notify local Members if they become aware of any proposals for the closure or opening of community facilities, including post offices, bank branches, health facilities etc.

Part 10E: Monitoring Officer Protocol

This protocol has been produced following the recommendation of the District Auditor that guidelines be produced for the benefit of Members and Senior Officer on the role of the Monitoring Officer which in Norfolk is discharged by the Director of Legal Services (nplaw).

1. Introduction

This protocol explains the role and functions of the County Council's Monitoring Officer and the arrangements for ensuring this role is effectively carried out. It is based on the understanding that the ability of the Monitoring Officer to undertake this role effectively depends on excellent working relations with colleagues and Members and on the flow of information and access to debate particularly at early stages.

2. Functions

The specific functions of the County Council's Monitoring Officer are detailed in the Appendix. The chief responsibilities can be summarised as these:

- a) A duty to report to the Council in any case where the Monitoring Officer is of the opinion that any proposal or decision is or is likely to be illegal or to constitute maladministration. These matters are referred to in this Protocol as "reportable incidents".
- b) A range of functions relating to Members' conduct.
- c) Specific functions under the Council's Constitution.

3. Discharge of Functions

3.1 In order to ensure the effective undertaking of these duties, the Monitoring Officer will:

- a) Have regular meetings with each of the Chief Executive Officer, Director of Strategic Finance, and Director of Democratic and Regulatory Services to review current and likely future issues with legal, constitutional or ethical implications.
- b) Maintain good liaison and working relations with the District Auditor.

- c) Ensure that the County Council is kept up to date on new legislation and changes in the law which are relevant to the carrying out of the County Council's activities. This will generally take the form of reports to Members and briefing notes to Chief Officers but where appropriate will involve training sessions for relevant Members and Officers. These activities will be carried out in consultation and conjunction with relevant Chief Officers.

3.2 In addition, Chief Officers will ensure that:

- a) The Monitoring Officer, their Deputy and the senior officers at nplaw are consulted at an early stage on new policy proposals and on matters which have potentially significant legal implications. Where there is any doubt, the Chief Officer should always consult.
- b) All draft reports to the Council and Committees should as a matter of routine be cleared with the Monitoring Officer, Deputy or the senior staff at nplaw.
- c) The Monitoring Officer is informed of all emerging issues of concern of a legal, ethical or constitutional nature.

Similarly, Members should ensure that the Monitoring Officer is routinely informed and consulted in respect of new policy proposals.

The Monitoring Officer will always seek to resolve any potential illegality by identifying alternative and legitimate means of achieving the objective of the purpose. (See also para. 3.5(a)).

- 3.3 Also, in cases where external Lawyers are acting for the County Council, it will be necessary for the relevant Chief Officer and the Monitoring Officer to agree arrangements for ensuring that vires and constitutional issues are satisfactorily addressed.

3.4 Reportable Incidents

- a) The Monitoring Officer will seek to resolve potential reportable incidents (as defined in para 2(a)) by avoiding the illegality, etc., or by identifying alternative and legitimate means of achieving the objective of the proposal. Accordingly, and given that County Council Officers and Members are encouraged to consult the Monitoring Officer in respect of any proposal, the Monitoring Officer will only need to make a public report on the matter if the proposal were to be a potential reportable incident and the Officer or Member subsequently took any

action to progress that proposal despite being advised to the contrary by the Monitoring Officer.

- b) Where the Monitoring Officer receives a complaint of a potential reportable incident, they must in appropriate cases seek to resolve the matter amicably, by securing that any illegality or failure of process is rectified. However, it is recognised that the Monitoring Officer may decide that the matter is of such importance that a statutory report is the only appropriate response.
- c) In appropriate cases, and to secure the rapid resolution of a potential reportable incident or avoid a separate statutory report, the Monitoring Officer will be entitled to add their written advice to the report of any other County Council Officer.
- d) Notwithstanding the above, the Monitoring Officer retains the right to make a statutory report where, after consultation with the Chief Executive Officer and the Director of Strategic Finance, they are of the opinion that such is necessary in order to respond properly to a reportable incident.

3.5 Finally, and to assist in the effective undertaking of these duties, the Monitoring Officer will have the following rights:

- a) To receive advance notice of meetings whether formal or informal between Chief Officers and the Leader, Cabinet Members, the Executive or Committee Chairs will be given to the Monitoring Officer where any procedural, vires or other constitutional issues are likely to arise, together with the right to attend such meetings.
- b) To receive advance notice of meetings of the Council's, Corporate Board, Executive Directors and agenda and reports and the right to attend and speak.
- c) To see all documents and information held by or on behalf of the County Council, including documents and information held by any Council Officer or Member. However, this right does not extend to documents and information held by or on behalf of any political party represented on the Council.
- d) To attend any meetings of Officers or Members (or both), whether such meetings include any other persons. However, this right does not extend to any meetings held by or on behalf of any political party represented on the Council.
- e) To require any County Council Officer or Member, or any contractor to provide an explanation of any matter under investigation.
- f) To report to the Council, and its Committees, including a right to present a written report and to attend and advise orally.

- g) To have access to the Chief Executive Officer and to the Director of Strategic Finance (as the Council's Section 151 Officer).
- h) After consultation with the Chief Executive Officer and Director of Strategic Finance, to notify the Police, the Council's Auditors and other regulatory agencies of concerns in respect of any matter and to provide them with information and documents in order to assist them with their statutory functions.
- i) To obtain, at the Council's expense, legal advice, either internally or from an independent external Solicitor or Barrister, on any matter which it is believed may be a reportable incident.

4. Conflicts

Where the Monitoring Officer is in receipt of a complaint or is aware of a potential reportable event relating to a matter upon which they have previously advised the County Council, they must consult the Chief Executive Officer who may then either refer the matter to the Deputy Monitoring Officer for investigation and report back to the Chief Executive Officer or request a neighbouring authority to make their Monitoring Officer available to the County Council to investigate the matter and report to the Chief Executive Officer and/or the County Council as appropriate.

Annex - Functions of Monitoring Officer

1. Functions under Section 5 of the Local Government and Housing Act 1989

To report to the Council in any case where the Monitoring Officer is of the opinion that any proposal or decision of the authority in respect of any matter which, in their opinion, has given rise to or is likely to or would give rise to any illegality or maladministration.

2. Functions relating to Standards

- a) To act as the principal adviser to the Audit and Governance Committee and in that role to contribute by training and otherwise to the provision and maintenance of high standards of conduct.
- b) To maintain the Register of Members' Interests and in this connection to receive from Members written notification of disclosable pecuniary interests and other interests and to receive written notification of any change to those interests.
- c) To receive written notification from Members of the existence and nature or any gift or hospitality exceeding £50 or exceeding £100 from a single source in a 12 month period.
- d) Dealing with complaints against Members, including the conduct of investigations and reporting to the Audit and Governance Committee.
- e) To process requests from Members for dispensations to speak and vote at meetings.
- f) To maintain and promote the Council's Anti-Fraud and Corruption Strategy.
- g) To keep the Code of Corporate Governance under review.

3. Functions relating to the Constitution

- a) To refer matters relating to conduct, ethics and propriety to the Audit and Governance Committee.
- b) To monitor the operation of the Constitution and to make recommendations on how it can be amended in order to better to achieve the overall purposes. This may include observing meetings of different parts of the Member/Officer structure; undertaking an audit trail of a sample of decisions; recording and analysing issues raised by Members, Officers, the public and other relevant

stakeholders; and comparing practices in this authority with those in other comparable authorities, or national examples of best practice.

- c) To be consulted by the Director of Democratic and Regulatory Services on changes to factual references in the Constitution or changes required by a change in the law. Also, to publish changes to the Constitution.
- d) To publicise the Constitution by ensuring that access is given to each Member on their being elected to the Council; ensuring that copies are available for inspection at Council offices, libraries and other appropriate locations, and can be purchased by members of the local media and the public on payment of a reasonable fee; ensuring that the executive summary is made widely available within the area and is updated as necessary; and ensuring the publication of changes made.

Part 11 – Finance, contracts and legal matters

1. Financial Management

The management of the Council's financial affairs will be conducted in accordance with the Financial Regulations set out in Part 11C of this Constitution.

2. Contracts

- 2.1 Every contract made by the Council will comply with the Contract Standing Orders set out in Part 11D of this Constitution.
- 2.2 In addition, the Director of Strategic Finance and Director of Legal Services (nplaw) are each authorised to certify contracts under the Local Government (Contracts) Act 1997 and to nominate deputies for this purpose.

3. Legal Proceedings

- 3.1 The Director of Legal Services (nplaw) is authorised to institute, defend or participate in and settle any legal proceedings in any case where such action is necessary to give effect to decisions of the Council or in any case where the Director of Legal Services (nplaw) considers that such action is necessary to protect or pursue the Council's interests. In the case of proceedings of special significance, the Director of Legal Services (nplaw) is expected to consult with the Chief Executive Officer, although failure to do so will not invalidate the action taken.
- 3.2 In addition, Chief Officers and the Head of Trading Standards are authorised to institute criminal proceedings in respect of matters falling within their areas of responsibility.
- 3.3 Other powers to institute legal proceedings are set out in the Scheme of Delegated Powers to Chief Officers in Part 10C of this Constitution.

4. Authentication of Documents

Where any document is necessary to any legal procedure or proceedings on behalf of the Council, it will be signed by the Director of Legal Services (nplaw) or other person authorised by them, unless (a) any enactment otherwise authorises or requires, or (b) the Council has given requisite authority to some

other person or (c) the document relates to criminal proceedings instituted by a Chief Officer or the Head of Trading Standards in which case that officer has this authority.

5. Common Seal of the Council

The Common Seal of the Council and its electronic equivalent will be kept in a safe place in the custody of the Director of Legal Services (nplaw). A decision of the Council, or of any part of it, will be sufficient authority for sealing any document necessary to give effect to the decision. The Common Seal or its electronic equivalent will be affixed on those documents which in the opinion of the Director of Legal Services (nplaw) should be sealed. The affixing of the Common Seal will be attested by the Director of Legal Services (nplaw) or some other person authorised by them.

Part 11A: Access to Information Procedure Rules

1. Meetings

- 1.1 These Procedure Rules apply to all meetings of the Council, Cabinet, Committees and Joint Committees.

2. Rights to attend meetings

- 2.1 Members of the public and the media may attend all meetings, subject to the exceptions specified in the particular rules that govern meetings of the Council, the Cabinet and Committees and Joint Committees as well as the exceptions below.

3. Notice of meeting

- 3.1 The Director of Democratic and Regulatory Services will give at least five clear days' notice of any meeting by posting details of the meeting at County Hall, Norwich and on the Council's website.

4. Access to agenda and reports before the meeting

- 4.1 The Director of Democratic and Regulatory Services will make copies of the agenda and reports available for public inspection at County Hall and on the Council's website at least five clear days before the meeting. If an item is later added to the agenda, the revised agenda will be open to public inspection from the time the item was added to the agenda. Where reports are prepared after the agenda has been sent out, the Director of Democratic and Regulatory Services will make such reports available for public inspection as soon as the report is sent to Members.
- 4.2 The Director of Democratic and Regulatory Services may withhold reports, or appendices to reports, from public inspection if they consider the reports contain exempt or confidential information (as defined in paragraphs 8 and 9 of these Rules). Such reports will be marked "Not for publication" and the exemption category of information indicated. The Council is committed to transparency and will keep information withheld from public inspection to the minimum necessary.

5. Exclusion of the Media and Public from Meetings

- 5.1 The media and the public must be excluded from meetings whenever it is likely, in view of the nature of the business to be transacted or the nature of the

proceedings, that confidential information (as defined in paragraph 11.5 of these Rules) will be disclosed.

5.2 The media and the public may be excluded from meetings whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that exempt information (as defined in paragraph 11.6 of these Rules) will be disclosed.

5.3 The decision to exclude the media and the public must be made after considering the public interest test, by a resolution of the meeting which must (in the case of exempt information) state the reasons for the exclusion (by reference to the relevant statutory category) which must be recorded in the minutes of the meeting.

6. Access to minutes of meetings

6.1 The Director of Democratic and Regulatory Services will retain and make available for public inspection for six years after a meeting of a decision-making body, copies of the following:

- a) the minutes of the meeting, excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information;
- b) a summary of any proceedings not open to the public where the minutes open to inspection would not provide a reasonably fair and coherent record;

7. Supply of copies

7.1 Following a request by any person and on payment by them of a reasonable charge to meet copying and clerical costs, the Council will supply copies of any agendas, reports, minutes and records of decisions which are open to public inspection, although any requestor will be encouraged to use electronic copies that are readily available.

8. List of background documents

8.1 The author of any report will set out in the report a list of background documents relating to the subject matter of the report which in their opinion:

- a) disclose any facts or matters on which the report, or an important part of the report, is based; and
- b) have been relied on to a material extent in preparing the report (not including published works or those which disclose exempt or confidential information as defined in paragraphs 11.5 and 11.6 of these Rules).

9. Public inspection of background documents

- 9.1 The Chief Executive Officer and Chief Officers are responsible for ensuring that one copy of each background document included in the list of background documents is retained and made available for public inspection and published on the Council's website after the date of any meeting or decision.

10. Summary of public's rights

- 10.1 These rules do not affect any more specific rights to information contained elsewhere in this Constitution or the law.
- 10.2 A summary of the public's rights to attend meetings and to inspect and copy documents will be retained and made available to the public at County Hall, Norwich.

11. Rights of access for Members generally

- 11.1 Under Section 100F of the Local Government Act 1972, a Member has a right to see any document in the possession of, or under the control of, the Council relating to any business to be transacted at a meeting of the Council, a Committee or Sub- Committee.

However, the Director of Democratic and Regulatory Services has the power to withhold any such document which in their opinion contains exempt information of certain types: e.g. relating to individuals, the terms of a proposed contract, consultations or negotiations regarding labour relations matters, or legal proceedings.

- 11.2 A member has a right, under Section 228 of the Local Government Act 1972, to inspect the accounts of the Council and of any proper officer of the Council.
- 11.3 At common law a Member has a right to see any document under the control of the Council if that Member can show a "need to know" the contents of the document in order to perform their duties as a Councillor.

A Member is not given a roving commission; nor can inspection be demanded out of idle curiosity or if there is any improper or indirect motive. In the event of a dispute as to whether a Member has a "need to know", the question is to be decided ultimately by the Council itself.

- 11.4 Annex 1 to this Part 11A contains a protocol agreed by the County Council for the exercise of the rights of Members to inspect and have copies of documents.
- 11.5 Confidential information means information given to the Council by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by virtue of a Court Order.

11.6 Exempt information means information which falls within one or more of the following seven categories and in respect of which, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

- a) Information relating to any individual.
- b) Information which is likely to reveal the identity of an individual.
- c) Information relating to the financial or business affairs of any particular person including the authority holding that information. (However, information is not exempt information under this category if it is required to be registered under the Companies Act 2006, the Friendly Societies Acts 1974 and 1992, the Industrial and Provident Acts 1965 to 1978, the Building Societies Act 1986 or the Charities Act 2011).
- d) Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the County Council or a Minister of the Crown and employees of, or office holders under, the County Council.
- e) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- f) Information which reveals that the Council proposes:
 - (i) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (ii) to make an order or direction under any enactment.
- g) Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Information falling within any of the above paragraphs 11.6 (a) to (g) is not exempt by virtue of that paragraph if it relates to proposed development for which the local planning authority can grant itself planning permission under Regulation 3 of the Town and Country Planning General Regulations 1992.

Annex 1 - Protocol relating to Members' rights to access and copies of documents

1. Introduction

Members can ask any Senior Officer to provide them with information, explanation and advice so that they can carry out their role as Councillors. This can range from a request for general information about some aspect of a Service's activities to a request for specific information on behalf of a constituent.

2. The Purpose of the Protocol

The purpose of the protocol in paragraph 4 is to help clarify for Members what they are entitled to see, and how to go about seeing it, and to give officers clear guidelines about the Members rights.

3. The Legal Position

3.1 Statutory Provisions

Any Member can see documents which contain information relating to the public and private meetings of the Council and its Committees and any decisions to be taken by an individual officer. This statutory right does not extend to certain categories of exempt and confidential information.

3.2 The Common Law Position

- a) The common law right of Members is much wider than this and is based on the principle that any Member has a prima facie right to inspect any Council documents if access to the documents is reasonably necessary to enable the Member properly to perform their duties as a Member of the Council. This principle is commonly referred to as the "need to know" principle.
- b) The exercise of this common law right depends upon the Member's ability to demonstrate a "need to know". In this respect, a Member does not have "a roving commission" to go and examine documents of the Council. Mere curiosity is not sufficient. The crucial question is whether there is a "need to know".

3.3 Data Protection

Data protection legislation restricts the processing of information relating to individuals. As a result, any such information cannot be shared without the agreement of that individual or unless one of the legal exemptions applies.

4. The Protocol

Against this background the Council has agreed the following protocol: -

- 4.1 An initial request should be made to the relevant Senior Officer and in this the Member should: -
 - a) identify what they need to see;
 - b) state the reason(s) that they need to see it; and
 - c) make it clear whether they have a personal interest in the matter (as defined in the Members' Code of Conduct) and if so, what it is.

The Senior Officer is entitled to ask the Member to make this request in writing if they are in any doubt about any of these matters.

- 4.2 Any officer who is in any reasonable doubt regarding the release of the information will consult the Monitoring Officer for advice.
- 4.3 If, after receiving this advice, it is not considered appropriate to release the information either because:
 - a) the Member has not established a need to see it, or
 - b) because the officer has other concerns (for example: the Councillor has personal interest in the matter, the information is commercially or otherwise sensitive, or the amount of work involved in identifying and producing the information is considered to be excessive) and the Member takes a different view, the matter will be referred to the Chief Executive Officer, who will consult the relevant Group Leader before making a decision.
- 4.4 Any information provided must be only used in connection with the Members' duties as a Councillor, e.g. speaking at a relevant Committee or at full Council. Information not already in the public domain should not be divulged to third parties (including the press) nor should information be used improperly.
- 4.5 Finally, the effect of the Data Protection legislation is that information relating to an individual should not be provided unless either the individual has agreed to its release or one of the legal exemptions applies. As a result, any Member wishing to obtain access to personal information should first seek that person's consent. A form is provided for this purpose. If that consent is not given, or there is a difficulty with requesting it, then legal advice should be sought.

Annex 2 - Protocol relating to the disclosure of information held by the Council in relation to Members

1. The County Council on its computer systems or premises holds a significant amount of information that is received or created by Councillors. The County Council complies with its legal obligations to ensure the security of data that it holds. Save for information created or received by a Councillor for private or political purposes, other information created or received by a Councillor will be regarded as held by the County Council.
2. Councillors have the right to expect that information that relates to them and produced by them which is held by the Council, will not be accessed and/or disclosed to third parties without their written consent or as may be required by law.

Part 11B: – Budget and Policy Framework Procedure Rules

These Rules include the standing orders required by Regulation 3 (i) (b) (ii) and Part II of Schedule 2 to the Local Authorities (Standing Orders) (England) Regulations 2001(as amended).

1. The framework for Budget and Policy Framework decisions.

- 1.1 The Full Council approves the Budget and Policy Framework as set out in [Part 5](#) of this Constitution.

2. Process for developing the Policy Framework

- 2.1 Once a budget or a policy or a strategy within the Policy Framework is in place, it is the responsibility of the Leader to ensure its implementation.
- 2.2 The process for proposing the adoption or amendment of a plan or a strategy within the Policy Framework is:
- a) When the adoption or amendment of a policy or strategy that forms part of the Policy Framework is to be proposed, the Leader will publish to all Council Members a timetable for making proposals to the Council, and arrangements for consultation on those proposals. This may include a debate by the full Council at the time any draft document is published for consultation.
- b) Before commenting to the Leader or Executive on the topic and proposals, the Scrutiny Committee may:
- take evidence from Cabinet Members and officers
 - commission research within budgeted resources
 - consult Norfolk organisations and electors or other organisations and persons.
- 2.3 Having considered any report by the Scrutiny Committee, the Leader or Executive will agree proposals for submission to the Council and report to Council on how any recommendations from the Scrutiny Committee have been taken into account.
- 2.4 The Council will consider the proposals and may:
- a) adopt them
- b) amend them
- c) refer them back to the Leader for further consideration

- d) substitute its own proposals in their place
- 2.5 In considering the matter, the Council will have before it the report from the Leader or Executive and the Scrutiny Committee, including a report of any minority views expressed in that Committee's debate.
- 2.6 The Council's decision must be published, and a copy must be given by the Director of Democratic and Regulatory Services to the Leader. The notice of decision will be dated and will either:
- a) state that the decision will be effective immediately (if the Council accepts the proposals without amendment or if the Leader has consented to any amendment(s) during or following the debate);
or (if the Council has any objections to the proposals),
 - b) specify the objections and instruct the Leader that the Executive is required to reconsider, in the light of the objections, the proposals which were submitted to Council. The notice must specify a period of 5 working days beginning on the day after the Leader receives the notice, within which the Leader may:
 - (i) submit for the Council's consideration a revision of the proposal as amended by the Executive, with the Executive's reasons for any amendments to the draft proposal; or
 - (ii) inform the Council of any disagreement that the Executive has with any of the Council's objections and the Executive's reasons for and such disagreement.
- 2.7 If the Council has raised objections to a draft proposal as in (2.6b) above, the matter will be reconsidered by the Council at its next meeting. The Council must at that meeting, before making its final decision on the matter, take into account:
- a) any amendments made to the draft proposals
 - b) the Executive's reasons for the amendments
 - c) any disagreement that the Executive has with any of the Council's objections and the reasons for that disagreement
- which the Leader has submitted to the Council or informed the Council within the period specified. The Council will make its final decision based on a simple majority. The decision will then be published and take effect immediately.
- 2.8 In approving any part of the Policy Framework, the Council may also specify the extent to which amendments, modifications or variations to that part of the Policy Framework may be made by the Executive.
- 2.9 The Chief Executive Officer and Chief Officers may amend the text of approved documents to update information, reflect changes in the law or other matters not affecting the substance of the policy or strategy subject to prior

notification of such changes to the Leader, any relevant Cabinet Member and the Chair of the Scrutiny Committee.

3. Procedure for developing the Budget

The process for proposing the Budget, Council Tax level, Capital Programme and Borrowing is:

- 3.1 the Leader will publish to all Council Members each autumn a review of the issues relating to the Budget for the next financial year and a timetable of the arrangements for the preparation and agreeing of the Budget;
- 3.2 these issues may be considered by the Scrutiny Committee, who may make submissions to the Leader in accordance with the timetable;
- 3.3 the Leader will publish a draft Budget no later than three weeks before the Budget meeting of the Council and will submit the draft Budget to the Scrutiny Committee for consideration prior to its submission to the Council;
- 3.4 the Council will consider the Leader's budget proposals and may:
 - a) adopt them
 - b) amend them
 - c) refer them back to the Leader for further consideration
 - d) substitute its own proposals in their place.
- 3.5 In considering the budget, the Council will have before it the report from the Leader or Cabinet and any comments of the Scrutiny Committee.
- 3.6 If the Council's budget meeting is held before 8th February, the following procedure will apply:

The Council's decision will be published, and a copy given by the Director of Democratic and Regulatory Services to the Leader no later than the day following the meeting. The notice of decision will be dated and will either:

- a) state that the decision will be effective immediately (if the Council accepts the proposals without amendment or if the Leader has consented to any amendment(s) during or following the debate); or
- b) if the Council has any objections to the budgetary proposals, then before it reaches a decision on the budget, it must inform the Leader of the objections and instruct the Leader that the Executive is required to reconsider, in the light of the objections, the budget proposals. The notice will specify a period of five working days beginning on the day after the Leader receives the notice, within which the Leader may:
 - (i) submit for the Council's consideration a revision of the budget proposals as amended by the Executive, which have been reconsidered in accordance with the Council's requirements, with the Executive's reasons for any amendments made to the budget proposals: or
 - (ii) inform the Council of any disagreement that the Executive has with any of the Council's objections and the Executive's reasons for any such disagreement.

3.7 If the Council has raised objections to the draft budget proposals as in (7) (b) above, the matter will be reconsidered by the Council at a meeting to be held no later than 7 working days after the original meeting. The Council must at that meeting, before making a final decision on the budget, take into account:

- a) any amendments made to the budget proposals
- b) the Executive's reasons for those amendments
- c) any disagreement that the Executive has with any of the Council's objections
- d) the Executive's reasons for that disagreement

which the Leader has submitted to the Council, or informed the Council of, within the period specified. The Council will make its final decision based on a simple majority. The decision will then be published and take effect immediately.

3.8 If the Council's budget meeting is held on or after 8th February, there will be no provision for objections to be referred to the Executive and the Council's decisions on the budget will be final and based on a simple majority.

4. Decisions at variance with the framework

4.1 The Leader, the Cabinet, the Council's Committees, Cabinet Members and any officers, Joint Committees or bodies discharging executive functions of the Council under joint arrangements cannot take decisions which would be:

- a) contrary to the Policy Framework (unless the Council has delegated to the Executive the power to vary the plan or strategy in question);
- b) contrary to or not wholly in accordance with the budget and provisions in Contract Standing Orders or Financial Regulations in respect of the budget;
- c) contrary to or not wholly in accordance with the plan or strategy for the control of the Council's capital expenditure or borrowing and provisions in Contract Standing Orders or Financial Regulations in respect of such a plan or strategy;

All decisions described in a), b) and c) above can only be taken by the full Council except in the circumstances set out in the Urgent Decisions at Variance to the Budget and Policy Framework process as below.

- 4.2 If the Leader, the Cabinet, the Council's Committees, individual Cabinet Members and any officers, Joint Committees or bodies discharging executive functions want to make a decision that they consider might be contrary to the budget and policy framework, they must take advice from the Monitoring Officer (in the case of the policy framework) and/or Director of Strategic Finance (in the case of the budget) as to whether the decision they want make would be contrary to the policy framework or contrary to or not wholly in accordance with the budget.
- 4.3 If, following consultation with the Chief Executive Officer Chief Executive Officer and relevant Chief Officer, the advice of either of the Monitoring Officer or the Chief Finance Officer is that the decision would not be in line with the existing budget and/or policy framework, then the proposed decision must be referred by the Leader or Executive to the Council, unless the decision is a matter of urgency, in which case the procedure below in paragraph 4.5 will apply.
- 4.4 Also, if following consultation with the Chief Executive Officer and relevant Chief Officer, the Monitoring Officer or the Chief Finance Officer consider that a proposed decision is not in line with the budget and/or policy framework, irrespective of whether they have been consulted by the decision-taker, that decision may only be taken by the Council.
- 4.5 The procedure to be used in such circumstances is:
 - a) If the decision is one that would otherwise be taken by an officer it must instead be referred to the Leader or Executive.

- b) The Leader or Executive will refer the matter with a recommendation to the Council to decide.
- c) The matter will be considered at the next meeting of the Council when the Council may:
 - (i) agree the decision be taken
 - (ii) amend the Budget or Policy Framework to reflect the decision
 - (iii) reject the proposed decision
 - (iv) ask the Leader or Executive to reconsider the matter.
- d) In the event of a decision being referred back to the Leader or Executive by the Council, the Leader or Executive must reconsider the matter on the basis of a report setting out the comments expressed and confirm, rescind or amend the decision in the light of those comments. The reconsidered decision will be reported back to the full Council for further consideration. The decision taken by the full Council will be final based on a simple majority.

4.6 A decision will not take effect until the process set out in (4.5 a - d) above has been completed.

4.7 If, following advice from the Chief Executive Officer, Monitoring Officer, Chief Finance Officer or relevant Chief Officer, the Scrutiny Committee consider that a decision which has been taken is contrary to the policy and/or budget framework, it may refer the decision to Council. In such cases the Council could either:

- a) determine that the decision was contrary to the policy and/or budget framework and therefore a matter for Council to decide and take the decision itself; or
- b) determine that the decision was not contrary to the policy and/or budget framework and therefore a matter for the Executive to decide. In this case, the Council would have the option of requesting that the decision maker reconsider the decision if it believed that a different decision would have been more appropriate.

5. Urgent Decisions at Variance to the Budget and Policy Framework

5.1 If a decision at variance to the budget and policy framework has to be taken for reasons of urgency before the procedures set out above would otherwise be completed, it may be taken provided that the Chair of the Scrutiny Committee has been consulted and the following procedure is followed:

- a) The Chief Executive Officer or relevant Chief Officer, in consultation with the Monitoring Officer agree that the making of the decision is a matter of urgency and cannot reasonably be deferred; and

- b) the individual or body by whom the decision is to be made obtains from the Chair of the Scrutiny Committee, or if that person is unable to act, from the Chair of the Council or, in their absence from the Vice-Chair, agreement in writing that the decision needs to be made as a matter of urgency
- c) the individual or body by whom the decision is made must submit, as soon as reasonably practical after the decision has been made, a report to the full Council giving details of:
 - (i) the decision;
 - (ii) the reasons why it was urgent;
 - (iii) the reasons for the decision

If agreement is not obtained as in 5.1b above, the matter must be referred to the full Council for decision.

Part 11C: Financial Regulations

Background

- A. The County Council's governance structure is laid down in the Constitution, which sets how the County Council operates; how decisions are made; and how procedures are followed.
- B. The County Council has adopted a Cabinet and Leader form of governance.
- C. Elected Members are responsible for "ownership" of the County Council's financial management. Responsible Budget Officers (RBOs) act on behalf of the County Council in exercising that responsibility and in securing compliance with the County Council's Financial Regulations.
- D. The County Council's Chief Executive Officer is responsible for the corporate and strategic management of the County Council. The Chief Executive Officer must report to, and provide information for, the County Council, its Cabinet and Committees. Furthermore, the Chief Executive Officer is responsible for establishing a framework for management direction, style, and standards, and for monitoring the performance of the organisation. The Chief Executive Officer is also responsible, together with the Director of Democratic and Regulatory Services, for the system of record keeping in relation to all the County Council's decisions.
- E. The Statutory Finance Officer, the Director of Strategic Finance at Norfolk County Council, has statutory duties in relation to the administration and stewardship of the County Council's financial affairs. This statutory responsibility cannot be overridden. The statutory duties arise from the legislation referenced in 2.5.3.
- F. The Director of Strategic Finance is responsible for the proper administration of the County Council's financial affairs and for setting and monitoring compliance with agreed standards of financial administration and management, including advice on the County Council's corporate financial position. The Director of Strategic Finance also the "head of profession" for all finance staff in the County Council and has a responsibility for their professional standards, competencies, training, and development. Within these Financial Regulations, the terms Statutory Finance Officer, Chief Finance Officer, Director of Strategic Finance and Section 151 Officer all refer to the Director of Strategic Finance.

Contents		Page
	Background	249
1.	Status of Financial Regulations	253
1.1.	Purpose and Scope	
1.2.	Key Roles and Responsibilities	
2.	Financial Management	254
2.1.	Introduction	
2.2.	The Council	
2.3.	The Cabinet	
2.4.	Scrutiny Committee	
2.5.	Statutory Officers	
2.6.	The Money Laundering Reporting Officer	
2.7.	Director of Strategic Finance	
2.8.	Corporate Board	
2.9.	Executive Directors	
2.10.	Other Financial Accountabilities	
3.	Financial Planning	256
3.1.	Introduction	
3.2.	Revenue Budget	
3.3.	Capital Budget	
3.4.	Medium Term Planning and Budget Preparation	
3.5.	Strategic Property Asset Management Framework	
3.6.	Decisions	
3.7.	Budget Monitoring and Control	
3.8.	Virement	
3.9.	Treatment of Year-End Balances	
3.10.	Maintenance of Reserves	
4	Governance, Risk Management and Internal Control	260
4.1	Governance	
4.2	Internal Control and Internal Audit	

4.3	Risk Management	
4.4	External Audit	
4.5	Anti-Fraud, Bribery and Corruption	
4.6	Money Laundering and Proceeds of Crime	
4.7	Treasury Management	
4.8	Norfolk Pension Fund	
5	Assets, Systems, Processes and Records	270
5.1	Introduction	
5.2	Data Management	
5.3	Financial Processes and General Data Protection Regulations	
5.4	Schemes of Authorisation and Financial Responsibility	
5.5	Income Collection	
5.6	Payments to Employees, Third Parties and Members	
5.7	Taxation	
5.8	Trading Accounts	
5.9	Monitoring Reporting	
5.10	Companies, Trusts and Charities	
5.11	Early payments and loans to suppliers and service providers	
5.12	Contract Standing Orders	
5.13	Assets	
5.14	Making Grants	
5.15	Retention of Financial Records	
6	External Arrangements	284
6.1	Introduction	
6.2	Partnerships	
6.3	External Funding	
6.4	Financial Guarantees	
6.5	Work for Third Parties	
6.6	Subsidy and Competition	
6.7	Projects / Business Cases (including Private Finance 2 (PF2))	
6.8	Social Impact Bonds (SIBs)	

Annex A: Norfolk County Council's Scheme of Virement	288
Revenue	
Capital	
Annex B: Norfolk County Council process for the issue of a report under Section 114 of the Local Government Finance Act 1988	290

1. Status of Financial Regulations

1.1 Purpose and Scope

- a) These Financial Regulations provide the basis for managing the County Council's financial affairs. They provide a framework for decision-making, which sets out how specific statutory powers and duties are complied with, as well as reflecting best professional practices. This document also acts as a reference point to other documents which include the detailed policies and procedures behind these Financial Regulations.
- b) The Financial Regulations apply to every elected Member and officer of the County Council and, when stated, to third parties acting specifically on its behalf. The Regulations apply to all Norfolk County Council's financial arrangements, including joint committees, save where there is express agreement to the contrary.

1.2 Key Roles and Responsibilities

- a) The Regulations identify the financial responsibilities of the County Council, Cabinet and its Committees, the Director of Strategic Finance and other Executive and Lead Directors.
- b) All elected Members and staff have a general responsibility for taking reasonable action to provide for the security of the County Council's assets under their control, and for ensuring that the use of these resources is legal, properly authorised, and provides value for money.
- c) The Director of Strategic Finance is responsible for maintaining a continuous review of the Financial Regulations and for submitting any additions or changes necessary to County Council for approval and at a minimum annually. Elected Members are responsible for considering and approving the County Council's Financial Regulations and for satisfying themselves that they are sufficient to ensure sound financial management of the County Council's resources.
- d) The Director of Strategic Finance responsible for reporting, where appropriate, breaches of the Financial Regulations to the County Council, Cabinet, and the Audit and Governance Committee.
- e) The Director of Strategic Finance is responsible for issuing advice and guidance on the operation of the Financial Regulations. The County Council's detailed 'Financial Procedures', which support these Regulations, are determined by the Director of Strategic Finance set out how the Regulations will be implemented.

- f) Financial Procedures are described in separate guidance and have the same status as the Financial Regulations.
- g) Executive and Lead Directors are responsible for ensuring that all staff in their departments are aware of the existence and content of the County Council's Financial Regulations, Financial Procedures, and other internal regulatory documents and that they comply with them at all times. They must ensure that all staff have access to, or the opportunity to access, these Regulations, Procedures and other regulatory documents either published on the County Council's internet or intranet ([MyNet](#)) pages as appropriate.
- h) The Director of Strategic Finance is responsible for ensuring that both elected Members and officers are sufficiently competent, trained and informed regarding the financial affairs of the Council.

2. Financial Management

2.1 Introduction

- Financial management covers all financial activities in relation to the running of the County Council, including the policy framework and budget. In overall terms, elected Members are responsible for agreeing the financial policy framework and officers are responsible for advising Members, and for the operational delivery of financial processes in line with the agreed policy. The financial management responsibilities for Members' groups and individual post-holders are detailed in this section.

2.2 The Council

- a) The County Council is responsible for adopting and changing the principles of governance and for approving or adopting the policy framework and budget within which the Council operates.
- b) The principles of decision making, and the roles of the Leader, Cabinet, Select Committees, and Scrutiny Committee are set out in Parts 3, 4 and 7 of the Norfolk County Council Constitution.

2.3 The Cabinet

- a) The Cabinet is responsible for all the Council's functions which are not the responsibility of any other part of the Council, whether by law or under this Constitution.

2.4 Scrutiny Committee

- a) Scrutiny Committee reviews or scrutinises decisions made, or other action taken in accordance with:
 - i) any functions which are the responsibility of the Executive, including decisions made/actions taken directly by the Executive itself and those decisions/actions delegated to Chief Officers and individual Members of the Executive; and
 - ii) any functions which are not the responsibility of the Executive.

2.5 Statutory Officers

- a) The Head of Paid Service (Chief Executive Officer)

The Head of Paid Service is accountable to the County Council and Cabinet for the manner in which the discharge of the Council's functions is coordinated.

- b) The Monitoring Officer (Director of Legal Services (nplaw))

The Monitoring Officer is responsible for maintaining an up-to-date version of the Constitution and contributing to the promotion and maintenance of high standards of conduct through provision of support to Audit and Governance Committee. They are also responsible, in conjunction with the Chief Executive Officer and the Director of Strategic Finance, for reporting to the County Council and Cabinet if they consider that any proposal, decision, or omission would give, is likely to give, or has given, rise to a contravention of any enactment or rule of law, or any maladministration or injustice. Such a report has the effect of stopping the proposal or decision being implemented until the report has been considered. The Monitoring Officer will also provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to all Members.

- c) Chief Finance Officer (Director of Strategic Finance)

The Council has designated the Director of Strategic Finance as the Chief Finance Officer. The Director of Strategic Finance has statutory duties in relation to the financial administration and stewardship of the Council. The statutory duties arise from:

- Section 151, Local Government Act 1972
- The Local Authorities Goods and Services Act 1970 and 1988
- Section 114, Local Government Finance Act 1988
- The Local Government and Housing Act 1989
- The Local Government Acts 2000 and 2003
- The Accounts and Audit (England) Regulations 2015
- The Local Government Pension Scheme Regulations 1974 and 1997

- The Local Government Pension Scheme Regulations (Management and Investment of Funds) 1998
- The Localism Act 2011

There are other Statutory Officer roles as set out within the Constitution, these include: Executive Director of Children’s Services, Executive Director of Adult Social Services, Chief Fire Officer and Director of Public Health.

2.6 The Money Laundering Reporting Officer

- i. The Chief Internal Auditor is appointed as the Money Laundering Reporting Officer and will appoint a Deputy Money Laundering Officer. The Council has an Anti-Money Laundering Policy and Procedures in place. The Money Laundering Reporting Officer is the officer responsible for reporting disclosures to the National Crime Agency.

2.7 Director of Strategic Finance

- a) The Director of Strategic Finance has statutory duties in relation to the financial administration and stewardship of the County Council. This statutory responsibility cannot be overridden.
- b) The Director of Strategic Finance is also subject to compliance with Statements of Professional Practice issued from time to time.
- c) The role of Director of Strategic Finance complies with the principles in the CIPFA best practice statement on the “Role of the Chief Financial Officer in Local Government.” This statement confirms that the Director of Strategic Finance is not only a servant of the Council, but also has a fiduciary responsibility to local taxpayers as a trustee of public monies.
- d) The Director of Strategic Finance is responsible for:
 - the proper administration of the County Council’s financial affairs
 - ensuring adherence to accounting standards
 - setting and monitoring compliance with financial management standards
 - advising on the corporate financial position and on the key financial controls necessary to secure sound financial management, including the level of balances, closure of accounts and statement of accounts
 - setting the framework for reporting financial implications to Cabinet
 - providing financial information on the corporate position of the County Council
 - providing financial advice and information on all the County Council’s services
 - preparing the overall revenue budget and capital programme, including the rolling medium term financial strategy (covering a minimum three year period)
 - reporting on the robustness of the estimates made for the purposes of budget calculations, and the adequacy of proposed financial reserves

- effective administration of the treasury management function and aspects of pension fund administration and investment
 - preparing the prudential indicators and ensuring adherence to the authorised limits set by Council
 - defining standards of financial administration and management throughout the County Council
 - defining the competencies of finance employees and for the delivery of effective and appropriate training and development opportunities to those employees
 - advising on the adequacy and effectiveness of internal systems of control and internal audit
 - delivering appropriate financial training to Members and non-financial staff
- e) The Director of Strategic Finance has the Head of Profession role for all finance staff in the County Council and has a responsibility for their professional standards, competencies, training, and development. This includes ensuring that procedures are in place to enable Finance Business Partners for each service to concurrently support the Director of Strategic Finance and their Service Executive or Lead Director on key financial matters. Finance Business Partners report to the Director of Financial Management.
- f) The Head of Profession role of the Director of Strategic Finance carries the statutory responsibility laid down by Section 151 of the Local Government Act 1972 to “make arrangements for the proper administration of the County Council’s financial affairs.” The Director of Financial Management performs the role of the Deputy Section 151 Officer.
- g) Section 114 of the Local Government Finance Act 1988 requires the Director of Strategic Finance to report to each Member of the Council, and the External Auditor, if it appears to them that the authority, the County Council’s Cabinet, a joint committee on which the County Council is represented, or one of its officers:
- has made, or is about to make, a decision which involves the County Council incurring unlawful expenditure
 - has taken, or is about to take, a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency to the County Council
 - is about to make an unlawful entry in the County Council’s accounts.
- h) Details of the process which would be followed in the event of a report being issued under section 114 of the Local Government Finance Act 1988 are set out in Annex B. Section 114 of the 1988 Act also requires:
- the Director of Strategic Finance to nominate a properly qualified member of staff to deputise if they are unable to perform personally, the duties under section 114. The Director of Financial Management is nominated to deputise for the Director of Strategic Finance.
 - the Authority to provide the Director of Strategic Finance with sufficient staff, accommodation, and other resources – including legal advice where this is necessary – to carry out the duties under section 114.

- i) The Director of Strategic Finance is responsible for ensuring that all services are appropriately supported by skilled finance professionals. The Director of Strategic Finance is assisted in providing strategic financial support to services by Finance Business Partners.

2.8 Corporate Board

- a) In addition to individual responsibilities, the Leader, Deputy Leader and Executive Directors (including the Chief Executive Officer) form the Corporate Board. This is an informal Board which is not subject to the rules surrounding Council meetings, and which, acting together and corporately is responsible for:
 - advising on draft financial policies for consideration by Cabinet.
 - working closely with Cabinet in developing financial policies.
 - being the primary mechanism for collectively ensuring the delivery of the Council's corporate financial policies.

2.9 Executive Directors

- a) Executive Directors are responsible:
 - for ensuring that the Council is advised of the financial implications of all proposals relating to their respective services and for ensuring that the financial implications have been agreed by the Director of Strategic Finance;
 - for consulting with the Director of Strategic Finance and seeking approval on any matter liable to materially⁴ affect the County Council's finances before any commitments are entered or incurred. This includes notification to the Director of Strategic Finance as soon as possible in the event of identification of overspending or of a shortfall in income against the budget approved by the Council; and
 - for ensuring that budget monitoring is undertaken monthly, and that costs are contained within budget. In the event of identification of overspending or a shortfall in income against the budget, Executive Directors are responsible for ensuring that corrective action is managed in a rigorous manner.
- b) Executive Directors should maintain a written record where decision-making has been delegated to members of their staff, including seconded staff.
- c) Executive Directors' role includes working with outside bodies and accessing additional funds and resources to support the County Council's programme of work.
- d) Executive Directors, in consultation with the Director of Procurement, are responsible for evaluating contracts within their services as they fall due for replacement or extension, and proposals for new contracts, in order to:

⁴ I.e. significantly impact on the Council's financial position

- identify any potential to reduce whole life carbon emissions.
- consider the optimum balance between price and carbon reduction opportunities which can be achieved; and
- ensure that any identified cost pressures linked to carbon reduction in respect of their services are provided for within the Council's budget and Medium Term Financial Strategy.
- Ensure that proposals are prepared in accordance with the internal carbon pricing guidance⁵ published by the Director of Strategic Finance when making revenue and capital investment decisions.

2.10 Other Financial Accountabilities

a) **Accounting Policies**

The Director of Strategic Finance is responsible for ensuring appropriate accounting policies are in place and that they are applied consistently across the County Council.

b) **Accounting Records and Returns**

The Director of Strategic Finance is responsible for the accounting procedures and records for the County Council and must ensure that the financial accounts and financial records of the County Council comply with all accounting policies and standards where applicable and that these standards are applied consistently across the County Council.

c) **Annual Statement of Accounts**

The Director of Strategic Finance is responsible for ensuring that the annual Statement of Accounts is prepared in accordance with proper practices as required by the Accounts and Audit Regulations 2015. Proper practices include the Code of Practice on Local Authority Accounting in the United Kingdom (the code) and relevant statutory provisions. Council has delegated responsibility for approving the annual Statement of Accounts to the Audit and Governance Committee.

⁵ [Internal Carbon Pricing Guidance](#), item 11, Corporate Select Committee 11 July 2022

3. Financial Planning

3.1 Introduction

- a) The Director of Strategic Finance, in accordance with the strategies, policies and priorities of the County Council, is to be responsible for the proper administration of the financial affairs of the County Council, including multi-year financial planning and control.

3.1 Revenue Budget

- a) The consolidated revenue budget is proposed by the Cabinet and is approved by the County Council. The budget should have regard to proper accounting standards and include a statement of the allocation of resources to different services and projects and to proposed council tax levels. Once the overall budget has been approved by County Council, it cannot be increased by the Cabinet, subject to the arrangements set out in paragraph 3.7.5 below.

3.2 Capital Budget

- a) The capital budget is approved by the County Council considering Cabinet's recommendations. The budget should have regard to proper accounting standards and include a statement of the allocation of resources to different services and projects, how the programme is to be funded, and any impact on the revenue budget.

3.3 Medium Term Planning and Budget Preparation

- a) The County Council is responsible for agreeing the Council's priorities and policy framework. This sets the overall strategic framework for the County Council's services. The Medium-Term Financial Strategy sets out the approach and financial context for the County Council. The Medium-Term Financial Strategy also gives further detail as to how the County Council will deliver plans and resource services over a minimum period of three years. The County Council is responsible for agreeing a rolling balanced budget covering at least three years and agreeing the council tax precept for the following financial year at the February County Council meeting. Executive Directors are collectively responsible for developing a framework and timetable to deliver medium term planning requirements. This framework will include: review of the planning context and the forward budget planning forecast; service priorities and costs; and provide a structure incorporating the development of medium-term service options including efficiencies, financial implications, risk impact and likelihood assessment; Member engagement, public and stakeholder consultation and the decision-making process.

- b) Cabinet is responsible for setting the parameters and providing guidance on the preparation of the budget in consultation with the Director of Strategic Finance. The guidelines will take account of:
- legal requirements
 - medium-term planning prospects
 - the County Council's core roles
 - all available resources including external funding and income
 - fluctuations in demand, and inflation
 - changes in grant funding
 - best value
 - government guidelines
 - accounting standards
 - the Prudential Code
 - The County Council Plan
 - Strategic Property Asset Management Framework
 - Reserves, general and earmarked
 - Arms' length bodies
- c) It will also set out the minimum requirements for preparation of budget proposals including:
- option appraisal and use of whole life costing, comparing the relative costs of the options, over the life of the project. For example, whether to lease, purchase or new build;
 - risk assessment and owner;
 - equality and rural impact assessment, to ensure all the necessary key cross cutting issues are considered, including equality and sustainability; and
 - Budget proposals pro-forma templates where appropriate to ensure that budget proposals are developed on a consistent basis.
- d) The Director of Strategic Finance is responsible for ensuring that rolling revenue and capital budget proposals for a minimum three-year period are prepared on an annual basis for consideration by Cabinet. Cabinet is responsible for ensuring that these revenue and capital budget proposals are robust and underpinned by an adequate level of reserves before submission to the County Council. Cabinet will publish to all County Council Members each autumn the financial context for forward financial service planning, a review of the issues relating to the budget for the following financial year, and a timetable for the preparation and approval of the budget. This timetable will take account of the need for discussion and review of the proposals by Select Committees and the Scrutiny Committee and of the need for statutory and other consultation on the budget proposals.
- e) It is the responsibility of Executive Directors to ensure that proposals are prepared in accordance with the guidance, to ensure that budgets are set on a sound financial basis and in accordance with best practice including ensuring that they have been risk assessed.

- f) The Director of Strategic Finance is responsible for ensuring that proposals demonstrate adherence to the guidance and Members should ensure that any proposed budget amendments are made available to the Director of Strategic Finance at least five working days before the County Council budget meeting. Members should adhere to any agreed protocol for budget amendments. Members' proposed budget amendments must be finalised two working days before the County Council budget meeting in order that the Director of Strategic Finance can report on the robustness of any proposed budget amendments. In accordance with established culture and practice, proposed budget amendments received in accordance with Financial Regulations will be published in advance of the County Council meeting at which they are to be discussed.
- g) The County Council will consider the budget proposals and may adopt them, amend them, or substitute its own proposals in their place prior to 1 March. The County Council will agree at least a three-year balanced budget and agree the precept for the following year.

3.4 Strategic Property Asset Management Framework

- a) The Corporate Property Officer (Director of Property) is responsible for ensuring a Strategic Property Asset Management Framework is prepared / updated / reviewed on an annual basis for consideration by Cabinet before submission to County Council.

3.5 Decisions

- a) All decisions must be undertaken in accordance with the decision-making and reporting framework set out in the Constitution of the County Council and must comply with the County Council's Financial Regulations and Financial Procedures. Details of financial implications must be provided before any financial decision can be taken.
- b) The Executive's Terms of Reference are set out in Part 6 of the Constitution and confirm that Cabinet is responsible for taking key decisions which incur significant expenditure or make significant savings, and decisions which have an impact on a significant proportion of Norfolk's residents. The Chief Executive Officer in consultation with the Leader shall determine, in relation to any decision to be taken under delegated authority, if it is a decision which may incur significant expenditure, make significant savings, or may affect a significant proportion of Norfolk's residents, and in such a case the decision shall be made by the Cabinet.

3.6 Budget Monitoring and Control

- a) The Director of Strategic Finance is responsible for monitoring income and expenditure against approved revenue and capital budget allocations and for reporting to Executive on the overall position monthly.
- b) The Director of Strategic Finance is responsible for monitoring the prudential indicators and reporting to Executive on the overall position monthly.
- c) The Director of Strategic Finance is responsible for monitoring the cash flow of the County Council and ensuring this is used to inform borrowing and investment decisions.
- d) It is the responsibility of Executive Directors to control income and expenditure within their area in accordance with the approved budget and to monitor performance, taking account of financial information provided by the Director of Strategic Finance. Executive Directors are responsible for alerting the Director of Strategic Finance and the relevant Cabinet Member(s) or the Leader, to any overspendings or shortfalls in income and for identifying strategies and options for containing spend within the budget approved by the Council. If the overspending or shortfall in income cannot be accommodated within the service's budget this shall be reported to Cabinet.
- e) The application of any additional external funding, including grants, which was not known at the time of budget setting, is delegated to Executive Directors up to £1.25m to be utilized in accordance with the associated grant or funding conditions. The allocation of any funding above this level is to be approved via an individual Cabinet Member decision, unless approved by Cabinet.
- f) Any other policy proposal, which would have the effect of increasing a Service Department's budget, must be supported by a funding proposal setting out how it can be accommodated within the Service Department's existing budget. Such proposals must be made available to the Director of Strategic Finance at least five working days before the Cabinet meeting at which they are to be proposed and must be finalised two working days before the meeting in order that the Director of Strategic Finance can report on the robustness of any proposed budget amendments. In the event that the proposal falls outside the scope of the Policy Framework as set out in Part 5 of the Constitution, it must be referred to Full Council for consideration.
- g) Any variation or variations to a contract which in aggregate result in additional costs exceeding 5% of the original contract value or £50,000 (whichever is the greater) shall be subject to the prior approval of the Director of Procurement.

3.7 Virement

- a) Virement is the process of transferring the budget expenditure or income, whether revenue or capital, from one approved budget head to another. The County Council is responsible for agreeing the overall procedures for the virement of budget and the approval of virements between Departments. Executive Directors are responsible for agreeing in-year virements within

delegated limits, in consultation with the Director of Strategic Finance where required. (The current approved procedures are shown in Annex A).

- b) Schools are free to vire between budget heads in the expenditure of their budget shares, but Governors are advised to establish criteria for virements and financial limits above which the approval of the Governors is required.

3.8 Treatment of Year-End Balances

- a) Any under and overspendings by Service Departments are required to be reported to Cabinet as part of year-end reporting. Cabinet is responsible for reporting the overall under and overspendings to County Council and making recommendations as to how they are utilised or managed.
- b) The Director of Strategic Finance is responsible for putting in place controls to ensure that carry-forward of revenue budget, revenue reserves and revenue grants above agreed limits are documented and reported to all Executive Directors and totals agreed by Cabinet.
- c) The Director of Strategic Finance is responsible for putting in place controls to ensure that carry-forward of capital budget, capital reserves and capital grants above agreed limits are documented and reported to all Executive Directors and totals agreed by Cabinet. Any slippage on the capital programme will be carried forward to the next financial year and reported to Cabinet.

3.9 Maintenance of Reserves

- a) It is the responsibility of the Director of Strategic Finance to review the County Council's financial risks and planning assumptions and advise the Cabinet and the County Council on prudent levels of reserves and of general balances as part of setting the budget. This advice needs to take account of relevant accounting standards and professional best practice as part of the Council's budget planning process and regular budget monitoring.
- b) The annual revenue budget sets out details of the purpose for which earmarked reserves are held and high-level forecasts for the use of such reserves. The timing of the use of reserves may however be uncertain and the annual budget setting process therefore provides the framework in which the use of reserves is agreed. In agreeing the annual revenue budget, the County Council is approving the use of reserves for the purposes for which they have been earmarked, and it is recognised that the timing of this use will be dependent on operational requirements and other factors.
- c) Where it is proposed that reserves are to be used for a purpose other than that for which they have been earmarked, this will be subject to approval by Cabinet in-year, based on the advice of the Director of Strategic Finance, with reference to a recommendation from the relevant Executive Director as appropriate in respect of service reserves. There is a general presumption that Cabinet will normally approve recommendations for the use of earmarked reserves which are made by Executive Directors, except where there are wider

implications for financial control across the County Council, or delivery of the Council's budget plans. If the Director of Strategic Finance advises that a decision about the use of reserves may have broader implications, Cabinet will recommend a course of action but refer the matter to be decided by the County Council.

- d) Cabinet is responsible for approving the creation of a balance sheet reserve (of any value), on the advice of the Director of Strategic Finance). The reserve will be reported to Full Council as part of the annual budget setting process and within reports from Cabinet to Full Council.

4. Governance, Risk Management and Internal Control

4.1 Governance

- a) The Audit and Governance Committee is primarily responsible for Governance, Risk Management and Internal Control throughout the County Council. Its Terms of Reference are reviewed annually and published in Part 8 of the Constitution. Any changes are approved by the County Council. The composition is politically balanced and is reviewed at each appointment to the Committee.
- b) Other Member-led bodies that also have a role in governance and internal control include the County Council, and the Corporate Select Committee in any review of the Constitution for approval by full Council and with respect to Members.

4.2 Internal Control and Internal Audit

- a) Internal control refers to the systems of management and other controls put in place to ensure that the County Council's objectives are achieved in a manner which promotes economic, efficient and effective use of resources and in a way, which ensures that the County Council's assets and interests are safeguarded.
- b) The Director of Strategic Finance is responsible for advising on adequate and effective systems of internal control. These arrangements need to ensure compliance with all applicable statutes and regulations, and other relevant best practice.
- c) It is the responsibility of Executive Directors, having regard to advice from the Director of Strategic Finance, to establish sound arrangements for internal control including planning, appraising, authorising and controlling their operations to achieve continuous improvement, economy, efficiency and effectiveness and in order to achieve their targets.
- d) The Accounts and Audit Regulations 2015 require the County Council to:
 - undertake an adequate and effective internal audit;

- review the effectiveness of its internal audit, at least annually; and
 - ensure the Audit and Governance Committee considers the findings of that review as part of its consideration of the system of internal control for the County Council.
- e) The Leader of the Council and the Chief Executive Officer are responsible for signing the Annual Governance Statement that should be produced following an annual review of systems of internal control. The Annual Governance Statement is published with the annual Statement of Accounts.

4.3 Risk Management

- a) The County Council through the Cabinet is responsible for approving the County Council's Risk Management Policy as part of the risk management framework, its implementation and ensuring that proper insurance exists where appropriate as outlined in the Insurance Strategy.
- b) The Audit and Governance Committee is responsible for reviewing the effectiveness of the County Council's risk management and insurance arrangements. It will receive risk management reports at least four times a year and an insurance report once a year and take appropriate action to ensure that corporate business risks are being actively and appropriately managed. Annually, it will report on risk management to the County Council.
- c) The Director of Strategic Finance is responsible for informing the preparation of the County Council's Risk Management Policy as part of the risk management framework, for promoting it throughout the County Council and for advising the Cabinet on proper insurance cover where appropriate. The Director of Strategic Finance will also report on the Corporate Risk Register quarterly to the Cabinet, to each meeting of the Audit and Governance Committee, and ensure that Executive Directors report their red rated departmental level risks register to the Cabinet bi-annually.

4.4 External Audit

- a) Public Sector Audit Appointments Limited (which replaced the Audit Commission with effect from 1 April 2015) is responsible for appointing external auditors to each local authority. The duties of the external auditor are governed by the Local Audit and Accountability Act 2014.
- b) The County Council may, from time to time, be subject to audit, inspection, or investigation by external bodies such as HM Revenue and Customs, who have statutory rights of access.
- c) External auditors have a responsibility to satisfy themselves that the County Council has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. This judgement is based on criteria specified by the National Audit Office. The Director of Strategic Finance, in conjunction with Executive Directors, must ensure that the organisation makes

best use of resources and that taxpayers and / or service users receive value for money.

4.5 Anti-Fraud, Bribery and Corruption

- a) In managing its responsibilities, the County Council is determined to protect itself against fraud and corruption both from within the County Council and from outside. The County Council is committed to maintaining a strong anti-fraud and corruption culture through its Anti-Fraud and Corruption Policy. This is designed to:
 - encourage prevention;
 - promote detection;
 - identify a clear pathway for investigation; and
 - fulfil the requirements of Section 17 of the Crime and Disorder Act 1998
- b) The County Council expects Members and staff at all levels to lead by example in ensuring adherence to legal requirements, rules, procedures and practices and internal controls including internal checks.
- c) Executive Directors are responsible for ensuring that internal controls are such that fraud, bribery or corruption will be prevented, where possible, and the measures in the Anti-Fraud, Bribery and Corruption Policy are promoted.
- d) Under the Anti-Fraud, Bribery and Corruption Policy, an Executive Director is required to immediately inform the Director of Strategic Finance of any financial irregularity or suspected financial irregularity.
- e) The County Council expects that all who have dealings with it have a similar anti-fraud, bribery and corruption ethos and that they have no intent or actions with respect to fraud, bribery and corruption. (The County Council has issued guidance in “How to do business with Norfolk County Council” including whistleblowing, to support this).

4.6 Money Laundering and Proceeds of Crime

- a) The County Council has adopted an anti-money laundering policy and procedures intended to prevent the use of proceeds from crime. This policy has been developed with regard to the Proceeds of Crime Act 2002 and the Money Laundering Regulations 2007.
- b) The County Council has nominated the Chief Auditor to perform the role of Money Laundering Reporting Officer (MLRO) whose principal role is to receive, consider and respond to any reports received of known or suspected money laundering.
- c) Executive Directors are responsible for ensuring that:

- all staff most likely to be exposed to, or suspicious of, money laundering situations are made aware of the requirements and obligations placed on the County Council and themselves by legislation;
- those staff considered most likely to encounter money laundering are given appropriate training (nplaw can provide relevant in-house training);
- departmental procedures are established to help forestall and prevent money laundering, including making arrangements for reporting concerns about money laundering to the MLRO; and
- periodic and regular assessments are undertaken of the risks of money laundering that may exist in their Departments.

4.7 Treasury Management

- a) The County Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Services and complies with the CIPFA Prudential Code when carrying out borrowing and investment activities under Part 1 of the Local Government Act 2003.
- b) The County Council is responsible for the setting, monitoring and revising of prudential indicators and for the approval of the Annual Investment and Treasury Strategy.
- c) The County Council has delegated responsibility to the Director of Strategic Finance for the execution and administration of treasury management decisions, including decisions on borrowing, investment, financing (including leasing) and maintenance of the counter party list. The counter party list contains details of those banks, building societies and other bodies that meet the County Council's criteria for investment. The Director of Strategic Finance has delegated authority to effect movement between the separately agreed limits for borrowing and other long-term liabilities reflected in the Prudential Code's operational and authorised limits. The Director of Strategic Finance is required to act in accordance with the County Council's Treasury Management Policy Statement and Treasury Management Practices and CIPFA's Standards of Professional Practice on Treasury Management in accordance with external advice.
- d) The Director of Strategic Finance will prepare for County Council an annual strategy and plan in advance of the year, report quarterly, a mid-year review and an annual report after its close. In addition, the Director of Strategic Finance will regularly report to the Treasury Management Panel and the Cabinet on treasury management policies, practices, activities and performance monitoring information.
- e) The Director of Strategic Finance is responsible for:
 - monitoring performance against prudential indicators, including reporting significant deviations to the Cabinet and County Council as appropriate.
 - ensuring all borrowing and investment decisions, both long and short term, are based on cash flow monitoring and projections.

- ensuring that any leasing financing decisions are based on full options appraisal and represent best value for the County Council, in accordance with the County Council's leasing guidance.
- the provision and management of all banking services and facilities to the County Council.

4.8 Norfolk Pension Fund

- a) The Local Government Pension Scheme (LGPS) is a national pension scheme, administered locally with its own regulator (the Department for Levelling Up, Housing and Communities (DLUHC)).
- b) The County Council is the Administering Authority of the Norfolk Pension Fund and administers the LGPS on behalf of all the participating employers and scheme members. Norfolk County Council is also an employer within the scheme.
- c) Norfolk County Council delegates all its responsibilities as Administrator of the scheme to the Pensions Committee who act as quasi-trustee of the Fund. Pensions Committee must act in the best interests of the Fund, scheme members/beneficiaries and participating employers.
- d) All Pension Fund assets are separate from the County Council, and all costs and income are accounted for separately. The Fund has a separate bank account.
- e) The Pensions Committee is responsible for all aspects of the administration of the scheme. This includes responsibility for deciding upon the best way in which the Pension Fund is to be invested with appropriate regard to its fiduciary responsibilities.
- f) Advice is received as required from professional advisers. The Pensions Committee formally reviews the performance of investments and the overall strategy on a regular basis. The Fund is invested in compliance with the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016. The 2016 Regulations introduced the requirement for LGPS funds to pool investment assets from the 1st April 2018.
- g) In order to facilitate the pooling of assets, the Norfolk Pension Fund has entered into an Inter-Authority Agreement with 10 other Administering Authorities, collectively known as the ACCESS (A Collaboration of Central, Eastern & Southern Shires) Pool. The ACCESS Funds are Cambridge, East Sussex, Essex, Hampshire, Hertfordshire, Isle of Wight, Kent, Norfolk, West Northamptonshire, Suffolk and West Sussex.
- h) The Pensions Committee is also responsible for the selection and monitoring of Investment Managers, Custodian and other related service providers to the Fund.
- i) The Director of Strategic Finance is responsible for the administration and financial accounting of the Norfolk Pension Fund. The Director of Strategic

Finance is responsible for the preparation of the Pension Fund statutory accounts and annual report. The County Council delegates responsibility for the approval of the annual Pension Fund statutory accounts to the Audit and Governance Committee.

- j) The Norfolk Pension Fund has developed an Investment Strategy Statement in relation to the investment of the assets. This Statement includes details of compliance with recognised good investment practices. It is the Pensions Committee's responsibility to monitor the Fund's position in relation to the Investment Strategy Statement.
- k) The Pension Fund maintains a Funding Strategy Statement, which sets out the Fund's approach to funding liabilities, based on principles agreed by the Pensions Committee. The Pension Fund is committed to providing clear, relevant, accessible and timely information to all stakeholders and to this end publishes and maintains a Customer Care and Communication Strategy Statement and a Governance Statement.
- l) The Director of Strategic Finance ensures compliance with relevant regulatory and legislative guidelines and for keeping records of all scheme members, calculation and payment of benefits, transfers between schemes and the collection of contributions from participating employers.
- m) In line with all public service pension schemes, LGPS Funds are required to have a local Pensions Board. The Board helps ensure that the Fund is managed and administered effectively and efficiently and complies with the Code of Practice on Governance and Administration of Public Service Pension Schemes issued by the Pensions Regulator. In Norfolk the local pension board is known as the Pensions Oversight Board and is made up of scheme member and scheme employer representatives with an independent chair.

e) Assets, Systems, Processes and Records

5.1 Introduction

- a) Robust systems and procedures are essential to an effective framework of accountability and control.

5.2 Data Management

- a) Cabinet is responsible for ensuring that policies and procedures are in place to enable management of data to support effective decision-making.
- b) It is the responsibility of the Executive Directors to ensure data management policies are understood and used effectively within their services.

5.3 Financial Processes and General Data Protection Regulations

- a) The Director of Strategic Finance is responsible for the determination and operation of the County Council's accounting processes, for the form of accounts and for the supporting financial records. The Director of Strategic Finance must approve any changes made by Executive Directors to the financial processes or the establishment of new processes, including IT systems.
- b) Executive Directors must ensure that any processing (computerised or manual) that involves personal information is registered in accordance with the DPA (Data Protection Act) 2018 and UK GDPR (General Data Protection Regulation) and that all staff are aware of their responsibilities and any advice from the Information Commissioner.
- c) Executive Directors must ensure that all staff are aware of their responsibilities under Freedom of Information legislation, and that procedures are in place to ensure compliance.
- d) Executive Directors must ensure that all staff are aware of their responsibilities under the Code of recommended practice for local authorities on data transparency. These include:
 - The requirement to maintain an inventory of data sets.
 - The general requirement that, where data is published, it should be in a non-proprietary format and published in a timely fashion.
 - The requirement to publish certain, specified data sets.
- e) To ensure that open data which is published corporately is accurate and complete, Executive Directors must ensure that:
 - All contracts over £50,000 are registered on the corporate contracts register maintained by the procurement team.
 - All goods and services are ordered via one of the council's electronic ordering systems (for general purposes, myOracle).
 - All goods and services are ordered in advance and purchase order descriptions are accurate and complete.
 - All changes of structure are notified to HR.

5.4 Schemes of Authorisation and Financial Responsibility

- a) It is the responsibility of Executive Directors to ensure that the scheme of authorisation and financial responsibility is implemented using myOracle and is operating effectively. The scheme of authorisation and financial responsibility identifies staff authorised to act on the Executive Director's behalf, or on behalf of the County Council, in respect of payments, income collection and procurement (including ordering). Procurement authorisations shall be made in accordance with the requirements of Contract Standing Orders. For clarity, staff identified to act in this way will be required to formally accept their responsibilities under the scheme of authorisation and financial responsibility.

5.5 Income Collection

- a) The Director of Strategic Finance is responsible for the provision and management of all income collection arrangements for the County Council.
- b) Cabinet is responsible for approving procedures for writing off debts as part of the overall control framework of accountability and control. The Debt Recovery Policy and Framework forms part of the Financial Procedures and is required to be followed by all parties involved in the recovery of monies owed to the Council.

5.6 Payments to Employees, Third Parties and Members

- a) Except for schools, the Director of Strategic Finance is responsible for all payments of salaries and wages to all staff, including payments for overtime, goods and services provided, and for the payment of allowances to elected Members. Schools have delegated responsibility under the Local Management of Schools (LMS) scheme.

5.7 Taxation

- a) The Director of Strategic Finance is responsible for advising Executive Directors, in the light of guidance issued by appropriate bodies and relevant legislation as it applies, on all taxation issues, including VAT, that affect the County Council. Executive Directors are responsible for ensuring that such advice is complied with within their services.
- b) The Director of Strategic Finance is responsible for maintaining the County Council's tax records, making all tax payments, receiving tax credits and submitting tax returns by their due date as appropriate.
- c) The Director of Strategic Finance will ensure that VAT incurred in relation to "exempt" business income is not at risk of exceeding the partial exemption limit in any financial year and undertake the annual calculation after year-end.

5.8 Trading Accounts

- a) Cabinet must approve the establishment of all Trading Accounts. Trading Accounts are required for all services that provide goods or services to a third party on a traded basis or where the organisation has identified that a service should operate as a separate trading unit.
- b) The Director of Strategic Finance is responsible for the form of the trading accounts included in the Trading Framework document. Executive Directors are responsible for reporting on the activities of any trading organisation within their respective areas of service, taking account of current accounting standards and best practice in reporting.

5.9 Monitoring Reporting

- a) Executive Directors are responsible for ensuring that monthly budget monitoring reports for both revenue and capital expenditure and income are produced for their respective areas of service. The Director of Strategic Finance is responsible for regularly reporting the details (including compliance with the Prudential Code) to Cabinet.
- b) Any variation, or variations, to a contract which in aggregate result in additional costs exceeding 5% of the original contract value or £50,000 (whichever is the greater) shall be subject to the prior approval of the Director of Procurement.

5.10 Companies, Trusts and Charities

- a) Cabinet is responsible for:
 - approving the establishment and viability (including the business case) of all new companies, trusts and charities;
 - approving investments in other companies, trusts and charities, in which the County Council has a financial interest except where the investment is within criteria Cabinet has previously delegated to an Executive Director;
 - taking decisions as shareholder and sole trustee where appropriate;
 - monitoring and receiving reports on the County Council's companies;
 - dissolution of County Council's companies, trusts, and charities.
- b) Executive Directors are responsible for informing the Monitoring Officer and Director of Strategic Finance of any new proposals, to ensure that legal and financial considerations are properly considered before any arrangements with an outside body or creation of a new company, trust or charity are considered.
- c) Executive Directors are also responsible for ensuring tight controls are in place for the financial management of loan and guarantor arrangements with Norfolk County Council owned companies. This includes ensuring the Director of Strategic Finance is presented with robust business cases and signed loan agreements.
- d) The Director of Strategic Finance is responsible for reviewing the ongoing viability of such entities and regularly reporting the performance of their activities, with a view to ensuring that the County Council's interests are being protected.
- e) All relevant companies must have their accounts incorporated and consolidated within the County Council's financial accounts in accordance with proper accounting standards and best financial practice. The Director of Strategic Finance is responsible for ensuring the proper financial accounting treatment and compliance with current legislation.
- f) The appointment and removal of directors to companies, trusts and charities in which the County Council has an interest must be made by Cabinet, having regard to the advice of the Director of Strategic Finance. The directors will then

have a statutory duty to the company, trust or charity and must therefore act in accordance with the Companies and / or Charities Act where applicable.

- g) The Director of Strategic Finance and Monitoring Officer should be contacted for assistance at an early stage to discuss the proposals.

5.11 Early payments and loans to suppliers and service providers

a) Early Payments

In the normal course of business, the County Council may on occasion make early payments (ahead of contractual payment terms). These are agreed on a case by case basis, entirely at the discretion of the County Council, and (where appropriate) taking into account the overall value of the contract and the implications of any failure of service provision. Any decision to vary a contract by amending the payment terms shall be taken in accordance with Regulation 72 of the Public Contracts Regulations 2015. The Council has a protocol in place which governs the amendment of payment terms for existing contracts. This protocol covers both permanent, ongoing arrangements and one-off requests for early payment. The Council's Contract Standing Orders set out the general principle that advance payment terms should not be offered during procurement activities other than in exceptional circumstances. In all cases, care must be taken to ensure the Council is not committed to making infeasibly fast payments. There are broadly three scenarios which may arise:

b) Payment ahead of terms

- (i) Where suppliers or service providers experiencing cash flow difficulties or other financial hardship seek payment ahead of terms but not in advance of the supply of goods or services, the contract manager, in conjunction with the relevant Finance Business Partner, may agree to payment ahead of terms provided that an appropriate discount is secured. For the avoidance of doubt, at the discretion of the Council, a discount may be set at zero (i.e., payment made ahead of terms with no discount required).
- (ii) Where suppliers or service providers which are not in financial difficulties seek payment ahead of terms but not in advance of the supply of goods or services, the Director of Procurement, in conjunction with the relevant Finance Business Partner, may agree to payment ahead of terms provided that an appropriate discount is secured. For the avoidance of doubt, at the discretion of the Council, a discount may be set at zero (i.e. payment made ahead of terms with no discount required).

c) Payment in advance of goods or services being supplied

Due to the credit risk involved, only the Director of Strategic Finance, Director of Financial Management or Assistant Director of Finance (FES) may agree to vary a contract to allow for payment in advance of goods or services being delivered, subject to an appropriate discount being secured, and taking into account subsidy considerations. For the avoidance of doubt, at the discretion of the Council, a discount may be set at zero (i.e. payment made ahead of terms with no discount required), but only with the approval of the Director of Strategic Finance.

- d) **Loans** may be made in exceptional circumstances outside of contractual agreements or where no contract or payment relationship exists. This has the potential to arise (for example) in the context of a third-party organisation experiencing financial difficulty, where the failure of the third party would significantly impact upon services the Council provides or is responsible for. Loans will be considered on a case by case basis, entirely at the discretion of the County Council, and taking into account the overall level of the loan and the implications of any failure of service provision. Loans in this context would be intended generally for short term cash flow purposes and to ensure the continuity of a service, or to avoid additional costs arising from any provider failure, although it is recognised that other circumstances necessitating a loan may also arise and this list is not comprehensive.
- e) The Director of Strategic Finance has discretion to consider making a short-term loan in the above circumstances, whilst also considering:
- the ability of the loan recipient to repay and the provision of a robust plan to demonstrate how the situation which gave rise to the need for a loan will be resolved (it is also likely that a Financial Assessment of the recipient will be required);
 - any potential subsidy issues, particularly in respect of determining an appropriate interest rate for the loan, which should be set with reference to the [published margin tables](#); and
 - the duration and value of the loan sought.
- f) Loans will be requested through the relevant Finance Business Partner for the service area, in consultation with the Executive Director for the service. Loans will not be made until they have been approved by the Director of Strategic Finance, or the Director of Financial Management, following consultation with the Leader and / or Deputy Leader in the case of a loan over £50,000 and / or for a loan period in excess of six months.
- g) Loans may be repaid either by instalment or as a lump-sum. The terms of the loan, including arrangements for repayment, must be agreed and a loan agreement signed by both parties before any loan can be made. The service area initiating the loan will be required to identify a cost centre which will bear the cost of the loan in the event of a failure by the loan recipient to make repayments as agreed. The Executive Director for the service should consider

the need to make the relevant Cabinet Member(s), Leader and / or Deputy Leader aware of this potential cost to the service budget.

- h) Any loan arrangements not specifically covered above, including mid to longer term loans made for other purposes, will be subject to approval by the Director of Strategic Finance, or the Director of Financial Management, following consultation with the Leader and / or Deputy Leader. Any loans made in this way will be reported to Cabinet.

5.12 Contract Standing Orders

- a) Executive Directors are responsible for ensuring that the procurement of all goods, works and services is undertaken in accordance with the Council's Contract Standing Orders.
- b) Contract Standing Orders form part of the County Council's Constitution and are the rules that govern how procurement will be undertaken by the Council, and what processes must be followed.
- c) Any award with a value exceeding £30,000 entered into on behalf of the Council must be evidenced by way of a contract. Such contracts must either be signed by at least two authorised officers of the Council or made under the common seal of the Council attested by at least one authorised officer.

5.13 Assets

- a) Executive Directors should ensure that records of assets are properly maintained and securely held (in practice property asset records are kept by the Corporate Property Team on behalf of Executive Directors). Executive Directors should also ensure that contingency plans are in place for the security of assets and continuity of service in the event of disaster or system failure.
- b) In making disposals officers will have due regard to the provisions of the Local Government Act 1972 (section 123) concerning best consideration, subject to the discretion afforded to authorities by the General Disposal Consent (England) 2003 (see DCLG Circular 06/2003). All decisions to dispose at less than best consideration will be referred to Cabinet for determination.
- c) Disposal must be made by competitive process unless the Director of Property authorises otherwise. The appointment of agents to handle disposals is subject to the normal provisions of Council Standing Orders.
- d) All property disposals (including lease surrenders/assignments), acquisitions and other property transactions (such as granting / taking licences, granting of easements and wayleaves to statutory undertakers etc., granting tenancies at will) are to be made only by the Council's Corporate Property Officer (Director of Property). In reaching decisions on the disposal of land and property, the County Council should give due consideration to the advice of the Corporate Property Officer (Director of Property). The Council's named and designated

Corporate Property Officer (Director of Property) may, in accordance with arrangements approved by the Director of Strategic Finance, dispose of property assets, acquire property assets and approve of property transactions as set out in the tables at 5.13.6 and 5.13.7 below. Proposals for disposals, acquisitions and other property transactions must involve the Local Member as set out within the Local Member Protocol in the Constitution (Part 10D of the Constitution).

- e) Land and buildings declared surplus by a service will be reviewed by the Corporate Property Strategy Group and where there is no alternative beneficial use such property will be reported to Cabinet to confirm its status as a surplus asset to be disposed of and/or exploited for income purposes.

5.13.1 Disposals

The disposal of surplus assets will be undertaken as follows:

- a) Land and property asset disposal

Disposal value* £m	Responsibility and authorisation
Over £1.250m (unless covered by a specific item in the budget)	Cabinet
Over £0.250m and up to and including £1.250m	Cabinet Member for Commercial Services and Asset Management
Over £0.100m and up to and including £0.250m	Corporate Property Officer (Director of Property) in consultation with the Director of Strategic Finance
Up to and including £0.100m	Corporate Property Officer (Director of Property)
All disposals at less than best consideration (irrespective of value)	Cabinet

b) Other asset disposal

Disposal value* £m	Responsibility and authorisation
Over £0.500m	Cabinet
£0.250m and up to and including £0.500m	Corporate Property Officer (Director of Property)consultation with Director of Strategic Finance
Up to but not including £0.250m	Corporate Property Officer (Director of Property)
All disposals at less than best consideration (irrespective of value)	Cabinet

c) Land and property asset leases – leases out

Disposal value* £m	Responsibility and authorisation
All leases out or lease out renewals where the total value (annual rent multiplied by lease term) is more than £1.250m, or the term is over 25 years	Cabinet
All leases out or lease out renewals where the total value (annual rent multiplied by lease term) is over £0.250m and up to and including £1.250m, and the term is for 25 years or less	Cabinet Member for Commercial Services and Asset Management
All leases out or lease out renewals where the total value (annual rent multiplied by lease term) is up to and including £0.250m and the term is for 25 years or less	Corporate Property Officer (Director of Property)

d) Farm Business Tenancies

Disposal value* £m	Responsibility and authorisation
Farm business tenancies or renewals where the total value (annual rent multiplied by tenancy term) is more than £1.250m, or the term is over 25 years	Cabinet
Farm business tenancies or renewals where the total value (annual rent multiplied by tenancy term) is over £0.250m and up to and including £1.250m, and the term is for 25 years or less	Cabinet Member for Commercial Services and Asset Management
Farm business tenancies or renewals where the total value (annual rent multiplied by tenancy term) is up to and including £0.250m, and the term is for 25 years or less	Corporate Property Officer (Director of Property)

e) Other land and property asset transactions

Disposal value* £m	Responsibility and authorisation
Granting of all: i. Licences ii. Leases, easements and wayleaves to statutory undertakers iii. Granting of easements and wayleaves iv. Tenancies at will v. Lettings in accordance with the Mobile Home Act 1983 vi. Statutory transfers in accordance with the school standards and frameworks act 1998	Corporate Property Officer (Director of Property) or by delegation to the Head of Property Support and Programmes or Head of Construction & FM where a case is urgent, and the Director of Property is unavailable

*Disposal value in these tables refers to the valuation of the asset, irrespective of the consideration to be received.

5.13.2 Acquisitions

Acquisitions of assets will be undertaken as follows:

a) Land and property asset acquisitions

Acquisition value £m	Responsibility and authorisation
Over £1.250m	Cabinet
Over £0.250m and up to and including £1.250m	Cabinet Member for Commercial Services and Asset Management
Over £0.100m and up to and including £0.250m	Corporate Property Officer (Director of Property) in consultation with the Director of Strategic Finance
Up to and including £0.100m	Corporate Property Officer (Director of Property)

b) Other Asset Acquisitions

Acquisition value £m	Responsibility and authorisation
Over £0.250m	Cabinet
Up to and including £0.250m	Executive or Lead Director

c) Land and property asset leases – lease acquisitions

Acquisition value £m	Responsibility and authorisation
Lease acquisitions and renewals where the proposed total rental value (annual rent multiplied by lease term) is above £1.250m, or the term is over 25 years	Cabinet
Lease acquisitions and renewals where the proposed total rental value (annual rent multiplied by	Cabinet Member for Commercial Services and Asset Management

Acquisition value £m	Responsibility and authorisation
lease term) is over £0.250m and up to and including £1.250m, and the term is for 25 years or less	
Lease acquisitions and renewals where the proposed total rental value (annual rent multiplied by lease term) is up to and including £0.250m, and the term is for 25 years or less	Corporate Property Officer (Director of Property)

d) Other land and property transactions

Acquisition value £m	Responsibility and authorisation
Acquisition of all: i. Licences ii. Leases, easements and wayleaves from statutory undertakers iii. Easements and wayleaves from other third parties. iv. Tenancies at Will	Corporate Property Officer (Director of Property) or by delegation to the Head of Property Support and Programmes Or Head of Construction & FM where a case is urgent, and the Director of Property is unavailable

e) The following activities are business as usual and will be approved by the Director of Property:

b. Where NCC acts as landlord or where NCC acts as tenant:

- Determination (ending of), surrender, assignment or forfeiture of leases, licences and other property rights.
- Agreeing dilapidations.
- Landlord consents (granting and requesting).
- Rent reviews.
- Agreeing sub leases.
- Minor alterations to lease in/lease out agreements to ensure the agreement is completed.

- c. For freehold property disposed of or acquired:
- Agreeing overage and claw back provisions.
 - Minor alterations to disposal or acquisition agreements to ensure the agreement is completed.
- f) The County Council has an aspiration to at least maintain the size of its current County Farms estate, under the County Farms policy agreed by the County Council in October 2014. To that end any capital receipts from the sale of County Farm land will be treated in the following way:
- (i) For all County Farms land that is sold:
- If it is sold as **agricultural land**, 100% of the capital receipt will be hypothecated towards further acquisitions of County Farm land / capital improvements to the County Farm estate that produce a revenue uplift.
 - If it is sold as **residential/development** land: A valuation will be undertaken to establish the value of the land, should it have been sold without planning permission. That value will then be hypothecated towards further County Farm acquisitions / capital improvements to the County Farm estate that produce a revenue uplift.
 - The balance of the sale value will be split:
 - 65% towards general capital receipts to be utilised by the Council for any purpose.
 - 35% will be put into a reserve for the use of County Farms for further acquisitions / capital improvements to the County Farm estate that produce a revenue uplift.
 - If this reserve reaches £3m in value, then any additional receipts will be made available for general Council use for any purpose

5.14 Making Grants

- a) Executive Directors are authorised by the Scheme of Delegated Powers to Officers to make grants (subject to any specific grant thresholds set out in the limitations on officers delegated powers within the Constitution). Executive Directors are responsible for ensuring that:
- adequate records are kept for the required period;
 - controls are in place to ensure any grant conditions will be met, with provision to recover / claw back unused grant as appropriate;
 - grant payments made by their department do not constitute a breach of subsidy rules; and
 - any requirements to notify Members under the Local Member Protocol are complied with.

- b) When making grant decisions or awards, Norfolk County Council must reserve the right to refuse (or recover) funding awarded by the authority if it is found that the recipient, or anyone connected to the use of the funding provided, is an active participant in support of extremist views / activity that is contra to the Authority's duty of due regard in relation to the Prevent Duty 2011.

5.15 Retention of Financial Records

- a) The County Council has a specific policy in place on the minimum retention periods for financial records and these periods are set out in the corporate records retention and disposal scheme. Executive Directors should ensure records are maintained and held securely for the correct period, after which they should be disposed of in accordance with the procedures.

f) External Arrangements

6.1 Introduction

Where the County Council operates in a devolved environment or through a partnership or other arrangements, the Director of Strategic Finance must ensure that the roles and responsibilities for each of the activities and tasks in maintaining financial administration and stewardship are clearly defined, allocated and operated effectively.

6.2 Partnerships

- a) The County Council has formal representation on many external boards.
- b) Separate governance arrangements will exist for external boards / partnerships / joint ventures and decisions taken by Council Members at these boards that affect Norfolk County Council will still be subject to the Norfolk County Council Constitution.
- c) The Director of Strategic Finance must ensure that the accounting and reporting arrangements to be adopted relating to partnerships and joint ventures, as defined within Financial Procedures, are satisfactory. The Director of Strategic Finance and Monitoring Officer must consider the overall corporate governance arrangements and legal issues when arranging contracts with external bodies. They must also ensure that the risks have been fully appraised before agreements are entered into with external bodies.
- d) Executive Directors are responsible, in consultation with the Director of Strategic Finance and Monitoring Officer, for ensuring that appropriate approvals are obtained before any negotiations are concluded in relation to work with external bodies. They should also ensure that the risks identified above are mitigated where possible.

6.3 External Funding

- a) The Director of Strategic Finance is responsible for ensuring that all funding notified by external bodies is received and properly recorded in the County Council's accounts. Executive Directors are responsible for ensuring that the Director of Strategic Finance is notified of external funding bids at an early stage. If there are conditions associated with funding, Executive Directors are responsible for ensuring that adequate records are kept for the required period and controls are in place to ensure that any grant conditions will be met, with provision in place to repay any amounts deemed non-compliant with the conditions.
- b) The receipt of grants and acceptance of other external funding, outside of the annual budget setting process, should be undertaken in line with the approvals set out in the scheme of virement in Annex A. This reflects the fact that this type of income may have clawback provisions that could have a budgetary impact, and there should be transparency about the source of funding for any increase in spending within a service.

6.4 Financial Guarantees

- a) Executive Directors must inform the Director of Strategic Finance of all proposals that may require a financial guarantee prior to implementation.
- b) The Director of Strategic Finance is responsible for ensuring that any proposed financial guarantee requirement is within the powers of the County Council and shall consult with the Monitoring Officer as appropriate. As a matter of principle, the County Council seeks to avoid providing financial guarantees. Any guarantees that are provided will be reported to Cabinet in financial monitoring reports.
- c) Requirements for suppliers to provide the County Council with either bonds or guarantees shall be agreed with the Corporate Property Officer (Director of Property) (for property contracts) or the Director of Procurement (for other contracts)

6.5 Work for Third Parties

- a) Cabinet is responsible for approving the contractual arrangements for any work for third parties or external bodies, not already covered by the Scheme of Authorisation to Executive Directors.

6.6 Subsidy and Competition

- a) Executive Directors are responsible for ensuring that any payments (or payments in kind) made by their department do not constitute a subsidy or breach rules on competition. Subsidy (which includes the provisions which pre-date the UK-EU Trade and Co-operation Agreement where a project began when the UK was a member of the EU or during the subsequent transition

period) are measures which mean that a level playing field for open and fair competition and sustainable development cannot be ensured. Typical examples can include:

- Cheap loans
- Grant funding
- Sharing staff, equipment or accommodation (particularly with wholly owned companies)
- Waiver of deductions due on contracts.

b) If an Executive Director is unsure as to whether a payment or payment in kind would constitute a subsidy or anti-competitive practice, the advice of the Director of Strategic Finance should be sought in consultation with the Monitoring Officer where appropriate.

6.7 Projects / Business Cases (including Private Finance 2 (PF2)⁶)

a) Executive Directors considering projects or business cases should consult with the Director of Strategic Finance during the preparation of the business case for submission.

b) County Council / Cabinet are responsible for approving material projects / business cases at all key stages. The Executive Director is responsible for ensuring that such approvals are sought and obtained from County Council / Cabinet in a timely manner.

c) There will not be a maximum payback period for carbon reduction projects where the Director of Strategic Finance agrees that the net present value of the project is positive, after allowing a reasonable contingency for risk.

d) The Director of Strategic Finance is responsible for:

- ensuring that the project / business case has the necessary support from appropriately skilled financial and procurement specialists at all stages of its procurement, as well as during the operational stage
- ensuring that the necessary banking arrangements are available in time for the project to commence
- endorsing the outline business case, including underlying financial assumptions, value for money, and ability to deliver
- ensuring that the financial implications of all projects are incorporated in financial planning.

e) Executive Directors are responsible for:

⁶ Private Finance 2 (PF2) is the current model of Private Finance Initiative (PFI) for new Government projects. At the Autumn Budget 2018, the Government announced that it would no longer use PF2, although existing PFI and PF2 contracts were not affected by the announcement. In the event that PF2 or a successor scheme were to become an option in future, Executive Directors considering such projects should consult with the Director of Strategic Finance during the preparation of the business case for submission.

- preparing a business case for submission prior to commencing the procurement process
 - ensuring that the project has the necessary support from appropriately skilled legal and procurement specialists at all stages of its procurement, as well as during the operational stage
 - compliance with Contract Standing Orders
 - ensuring that, at all stages, cost estimates for both the capital and revenue expenditure are carefully made and reviewed to ensure that they are robust before seeking formal approval from County Council / Cabinet
 - ensuring that procedures are in place to limit, as far as reasonably possible, the likelihood of the County Council failing to pay the contractor on time, or otherwise defaulting or making an overpayment
 - informing the Director of Strategic Finance of any matter that may lead to termination under the contract. Cabinet is required to approve termination of a contract by use of the Authority Default provisions
 - fully considering the risks associated with undertaking a project and reporting them to Cabinet when they are considering the approval of a project
 - ensuring that any dedicated bank accounts necessary to enable their projects to function efficiently are set up and properly operated. Any bank accounts opened in the name of the County Council require the approval of the Director of Strategic Finance.
- f) In relation to existing PFI and PF2 contracts, Executive Directors are responsible for ensuring that deductions required to the unitary payment for the unavailability of the contracted service or a performance shortfall are made in full in a timely manner. If another service or asset is proposed in exchange for foregoing such deductions, the Director of Strategic Finance is responsible for ensuring that the alternative proposal has a value equal to the foregone deductions.
- g) Where the County Council has the right to make a deduction under the contract, any waiver of the deduction shall be treated as a write-off of debt and shall be covered by the Council's Debt Recovery procedure. When considering the thresholds for approval of the write off, all deductions due in a financial year should be aggregated together.
- h) Private Finance transactions contain complex financial arrangements including (usually) a Funder's Direct Agreement that can obligate the County Council to take over the responsibility for the Contractor's debt in the event of Authority or Contractor default. It is the responsibility of the Executive Director to ensure that the Director of Strategic Finance has all the relevant information regarding these arrangements and of any material financial matters. It is the responsibility of the Director of Strategic Finance to account for the arrangements in accordance with the relevant regulations and proper accounting practice.

6.8 Social Impact Bonds (SIBs)

- a) Social Impact Bonds (SIBs) are a means of commissioning services where payment or funding for the service is conditional on the achievement of

specified outcomes. Executive Directors considering such projects should consult with the Director of Strategic Finance during the preparation of the business case for submission to Cabinet.

- b) Cabinet is responsible for approving SIB projects. The Executive Director is responsible for ensuring that such approvals are sought and obtained from Cabinet in a timely manner.
- c) The Director of Strategic Finance is responsible for:
 - ensuring that the project has the necessary support from appropriately skilled financial and procurement specialists at all stages of its procurement, as well as during the operational stage
 - endorsing the outline business case, including underlying financial assumptions, value for money, and ability to deliver
 - ensuring that the financial implications of all SIBs are incorporated in financial planning.
- d) Executive Directors are responsible for:
 - preparing a business case for submission to Cabinet at an appropriate point
 - ensuring that the project has the necessary support from appropriately skilled legal and procurement specialists at all stages of its procurement, as well as during the operational stage
 - compliance with Contract Standing Orders
 - ensuring that, at all stages, cost estimates are carefully made and reviewed to ensure that they are robust, that a sufficient budget is available to fund the anticipated level of outcome payments, and there are measures in place to limit the County Council's exposure to uncapped outcome payments
 - ensuring that procedures are in place to limit, as far as reasonably possible, the likelihood of the County Council failing to pay the investor on time, or otherwise defaulting or making an overpayment
- e) It is the responsibility of the Executive Director to ensure that the Director of Strategic Finance has all the relevant information regarding the arrangements for the SIB and of any material financial matters. It is the responsibility of the Director of Strategic Finance to account for the arrangements in accordance with the relevant regulations and proper accounting practice.

Annex A - Norfolk County Council's Scheme of Virement

1. Background
 - a) The scheme of virement is intended to enable Cabinet, Executive Directors and their staff to manage budgets with a degree of flexibility within the overall policy framework determined by the County Council, and therefore to optimise the use of resources.
 - b) The scheme is administered by the Director of Strategic Finance within guidelines set by the County Council. Any variation from this scheme requires the approval of the County Council.
 - c) The overall budget is approved by the County Council. Executive Directors and budget managers are therefore authorised to incur expenditure in accordance with the estimates that make up the budget. The rules below cover virement; that is, switching resources between approved estimates or heads of expenditure – both revenue and capital. For the purposes of this scheme, a budget head is considered to be the subdivision of Departmental / service budgets as reported in the County Council Budget Book for the relevant year. Virement does not include the switching of resources between revenue and capital.
 - d) Virement does not create additional overall budget liability. Executive Directors are expected to exercise their discretion in managing their budgets responsibly and prudently. For example, they should aim to avoid supporting recurring expenditure from one-off sources of savings or additional income, or creating future commitments, including full-year effects of decisions made part way through a year, for which they have not identified future resources. Executive Directors must plan to fund such commitments from within their own budgets.
 - e) The capital and revenue budgets may contain block allocations of funding for specific purposes. The movement of resources from a block allocation to a specific identified scheme does not constitute a virement provided that the expenditure being incurred is in accordance with the original policy decision agreed by the County Council. If an Executive Director wishes to transfer funding from a block allocation and use it for a different purpose, for example, the transfer of purchase of care from one client group to a different client group, the rules below will apply.
 - f) The scheme also covers receipt of grants and acceptance of other external funding, outside of the annual budget setting process.

2. Revenue

- a) County Council is responsible for agreeing virement **between** services (as shown in the budget report to County Council in February each year), and where the virement has a value in excess of £200,000.
- b) Cabinet is responsible for agreeing virement **between** services where the virement has a value of up to £200,000, subject to the prior agreement of the virement by the service department(s) concerned.
- c) County Council is also responsible for agreeing virements between budget heads defined in 3 above – **within** services, where the virement has a value in excess of 1% of the net budget of the service (as shown in the budget report to County Council in February) or £100,000 – whichever is the higher. For Children’s Services, net budget is calculated exclusive of amounts delegated to schools.
- d) Consultation with the relevant Cabinet Portfolio Holder, Leader or Deputy Leader and the agreement of the Director of Strategic Finance.
- e) Executive Directors may delegate authority to make virements to other officers, consistent with the above and in accordance with formally agreed departmental arrangements.

3. Capital

- a) County Council is responsible for agreeing virements between services and schemes (as shown in the Capital Budget document produced by the Director of Strategic Finance).
- b) County Council is also responsible for agreeing virements greater than £250,000 within services or schemes (as defined above).
- c) All other virements are the responsibility of Executive Directors, subject to consultation with the relevant Cabinet Portfolio Holder, Leader or Deputy Leader and the agreement of the Director of Strategic Finance and subject to the service’s overall financial provision for capital spending not being exceeded in the current and future years.

Annex B - Norfolk County Council Process for the issue of a report under Section 114 of the Local Government Finance Act 1988

1. Background

- a) Section 114 of the Local Government Finance Act 1988 requires a report to all the authority's Members to be made by the Section 151 Officer (Director of Strategic Finance) in consultation with the Monitoring Officer (Director of Legal Services (nplaw)) if there is, or is likely to be, unlawful expenditure or an unbalanced budget. Similar provisions apply under s114A if the decision is an Executive decision. The Director of Strategic Finance takes a view of the robustness of the Council's budget across the whole period covered by the Medium-Term Financial Strategy. Making a report under section 114 is likely to have serious implications and this Annex therefore sets out the process and controls which will be adopted prior to such a report being made. It should be noted that the objective of these Financial Regulations and, more broadly, the Council's effective financial management and reporting procedures, is to minimize the prospect of the Director of Strategic Finance being required to make such a report, and such an eventuality is to be avoided if possible.
- b) The Director of Strategic Finance has a duty to report to the authority if they believe:
 - that a decision involves, or would involve, unlawful expenditure (114 (2) (a));
 - a course of action is unlawful and is likely to cause a loss or deficiency (114 (2) (b));
 - an entry of account is unlawful (114 (2) (c)).

2. Action

- a) In such circumstances, the Director of Strategic Finance is required to make a report to the authority and send a copy to every Member and the external auditor. The Full Council (or in the case of a report under s114A, the Executive) must consider the report within 21 days and the action to which the report relates must not be pursued until this has taken place. Full Council (or the Executive in the case of a s114A report) must decide whether it agrees or disagrees with the report and determine the action it proposes to take.
- b) The Director of Strategic Finance is also required to inform the authority in the event they believe that expenditure is likely to exceed available resources (114 (3)). The authority then may not enter into agreements incurring expenditure until the report has been considered by the full council.
- c) Information leading to the preparation of a section 114 report might arise from a council officer (including a member of the Financial Services department), a Member of the council, the public, or from the authority's auditors. Members and officers should note that it is the Director of Strategic Finance' duty to

investigate possible issues which might lead to a formal report. The statutory duty to make a report rests with the Director of Strategic Finance.

- d) A report made under section 114 (2) requires the Director of Strategic Finance to make a judgement that a decision or course of action is unlawful. Such a decision will only be made after consultation with the Monitoring Officer (Monitoring Officer). A report made under section 114 (3) relates to a financial judgement which may be reached by the Director of Strategic Finance alone, although consultation with the Head of Paid Service and Monitoring Officer is still required in case other corporate and legal issues arise as a result of the report.
- e) These Financial Regulations adopt the recommendations of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government, where further information about the issuing of a section 114 report can be found.

3. Section 114 Process

3.1 The process for the issuing of a report under section 114 (2) in relation to an unlawful decision or course of action (either retrospective or potential) is as follows:

- a) **Director of Strategic Finance consults with the Monitoring Officer** to determine whether an action or proposed action was or will be unlawful
- b) Consult with the Chief Executive Officer
- c) In the event of a disagreement or doubt, Monitoring Officer to seek opinion of counsel
- d) Following confirmation that an action would be unlawful; a prospective **action may be halted** at this stage through management action. In such an event, no further action or report would be required
- e) In the case of an **event which has already occurred, or where it is not possible to stop** the course of action, the Director of Strategic Finance will **draft a report** under Part VIII of the Local Government Finance Act 1988
- f) Report agreed with Chief Executive Officer and Monitoring Officer (consultation with counsel if required)
- g) Director of Strategic Finance **signs report** - sent to every member of the council and the external auditor as soon as practical. The report should normally be sent with the summons to the Full Council

meeting (or Cabinet, if appropriate) which will consider it. Proof of sending should be retained

- h) From the date of issue, a **prohibition period** begins (the action may not be progressed). Within 21 days the Full Council (or Cabinet, if appropriate) must meet to consider the report. The Chief Executive Officer notifies the External Auditor of the date, time and place of the meeting
- i) Full Council (or Cabinet, if appropriate) may **agree the report** and decide remedial action **or disagree the report** and take no action. The prohibition period ends the following day and the Chief Executive Officer **notifies the External Auditor of the outcome**

3.2 The process for the issuing of a report under section 114 (3) in relation to an unbalanced budget position is as follows:

- a) **Director of Strategic Finance** identifies that **Capital or Revenue expenditure exceeds likely resources** (either for current or future year)
- b) **Consult with Chief Executive Officer** and **seek corrective action** for the relevant year. Director of Strategic Finance considers need for **informal consultation with Internal and External Auditor**
- c) In the event that **corrective action is successful**, no further action or report would be required
- d) In the **event that the corrective action is not successful**, the Director of Strategic Finance will **draft a report** under Part VIII of the Local Government Finance Act 1988
- e) **Consultation** about report with Head of Paid Service and Monitoring Officer
- f) Director of Strategic Finance **signs report** - sent to every member of the council and the external auditor as soon as practical. The report should normally be sent with the summons to the Full Council meeting which will consider it. Proof of sending should be retained
- g) From the date of issue, a **prohibition period** begins (no new expenditure may be undertaken). All budget holders (including schools) must be notified of restrictions. Within 21 days the Full Council (or Cabinet, if appropriate) must meet to consider the report. The Head of Paid Service notifies the External Auditor of the date, time and place of the meeting
- h) Full Council (or Cabinet, if appropriate) may **agree the report** and decide remedial action **or disagree the report** and take no action. The prohibition period ends the following day and the **Head of Paid Service notifies the External Auditor of the outcome**

4. Exceptions and other considerations

- a) There are a number of circumstances which would not necessarily result in the preparation of a section 114 report. These include:
- Emerging matters or a developing situation. This would include occasions where a view is requested on a proposal which may be under consideration but which if pursued could result in a reportable matter. A simple preliminary request would not give rise to a need to report, although any further developments would need to be monitored.
 - Items of trivial expenditure or loss of income.
 - Cases of discovered fraud (which may in any case lead to criminal prosecution) would not normally result in a requirement for a section 114 report but will be dealt with under the Council's existing Anti-Fraud and Corruption Strategy, as referenced elsewhere within the Financial Regulations.
 - A service overspend in and of itself is unlikely to give rise to a section 114 report, which would only be required where the Council's total resources are likely to fall short of expenditure and the Director of Strategic Finance judges that there is no reasonable prospect of the position being resolved or mitigated.
- b) The above list is not exhaustive. In these and similar circumstances, the Director of Strategic Finance will give consideration to the need for a report under section 114, in consultation with other officers as required.
- c) In the case of a developing situation, careful consideration will need to be given to the timing of any report, in particular to distinguish between an emerging situation and an actual one. Every reasonable action will be taken to avoid the need for a section 114 report by providing timely financial advice including alternative options to avoid an emerging reportable situation from ultimately arising.

5. Further action

- a) The Director of Strategic Finance' statutory duties under section 114 are discharged once a report has been issued to Full Council (or Cabinet, if appropriate). In the event that Full Council (or Cabinet, if appropriate) does not agree with a report issued under section 114, it is likely that any further formal action would be taken by the External Auditor through the issue of an advisory notice under section 29 (schedule 8) of the Local Audit and Accountability Act 2014 or by applying to the court for a declaration under section 31 of the above Act.

Part 11D: – Contract Standing Orders

Contents

1. Notice to external parties
2. Context
3. Interpretation
4. Responsibilities
5. Schemes of delegation
6. Applicability and scope
7. Choice of procurement process
8. Specialist Purchases and Corporate Contracts
9. Reserved contracts
10. Exemptions to these Contract Standing Orders
11. Relevant considerations
12. Contracts and formalities
13. Contract management and variation
14. Grants
15. Conduct of tendering and competitive processes
16. Record keeping
17. Prevention of corruption and declaration of interests
18. Social Value

1. Notice to External Parties

- a) These Contract Standing Orders shall not create or form a part of any contract or binding undertaking, express or implied, with any party outside the Council.
- b) The Council does not make any binding commitment to external parties about the conduct of procurement exercises, other than to abide by its statutory and common law obligations.
- c) In seeking quotations or inviting tenders, the Council is not making an offer to enter into any contract.

2. Context

- a) The Council is a contracting authority for the purposes of public procurement law and is legally bound to comply with certain practices and procedures in the award, management and variation of contracts.
- b) The law requires the Council to treat suppliers and potential suppliers equally and without discrimination and to act in a transparent and proportionate manner. Procurement activity is also subject to subsidy and competition (formerly state aid) law.
- c) All procurement activity must comply fully with the applicable requirements of the Public Contracts Regulations 2015, the Concession Contracts Regulations 2016 and any other relevant legislation.
- d) Procurement is subject to local government law, including the general duty of best value, and to equalities legislation.
- e) Section 17 of the Local Government Act 1988 precludes the consideration of specified non-commercial matters in the letting and management of contracts.
- f) Certain procurement exercises are subject to the Public Contracts (Social Value) Act 2012.
- g) Procurement in specific fields – such as tendering for public transport and some procurement undertaken on behalf of the NHS – is subject to specific legislation.
- h) Compliance with these Contract Standing Orders does not of itself ensure compliance with all applicable laws in every circumstance.

3. Interpretation

- a) In these Contract Standing Orders:

- (i) “CCR 2016” means the Concession Contracts Regulations 2016 (as amended);
- (ii). “CCR Award Process” is the process set out in CCR 2016 for the award of concession contracts;
- (iii) “Central Purchasing Body” has the meaning given to it in PCR 2015;
- (iv) “Contract Segmentation Guidance” means any guidance issued by the Director of Procurement about the segmentation of contracts by risk or significance to the Council, and/or in respect of each segment
 - the requirements for provisions to be included in contracts, specifications and/or award criteria; and/or
 - standards of contract management that are to be applied.
- (v) “Contracts Finder” has the meaning given to it in PCR 2015;
- (vi) “Controlled Entity” is an entity which the Monitoring Officer has determined to meet the conditions set out in regulation 12(1) of PCR2015 and has included in the list of controlled entities as required by paragraph 6(k) of these Contract Standing Orders;
- (vii) “Official Journal of the European Union” means the supplement to that journal in which PCR 2015 states that notices concerning procurement processes which commenced prior to the date that the UK left the European Union and the transition period ceased were to be placed.
- (viii) “PCR 2015” means the Public Contracts Regulations 2015 (as amended);
- (ix) “PCR Threshold(s)” means the threshold amounts set in regulation 5 of PCR 2015, or in the case of works or service concession contracts, the threshold amounts set in regulation 9 of CCR 2016;
- (x) “PCR Tender Processes” are the processes stipulated in PCR 2015 for advertising, conducting procurement processes and the modification of contracts where the value of the anticipated contract exceeds the relevant PCR Threshold; and
- (xi) “Relevant Contract” is a contract for pecuniary interest between the Council and any other contracting party, except for:
 - contracts relating to the lending of money by the Council and the raising of capital by the Council (but do include the procurement of financial services);
 - agreements regarding the acquisition, disposal, or transfer of land, leases of pre-existing property, and licenses – the rules governing these are outlined in the Hierarchy of Decision Making on Property Matters Under the Constitution of Norfolk County Council;
 - the award of grants by the Council;
 - the purchase of historical documents, works of art or museum specimens;

- contracts of employment between the Council and an individual; and
- contracts for loans.

4. Responsibilities

- a) The Director of Procurement has overall responsibility for procurement by the Council and shall consult as necessary with the Monitoring Officer and the Director of Strategic Finance.
- b) Chief Officers are responsible for compliance with these Contract Standing Orders within their directorates.
- c) Officers shall comply with guidance issued by the Director of Procurement when undertaking procurement activities.
- d) Any duty or obligation stated in these Contract Standing Orders to be the duty or obligation of the Director of Procurement or the Monitoring Officer may be delegated by them to another officer provided that the delegation is in writing.
- e) The Director of Procurement authorises the placement of notices on Contracts Finder, Find a Tender and if applicable in the Official Journal of the European Union.
- f) Invitations to tender may only be issued, and tender processes managed, by officers authorised to do so by the Director of Procurement, or by organisations approved by them to act as procurement agents on behalf of the Council.

5. Schemes of delegation

- a) Chief Officers shall put in place schemes of delegation which identify which officers have responsibility (and the level of their financial delegation) for:
 - (i) agreeing tender processes and procurement plans;
 - (ii) approving tender and contract documents;
 - (iii) awarding contracts;
 - (iv) approving orders and the payment of invoices; and
 - (v) managing contracts, including performance monitoring and the agreement of specification and price variations.

6. Applicability and scope

- a) These Contract Standing Orders apply to all officers of the Council. Officers must ensure that any agents, consultants or contractual partners they allow to act as procurement agents on behalf of the Council (e.g. Norse Group companies, when procuring on behalf of the Council) also comply with them.
- b) These Contract Standing Orders do not apply to maintained schools, whose procurement activities are governed by the Council's Local Management of Schools Scheme.
- c) These Contract Standing Orders apply to all Relevant Contracts made by, for, or on behalf of the Council, including when the Council is acting jointly or on behalf of other public bodies.
- d) In addition, certain provisions of these Contract Standing Orders apply to grant-making and other contractual agreements.

7. Choice of procurement process

This paragraph 7 is to be read in conjunction with paragraph 8 below.

Thresholds

- a) The nature of the procurement process to be followed is set out in the tables below, subject to paragraphs 7(e) to 7(k) and depends on the total value of the contract being procured.
- b) In exercising their discretion to approve a higher limit for awarding a contract without a competitive process or without a published competitive process, the Director of Procurement shall have regard to considerations including best value, compliance with subsidy and competition law and (for so long as the Council is subject to EU procurement law or equivalent legal duties) the likely interest in the contract from suppliers based in EU states.
- c) The Director of Procurement has the discretion to require any contract or class of contracts to be procured via a competitive process.
- d) The total value of a contract is to be calculated in the manner prescribed by PCR 2015.

Table 1: social and other specific services listed in Schedule 3 to PCR 2015.

Process	Value Limit (excluding VAT)	Higher Limit if approved by Director of Procurement	Any Additional requirements
1. Single quote (with evidence of value for money, such as research into typical prices or rates)	Up to £1,000 (or £10,000 if approved by an officer at grade N or above)	Up to £200,000	Contract award notices must be published on Contracts Finder for contracts with a value of £25,000 or more.
2. (a) Request for quotation issued to three or more capable bidders other than via a framework agreement or dynamic purchasing system; or (b) Request for quotation issued to all capable bidders in the relevant lot of a framework agreement or dynamic purchasing system; or (c) Allocation of work within a framework agreement or similar arrangement in accordance with procedures set out in that arrangement.	Up to £50,000		Up to PCR Threshold
3. Openly advertised competitive process below PCR Threshold	Up to the relevant PCR threshold.	Not applicable	Any call for competition must be advertised on Contracts Finder in addition to any other publication
4. (a) PCR Tender Process; or (b) competition under a dynamic purchasing	Over the relevant PCR Threshold	Not applicable	

<p>system or framework let in accordance with PCR 2015; or</p> <p>(c) award under a single-operator framework agreement; or</p> <p>d) award under a multi-vendor framework agreement without reopening competition subject to regulation 33(8)(a) of PCR 2015; or</p> <p>e) purchase of services from or via a Central Purchasing Body in accordance with regulation 37 of PCR 2015; or</p> <p>(f) process complying with Section 7 of PCR 2015 advertised by means of a contract notice or a prior information notice complying with regulation 75.</p>			
--	--	--	--

Table 2: other services, works, concession contracts and supplies

Process	Estimated Total Value (excluding VAT)	Higher Limit if approved by Director of Procurement	Any Additional requirements
1. Single quote (with evidence of value for money, such as research into typical prices or rates)	Up to £1,000 (or £10,000 if approved by an officer at grade N or above)	Up to £100,000 for supplies and services; £1,250,000 for works	Contract award notices must be published on Contracts Finder for contracts with a value of £25,000 or more
2. (a) Request for quotation issued to three or more	Up to £50,000	Up to PCR Threshold	

capable bidders other than via a framework agreement or dynamic purchasing system; or (b) Request for quotation issued to all capable bidders in the relevant lot of a framework agreement or dynamic purchasing system			
3. Tender process below PCR Threshold	Up to the relevant PCR threshold		Any invitation to tender must be advertised on the government's Contracts Finder website in addition to any other publication
4. (a) PCR Tender Process; or (b) CCR Award Process in the case of concession contracts; or (c) competition under a dynamic purchasing system or framework let in accordance with PCR 2015; or (d) award under a single-operator framework agreement; or (e) award under a multi-vendor framework agreement without reopening competition subject to regulation 33(8)(a) of PCR 2015; or (f) purchase of services from or via a Central Purchasing Body in accordance with regulation 37 of PCR 2015.	Over the relevant PCR Threshold		

Specific categories of expenditure

Highway works

- a) Where a third-party commissions works that tie into or modify the Council's highway and the Council sets the specification, PCR 2015 may apply. Such works may:
 - (i) be undertaken by a highways contractor appointed by the Council under these Contract Standing Orders; or
 - (ii) where the relevant Chief Officer permits, and subject to requirements for the placing of contract award notices, and where the value is below the PCR Threshold for works, be undertaken by another contractor appointed by the third-party that meets the Council's reasonable requirements including professional and financial standing, insurance cover and technical competence.

Local bus services

- b) Where an officer wishes to let a contract for the purchase of season tickets on a local bus service registered as such with the local traffic commissioner, and only two bus operators have registered such services on the bus corridor concerned, the requirement at Row B of table 2 to obtain three quotations is to be read as requiring two quotations from the two operators concerned.

Legal services

- c) The Director of Legal Services (nplaw) may commission legal services of the types set out in regulation 10(d) of PCR 2015 without competition.

Software

- d) Where the Council has purchased perpetual software licences, the Director of Procurement, in consultation with the Director of IMT & Chief Digital Officer, may authorise the purchase of software support and maintenance services without competition from the software licensor, where the provisions of regulation 32 (2)(b)(iii) PCR 2015 apply or the purchase is otherwise lawful.

Inter-authority cooperation

- e) The above requirements for competition do not apply if the proposed arrangement is within regulation 12(7) of PCR 2015. Authorisation to proceed with any arrangement under this paragraph shall be sought from the Monitoring Officer.

Controlled Entities

- f) Where a supplier to the Council is a Controlled Entity, the above requirements for competition do not apply. However, there will be a need to ensure compliance with best value, subsidy and competition law (and any other relevant matters that may arise from time to time) before doing so.

- g) Only the Monitoring Officer may decide whether a given entity is a Controlled Entity. The Director of Democratic and Regulatory Services shall maintain a list of Controlled Entities and publish it on the Council's intranet.

Regulation 32 Public Contracts Regulations

- h) The Director of Procurement may determine that a contract is to be let by the negotiated procedure without prior advertisement where Regulation 32 PCR2015 so permits.

8. Specialist Purchases and Corporate Contracts

- a) Certain goods, services or works, because of their nature, require specialist skills and/or expertise to be procured effectively, irrespective of their value.
- b) The Director of Procurement may maintain and publish on the Council's intranet a list of these reserved areas of spend and the thresholds at which restrictions apply ("Specialist Purchases"). They may also specify on that list the posts whose occupants are authorised to buy within those areas and thresholds ("Specialist Buyers").
- c) Only officers who are named Specialist Buyers shall have the authority to enter into contracts for these Specialist Purchases.
- d) The Director of Procurement may maintain and publish on the Council's intranet a list of contracts that are to be used exclusively for particular purposes ("Corporate Contracts"). No officer shall let or use any other contract for these purposes.
- e) Any exception to the provisions of this paragraph 8 must be approved in advance by the Director of Procurement.

9. Reserved contracts

- a) The Council may restrict the right for organisations to participate in the award of a contract to classes of organisation that meet the conditions of either regulation 20 or regulation 77 of PCR 2015.

10. Exemptions to these Contract Standing Orders

- a) Exemptions may be granted as follows:
 - (i) Subject to the law, a Chief Officer may approve an exemption to any part of these Contract Standing Orders that is necessary because of an emergency creating immediate risk to persons or property or causing

serious disruption to Council services (including any emergency or disruption under the Civil Contingencies Act 2004). The Chief Officer must, as soon as possible, notify the Director of Procurement.

- (ii) In exceptional circumstances and subject to the law, any requirement to seek more than one tender or quotation may be disapplied, subject to consultation in advance with the Leader of the Council and authorisation in advance by the Director of Procurement and Monitoring Officer. Officers shall seek guidance from the Director of Procurement or their deputy before consulting the Leader.
 - (iii) Any other exemption to these Contract Standing Orders may only be made within the relevant law and with the authority of the Cabinet.
- b) The Director of Procurement shall ensure that all exemptions granted for the award of contracts valued in excess of £250,000 are reported to Cabinet within three months of their being granted.
 - c) For the avoidance of doubt, any exemption granted in accordance with this paragraph 10 shall be considered in parallel with any decision required to be taken in accordance with the wider Constitution. Any variation to a contract let via an exemption from these Contract Standing Orders shall be subject to paragraph 13(e) below.

11. Relevant considerations

a) Pre-procurement considerations

An officer proposing to undertake a procurement exercise shall:

- (i) appraise the need for the expenditure, its priority in light of budgetary constraints and what legal power or duty is being relied on to undertake it;
- (ii) confirm that there is Member, or delegated, approval for the expenditure;
- (iii) secure the involvement of the procurement team at an early stage;
- (iv) confirm that the proposed procurement complies with paragraph 7 (Specialist Purchases and Corporate Contracts) of these Contract Standing Orders;
- (v) consider whether it is necessary to consult – whether as a matter of good practice, to comply with Best Value Statutory Guidance or the Public Contracts (Social Value) Act 2012, or to support compliance with the public - sector equality duty under the Equality Act 2010;
- (vi) comply with the requirements of section 18 (Social Value) of these Contract Standing Orders;

- (vii) comply with the public-sector equality duty;
- (viii) have regard to any Contract Segmentation Guidance;
- (ix) identify any potential to reduce carbon emissions;
- (x) consider the optimum balance between price and carbon reduction opportunities which can be achieved, taking account of any guidance on carbon pricing issued by the Director of Strategic Finance.

b) Specification, selection criteria and tender evaluation criteria

In setting the specification, selection criteria and tender evaluation criteria, the relevant officer shall have regard to policy, reputational and legal considerations including:

- (i) alignment with the Council's policies, priorities and objectives;
- (ii) minimisation of whole-life cost – not just initial costs;
- (iii) the requirements of the Public Contracts (Social Value) Act 2012; the Equality Act 2010, public-sector equality duty
- (iv) the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018/level AA of the Web Content Accessibility Guidelines (WCAG 2.1)
- (v) the requirement to include accessibility criteria for disabled persons or design for all users (regulation 42 of PCR 2015);
- (vi) the Armed Forces Act 2021, which has introduced a requirement for Norfolk County Council to pay due regard to the principles of the Armed Forces Covenant when exercising public functions;
- (vii) tax compliance, including:
 - checking employment status for tax purposes (IR35);
 - ensuring that the specification accurately reflects the work undertaken and the nature of the role and the constraints on it; and
 - deducting tax and national insurance at source if the off-payroll working rules apply;
- (viii) the criticality of the service and the need for assurances as to bidders' financial stability and/or business continuity arrangements; and
- (ix) the requirements of section 18 (Social Value) of these Contract Standing Orders.

12. Contracts and formalities

a) Contracts to be in writing

All contracts must be formally concluded in writing before the supply, service or work begins.

b) Purchase orders

A purchase order must be raised prior to any works or services commencing or goods being procured.

c) Form of contract

Procured contracts shall be written in plain English and shall adopt either:

- (i) conditions of contract developed by or agreed by the Director of Procurement for specific types of procurement or specific procurement projects; or
- (ii) conditions of contract produced by professional bodies and agreed by the Director of Procurement; or
- (iii) conditions of contract within collaborative contracts let by other public contracting authorities; or
- (iv) the Council's General Conditions of Contract as a bare minimum; or
- (v) exceptionally, conditions of contract requested by suppliers; but only where the use of these conditions has been previously agreed by the Director of Procurement.

d) Accessibility of contracts

(i) Digital/electronic contracts are to be compliant with the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018/level AA of the Web Content Accessibility Guidelines (WCAG 2.1).

(ii) This means ensuring that contracts are formatted and saved in an accessible format so that they are accessible for people who use assistive technologies such as screen readers, magnifiers and speech recognition software to read documents.

(ii) This requirement does not apply where it would involve a disproportionate burden – for example, where complex drawings are annexed to a contract.

e) Minimum content

All contracts, regardless of value, shall as a minimum clearly specify:

- (i) a full description of what is to be supplied or done;
- (ii) the quantities to be provided;
- (iii) the provisions for payment (i.e. the price to be paid and when);
- (iv) the time(s) and location(s) for delivery or performance;
- (v) the provisions for the Council to terminate the contract; and
- (vi) the provisions for indemnity (where required) and insurance.

f) Prompt payment

Conditions of contract shall require transmission of payment by the Council within thirty days of receipt of a valid, undisputed invoice and shall incorporate the terms required by regulation 113 of PCR 2015 regarding prompt payment of sub-contractors.

g) Notification of sub-contractors

In accordance with regulation 71(3) of PCR 2015, in the case of works contracts and in respect of services to be provided at a facility under the direct oversight of the Council, the conditions of contract shall require that, no later than when the performance of the contract commences, the main contractor shall notify to the Council the name, contact details and legal representatives of its sub-contractors, involved in such works or services, in so far as known at the time.

h) Purchasing cards

The above conditions (12a to 12e) do not apply to low value, one-off retail purchases where a purchasing card is used.

i) Transfer of staff

Where contracts are awarded which involve the transfer of Council staff, or of former Council staff who were previously the subject of an outsourcing of service by the Council, they shall include provisions to ensure that the relevant pension requirements are complied with and that the Council is indemnified. Where the Council is a third-party to any transfer, the contract shall in addition ensure that the Council has access to staff and employee information on request.

k) Execution of contract documents

- (i) Contracts may be concluded by signature by an officer or officers approved to do so under the department's scheme of delegation, or under the Common Seal of the Council.
- (ii) Where two signatures are required under the scheme of delegation, at least one must be that of a person not involved in the tendering or negotiation of the contract.
- (iii) Unless otherwise agreed by the Monitoring Officer, a contract must be entered into as a deed where:
 - the Council may wish to enforce the contract more than six years after its end; or
 - there is any doubt as to whether valid consideration is being created under the contract.
- (iv) Contract sealing shall be carried out by an officer authorised by the Director of Legal Services (nplaw). This can take place after a quotation or tender has been accepted provided that the completion of this requirement is made a condition of acceptance of the quotation or tender by the Council.

13. Contract management and variation

- a) The officer responsible shall ensure that all significant contracts have a suitable written contract management plan in place. Officers shall also manage each contract over its entirety, to a level of detail proportionate to the contract's risk and value. Officers shall have regard to any Contract Segmentation Guidance.
- b) Where a new contract is subject, or an existing contract remains subject, to the Best Value Authorities Staff Transfers (Pensions) Direction 2007 [OBJ], the responsible officer shall ensure that compliance with that direction is monitored.
- c) Officers shall consult with the Director of Procurement as soon as reasonably practicable when they become aware that any significant dispute or claim may arise in relation to a contract or procurement exercise.
- d) Officers shall manage contracts to reflect the specification, to ensure tax and national insurance deductions are made at source if that was the result of the off-payroll working assessment, and to re-evaluate off-payroll status if the terms and conditions or working practices change.
- e) Chief Officers may agree variations to contracts provided that these are lawful under PCR 2015 and there is adequate approved budget provision. Before

agreeing any variation, Chief Officers shall satisfy themselves that a contract variation offers comparable or better value for money than going out to competition or that a contract variation is the only possible approach by virtue of exclusive rights or for reasons of urgency. Any variation or variations to a fixed term contract which in aggregate result in additional costs exceeding 5% of the original contract value or £50,000 (whichever is the greater) shall be subject to the prior approval of the Director of Procurement, who will arrange for the publication of a notice where regulation 72 PCR 2015 so requires.

- f) Where a Chief Officer becomes aware that any major contract will exceed by a significant margin the approved budget or time for completion, or is incurring significant risks not initially identified, this shall be reported at the earliest opportunity to the relevant Cabinet Member; if the additional costs cannot be accommodated within the service's budget this shall be reported to Cabinet as required by the Financial Control Standards.
- Officers who propose to extend a contract (or to forbear from exercising a break option that arises at a particular date) shall:
 - identify any potential to reduce carbon emissions; and
 - consider the optimum balance between price and carbon reduction opportunities which can be achieved, taking account of any guidance on carbon pricing issued by the Director of Strategic Finance.

14. Grants

- a) A grant may be made where the Council is not performing a statutory duty, but the provision can be demonstrated to assist with its wider aims and objectives. A grant need not be made via a competitive process.
- b) Officers must satisfy themselves, taking advice as necessary, that any proposed transaction is a grant rather than a contract for services before treating it as such.
- c) Where the Council is using grant monies itself or passing grant monies to a third- party, the application of that money shall be subject to the requirements of the relevant grant funding body. The fact that a transaction is funded by a grant made to the Council does not automatically mean that that transaction is also a grant.
- d) When making a grant, the relevant officer shall:
- (i) treat all potential grant applicants fairly;
 - (ii) act in a fair, transparent and consistent manner in relation to the making of the grant;
 - (iii) set out the terms of the grant, in writing; and

- (iv) ensure that best value is met and that there is no subsidy & competition law infringement.

15. Conduct of Tendering and Competitive Processes

a) Choice of Process

The appropriate competitive process must be chosen according to the requirement and the value of the contract over its full lifetime, including any possible contract extensions, as set out in paragraph 7.

b) Collaborative Procurement

In order to secure best value, officers may make use of collaborative procurement arrangements, with the approval of the Director of Procurement. Such arrangements may include, for example, collaborative contracts let by:

- (i) other local authorities; or
- (ii) ESPO, other public sector purchasing consortia, or other UK contracting authorities (e.g. central government departments or agencies); or
- (iii) (subject to compliance with PCR2015) Controlled Entities.

c) Information to be provided to tenderers

When inviting tenders or quotations, officers must set out clearly:

- (i) the terms on which the tender or procurement process is being conducted;
- (ii) the deadline for response (which must be reasonable);
- (iii) the applicable conditions of contract;
- (iv) the specification; and
- (v) how the tender or quotation will be evaluated.

d) Technical specifications

Technical specifications shall where appropriate be formulated in accordance with regulation 42 of PCR 2015.

e) Receipt and evaluation of tenders

(i) Officers shall use an electronic tendering and/or electronic auction system approved by the Director of Procurement to manage the tendering exercise, including the receipt of tenders.

(ii) Subject to the law the Director of Procurement has discretion to deal with non-compliant tenders, including whether to accept tenders after the submission deadline has passed (where exceptional circumstances prevail) and whether to seek clarification of a response.

g) Standstill period

(i) Officers shall observe a standstill period between provisional award and award where the law requires.

(ii) For those procurements above the PCR Threshold where observance of a standstill period is voluntary, a standstill period shall nevertheless be observed unless the Director of Procurement decides otherwise.

h) Variation or termination of award process

The Director of Procurement may direct that an award process is to be amended, or terminated without an award being made, where the law permits.

i) The European Single Procurement Document (ESPD)

(i) The Council or its agents may receive a completed ESPD in place of published pre-qualifying questions or tender response which shall be accepted provided that it demonstrates that it is compliant, it demonstrates that the bidder meets the relevant requirements, it is submitted by the published deadline and through the required e-communications tool.

(ii) The Director of Procurement must be consulted prior to the rejection of any ESPD where the information contained in the ESPD or lack thereof is the reason for the rejection.

16. Record Keeping

a) Officers shall ensure that records of procurement activity are created and retained:

(i) in all cases, sufficient to justify decisions taken in all stages of the procurement procedure and the subsequent creation and management of the contract;

(ii) in accordance with the Council's retention policies; and

(iii) for procurement exercises covered by Part 2 of PCR 2015, in accordance with regulations 22, 83 and 84 of PCR 2015.

17. Prevention of Corruption and Declaration of Interests

- a) Officers shall comply with the Council's Code of Conduct for Employees. In particular:
 - (i) no officer shall use or appear to use their position to obtain any personal or private benefit (including benefit accruing to connected third parties) from any contract entered into by the Council;
 - (ii) officers' attention is drawn to the provisions of the Code of Conduct relating to the separation of roles during tendering;
- b) With regard to any contract that has been proposed or entered into by the Council, officers must disclose in writing to their Chief Officer any instances:
 - (i) where they have any relationship with a supplier; or
 - (ii) where they have any personal interest (financial or non-financial) which could reasonably be considered to conflict with the Council's interests or to favour or appear to favour one supplier over another.
- c) The Council's whistleblowing procedure applies to the letting, management and performance of contracts.

18. Social Value

Formal consideration of social value

- a) The law requires the Council to consider social value in services contracts over the PCR threshold, but officers shall consider social value in above-threshold contracts for works as well as services. Officers shall set out their assessment of social value issues in Cabinet papers or papers to other decision makers.
- b) In considering social value officers shall have regard to the National Procurement Policy Statement.
- c) Social value can:
 - be built into the contractual terms;
 - form part of the specification; and
 - form part of tender evaluation.

Contract packaging and market engagement

- d) Prior information notices

Unless impracticable because of urgency, prior information notices shall be placed in respect of all procurement exercises. The notices should:

- (i) provide information about the proposed procurement so that:

- bidders have time to prepare;
 - smaller organisations can form consortia if they choose; and
 - potential sub-contractors can make themselves known to prime contractors;
- (ii) provide the opportunity for potential providers to engage in the development of the procurement process, the specification and the evaluation criteria, including the social value aspects;
- (iii) provide the opportunity for potential providers to comment on the proposed lotting strategy.

e) Technological innovation

Specifications should not unnecessarily preclude technological innovation, including the use of disruptive technologies and business models at prime contractor level or in the supply chain.

Division into lots

- f) In accordance with PCR 2015, for each contractual opportunity, the potential to break the requirement down into lots shall be considered. The rationale for the lotting strategy shall be documented and included in the procurement documents.

Co-production

- g) For services which have a significant effect on people – education, health, care, transport and housing services and services affecting the public realm – appropriate consultation shall be undertaken with those affected and, for people services, commissioners shall work closely with users or their representatives.

Requirements to be built into contracts

- h) Appropriate social value requirements shall be built into contract terms or specifications. Where appropriate, bidders' ability to meet these requirements shall be tested through the procurement process; compliance with these requirements shall be monitored, to a proportionate degree, through the contract management process.

i) General

Contracts shall include requirements for the following:

- (i) payment within thirty days, with this requirement being passed down the supply chain
- (ii) compliance with the Equality Act 2010;
- (iii) compliance with the Bribery Act 2010;

(iv) compliance with living wage legislation and with requirements to check entitlement to work;

(v) appropriate measures to deter crime and disorder:

- measures to prevent fraud, where Council or client money is being handled;
- measures to prevent theft of cash or goods;
- requirements for 'security by design' where buildings or infrastructure are being built or modified;

(vi) appropriate health, safety and environmental requirements; and

(vii) appropriate requirements for workforce development.

j) Employment - Prohibited Lists

Construction contracts shall include a requirement to abide by the Employment Relations Act 1999 (Blacklists) Regulations 2010.

k) Cyber-Security

Contracts for software as a service and hosted IT systems and contracts that involve processing personal data or data that is essential for business continuity shall include:

- appropriate cyber security and resilience requirements, typically cyber essentials or cyber essentials plus as defined by the National Cyber Security Centre.
- appropriate business continuity and disaster recovery requirements.

l) Modern slavery

Contracts in sectors where there is an elevated risk of modern slavery, such as waste and construction, shall include requirements for contractors to mitigate the risks. All contracts over £10m per annum shall include requirements for contractors to segment their supply chains by modern slavery risk and to proactively manage modern slavery risk in segments where there is an elevated risk.

m) Diverse supply chains

Contracts valued over £10m and contracts likely to involve material sub-contracting shall generally include provisions requiring the promotion of diverse and local supply chains, including:

- promotion of sub-contract and supply opportunities to the Norfolk business community, including opportunities for small start-ups, small and medium-sized businesses and VCSEs; and

- promotion of sub-contract and supply opportunities to businesses owned by people with protected characteristics under the Equality Act.

n) Workforce health

For contracts valued over £10m, consideration shall be given to including requirements to promote good mental and physical health in the workforce.

Social value opportunities to be considered for evaluation

o) Opportunities to promote social value through the evaluation process – in other words, to give extra marks for additional value - shall be considered for each significant procurement exercise.

p) In considering these opportunities, the cost shall be borne in mind. By granting marks for social value in a procurement process, the buyer is saying that it is willing to pay extra for those social value features. Officers shall consider whether this is the most cost-effective way of obtaining the desired social benefit.

q) A contract may deliver intrinsic social value and this may be sufficient. Officers shall consider whether it may still be relevant to seek other forms of social value in addition.

r) Creation of new business, jobs, and skills

- Opportunities to support entrepreneurship and help local, new and small businesses to grow (including green, high-value businesses), for example through sub-contracting and supply chain opportunities, shall be considered.
- The opportunity to recruit local people and to support skills development by creating quality apprenticeship, training and work experience opportunities through major contracts is significant and should always be considered. This extends in particular to training opportunities in green and high growth sectors; and to training for young people in the care of Norfolk County Council and for Care Leavers.

s) Support for disadvantaged groups

Opportunities to promote employment, provide support sessions, trade taster sessions and similar opportunities for disadvantaged groups should always be considered.

t) Community and client capacity

The opportunity to make communities more cohesive, sustainable and resilient should always be considered. Approaches to service delivery that will have a long-lasting impact – for example strengthening the local voluntary sector by supporting volunteer recruitment and training opportunities, or enabling clients

to be less dependent on support – should be favoured over approaches that are less sustainable.

u) Volunteering and mentoring

The contribution of volunteering and mentoring time in the local community could form useful added value, but care should be taken that the approach does not simply allow large providers to rebadge volunteering that their staff already undertake and charge extra for it.

v) Environmental

Where there may be opportunities for significantly better environmental performance, it may be appropriate to include environmental performance as an 'added value' criterion, rather than simply setting a minimum standard.

Environmental standards above the statutory minima may be particularly relevant where they:

- materially reduce greenhouse gas emissions;
- support the Council's public health objectives, for example by improving local air quality;
- maximise resource efficiency, support a reduction in waste, and contribute to the circular economy;
- enhance biodiversity;
- enhance health and well-being through exposure to the natural environment;
- promote sustainable land use;
- contribute towards the environmental and landscape objectives of the Norfolk Spatial Strategy.

Part 11E: Planning Procedures – Code of Best Practice

1. Introduction

- 1.1 This is a Code of Best Practice for dealing with planning applications and related matters. It takes account of the recommendations of the Third Report of the Nolan Committee and the guidance produced by the Local Government Association as well as drawing on the County Council's own experience in these areas.
- 1.2 The aim of the Code is to give clear guidance to County Council Members and officers on how they deal with planning matters. It also seeks to ensure that the public have confidence that the decision making of the County Council is open and fair.
- 1.3 The majority (90%) of planning matters are normally dealt with by officers under delegated powers. Only the most controversial and contentious matters are determined through the County Council's Planning Regulatory Committee. This Code applies whoever takes the decision.
- 1.4 This Code applies to appointed members of the Planning Regulatory Committee and substitutes drawn from the nominated panel. References in the Code to Committee members therefore include substitutes and even the full Council if they take the planning decision.
- 1.5 The Code applies to the full range of planning matters determined by the County Council.
- 1.6 Failure to follow recommendations contained in this code could be considered in investigations into allegations of maladministration and might also indicate a breach of the Members Code of Conduct.

2. Declaration of interests

- 2.1 The provisions of the Members Code of Conduct relating to interests are in Part 3B of the Constitution.

- 2.2 There will be a standing item on the agenda of all committees to facilitate the declarations of interest.
- 2.3 To assist Councillors in this difficult area training will be provided in accordance with this code.

3. Pre-determination

- 3.1 It is a well understood principle that judicial and quasi-judicial decisions must not only be taken in a fair and unbiased way but must be seen to be so. Although planning committees are not quasi-judicial but administrative, the tendency of the courts has been to apply similar principles to planning committees.
- 3.2 Where applications are considered for County Council development or development on County Council Land those members of the Committee who have participated in the decision to apply for permission will declare that fact and not take part in the determination.
- 3.3 Where an external body, including a school, makes, initiates or is closely involved with an application for planning permission and members of the Committee (or their family members) serve on that body then the Committee member must declare an interest and not take part in the determination.
- 3.4 Where a member of the Committee serves on a Parish, Town or District Council which has commented on an application before the Committee, provided the member has not come to a final view on all the relevant matters before the Committee then they will declare that fact but may take part in the determination. If they have participated in a meeting on the application at Parish, Town or District level they should have it minuted at that meeting that they have not come to a final conclusion on the application.
- 3.5 Where however in the situation referred to in paragraph 3.4 such members have already decided in their own minds how the application should be decided then they must declare an interest and not take part in the determination.

4. Development Proposals Submitted by Councillors and Officers

- 4.1 The County Council fully recognises that proposals by serving Councillors and officers and their close friends and relations can easily give rise to suspicion of impropriety. In order to ensure that they are handled in a way that gives no grounds for accusations of favouritism:
- a) the Monitoring Officer will be informed of such proposals;
 - b) such proposals will be reported to the Planning Regulatory Committee for decision and not dealt with by officers under delegated powers. As part of the report the Monitoring Officer will confirm whether the proposal has been processed normally;
 - c) serving Councillors who act as agents for people pursuing a planning matter or who submit planning proposals in their own right must play no part in the decision-making process for that proposal; and
 - d) persons who are employed as planning agents should not serve as members of the Committee.
- 4.2 An application on the agenda relating to development by a member is likely to be a disclosable pecuniary interest or other interest and the Member needs to consider whether they should declare the interest and withdraw from the room during consideration of the matter.

5. County Council Development

Proposals for the County Council's own development and that of wholly owned companies will be treated in the same way as those of a private developer particularly in relation to officers' advice, which must be impartial.

6. Lobbying of and by Councillors

- 6.1 The County Council recognise that lobbying is a normal and perfectly proper part of the political process. The third report of the Nolan Committee noted that it was essential for local concerns to be properly ventilated and the best way to do this was through the local elected representative. However, lobbying can lead to the impartiality and integrity of a Councillor being called into question and in a number of cases lobbying has caused considerable public mistrust of Councils. As a result:
- a) when being lobbied, Councillors, and members of the Planning Regulatory Committee in particular, should take care about expressing an opinion which may be taken as indicating that they have already made up their mind on the issue before it has been exposed to all the evidence and arguments;

- b) rather, they should restrict themselves to giving procedural advice, including suggesting to those who are lobbying that they should speak or write to the relevant Planning Officer in order that their views can be reported to the Planning Regulatory Committee;
- c) if Committee Members do express an opinion then they should make it clear that they will only be in a position to take a final decision after having heard all the relevant evidence and arguments at the Planning Regulatory Committee;
- d) Members of the Committee other than those who are Councillors for the affected Division(s) - for which see paragraph (e) - should not openly declare which way they intend to vote in advance of the Committee meeting and of hearing the evidence and arguments on both sides; and
- e) a Planning Regulatory Committee member who represents a Division affected by an application is in a difficult position if it is a controversial matter around which a lot of lobbying takes place. If the Member decides to go public in support of a particular outcome - or even campaigns actively for it - it will be very difficult for that Member to argue convincingly when the Committee comes to take its decision that they have carefully weighed the evidence and arguments presented. In those circumstances, because of the issue of predetermination, the proper course of action would be for the Member to declare an interest and not vote. The arrangements for public speaking include an opportunity for the Division Member to make representations.

Similarly, a Planning Regulatory Committee member who decides to go public in support of a particular outcome for a planning matter which does not affect that Member's Division should not speak or vote on that matter when it comes before the Committee.

6.2 In addition:

- a) Councillors should not put pressure on officers for a particular recommendation;
- b) Councillors should not mutually agree with one another on how to vote on particular planning matters; and
- c) Councillors should pass any relevant written information which they receive to officers so that it can be reported or responded to.

6.3 The essential point is that decisions on planning applications should be taken in a fair and open manner, in the meeting and on the evidence presented to the meeting.

7. Group meetings

A protocol for group meetings is attached as Annex 1 to this code.

8. Pre-applications discussions

8.1 The County Council recognise that discussions between a potential Applicant and the County Council prior to the submission of a planning application - and even after its submission - can be of considerable benefit to both parties. However, it would be easy for such discussions to be seen to become part of the lobbying process. To avoid this, the County Council have agreed that all pre-application discussions should take place within the following guidelines:

- a) it should always be made clear at the outset that the discussions will not bind the County Council to making a particular decision and that any views expressed are personal and provisional;
- b) any advice should be consistent and based upon the Development Plan and material considerations. In addition, all officers taking part in such discussions should make it clear whether or not they are the decision maker;
- c) a written note should be made of all pre-application discussions. At least one officer should attend such meetings and a follow up letter is advisable at least when documentary material has been left with the County Council. A note should also be taken of pre-application telephone discussions. However, information shared at pre-application discussions should only be placed on the planning register if it is not considered to be confidential; and
- d) care must be taken to ensure that advice is, and is seen to be, impartial; otherwise a subsequent report could appear to be advocacy of a particular case.

8.2 Councillors and officers should avoid indicating the likely outcome of a decision. However, an officer whilst clearly making no commitment may on the basis of the structure and local plans and policy documents give information on the likely planning issues that would need to be addressed.

8.3 These guidelines apply equally to meetings called by third parties, such as Parish Councils, to discuss planning applications.

9. Officer reports to Committee

9.1 Committee reports on planning proposals will comply with the following guidelines:

- a) reports should be accurate and cover, amongst other things, the substance of objections and the views of consultees. (There will be an Agenda note to say where full copies of third-party representations and views of consultees may be inspected);
- b) relevant points will include a clear exposition of the development plan, the site or related history and any other material considerations;
- c) the report should have a clear recommendation; oral reporting by officers (except to update a report or to report on late response from Committees) should be extremely rare and carefully minuted when it does occur;
- d) reports should contain a technical appraisal which clearly justifies a recommendation; and
- e) if the report's recommendation is contrary to the provisions of the development plan, the material considerations which justify this must be clearly stated.

9.2 Applicants or third parties who wish to bring matters to the attention of the Committee should do so in good time so that they can be incorporated in the written Committee Report. Information submitted less than 48 hours before the committee sits may not be seen until after a decision has been made and therefore not considered when determining the application. Similarly, the Chair may refuse to entertain material submitted for circulation on the day of the committee.

10. Public speaking at Planning (Regulatory) Committee

The County Council has procedures for public speaking at the Committee. These are set out at [Part 2A](#) of the Constitution

11. Decisions contrary to officer recommendation and/or the Development Plan

11.1 The Law requires that where the Development Plan [i.e. the approved Minerals and Waste Plan and relevant Local and neighbourhood Plan(s)] is relevant, decisions must be taken in accordance with it, unless material considerations indicate otherwise. The personal circumstances of an Applicant will very rarely be a relevant consideration.

11.2 It follows that if the officer's report recommends approval of a departure, the justification for this should be included in full within the Report.

- 11.3 In addition, where the Planning Regulatory Committee is minded to take a decision contrary to the officer's recommendation, they should first give the officer the opportunity to explain the implications of the contrary decision.
- 11.4 If the Committee then makes a decision contrary to the officer's recommendation, the minutes should clearly state the reason(s) why, and a copy placed on the application file.
- 11.5 A Senior Legal Officer will always attend meetings of the Planning Regulatory Committee to ensure procedures are properly followed.

12. Committee site visits

- 12.1 Site visits can cause delay and should therefore only be used where the expected benefit is substantial, e.g. where the visit will significantly assist the Committee's understanding of the issues or in controversial cases or where it will demonstrate to the public or the applicant that Members have listened to their argument. The reason for the site visit should be minuted.
- 12.2 The purpose of a visit is to make a 'tour of inspection' by Members accompanied by an officer(s) who will point out any relevant issues and areas of interests/importance. It is not a meeting where any decisions will be made, or a formal minute written. Decisions will be taken at the next appropriate formal meeting of the Planning Regulatory Committee.

However, a note will be drafted, and placed on file of salient issues and points such as: Date, Venue, Attendance, Duration, Locations Inspected, Issues Addressed.

- 12.3 Invitations to the visit will be extended to other parties as appropriate, e.g.:

- The District Council Parish Council
- Local Member (where not a Member of the Committee)
- The Applicant
- Representatives of the objector(s)/supporters (where relevant)
- Appropriate Consultees

These invitations will be sent out by the Director of Democratic and Regulatory Services.

- 12.4 The visit will be Chaired by the Chair (agreed or substitute) of the Planning Regulatory Committee. It will be at their discretion whether to allow those invited to the site visit to address the Members and this will be based on speaking on specific issues previously raised in writing. The Chair will need to ensure that parties are each treated fairly and equitably, and the appropriate standards of propriety are seen to be adhered to.

- 12.5 Members should avoid separate discussions with objectors or applicants during the visit and should not make unaccompanied site visits.
- 12.6 A substitute who attends the site visit should, if not substituting at the subsequent committee meeting when the application is determined, fully brief the committee member attending the committee meeting. The observations made by the substitute to the sitting member should be recorded in the minutes.
- 12.7 If a substitute who attended the site visit attends the subsequent committee with the sitting member (but is not voting) then the substitute should be given the opportunity to make comments to the meeting on the site visit.

13. Regular review of decisions

- 13.1 As part of the Members training programme the Planning (Regulatory) Committee will from time to time visit the sites of implemented planning permissions to assess the quality of decisions made.

14. Training

- 14.1 It is recognised that the planning system is complex, ever-changing and therefore essential that Councillors have adequate and regular training.
- 14.2 Training for members of the Committee (and substitutes) will take the form of mandatory and non-mandatory (but desirable) sessions. The mandatory training session consists of a half-day session which addresses the role of the committee. Before serving on the committee, Councillors must attend the session and must attend a “refresher” session on an annual basis while they serve on the committee. Shorter, 45-minute (non-mandatory) sessions will be provided prior to each planning committee. As much notice will be given of the training sessions as possible. The training programme will be the responsibility of the Lead Director for Community and Environment in consultation with the Monitoring Officer.

15. Complaints and record keeping

- 15.1 If a member of the public or an applicant wishes to complain about the County Council’s treatment of a planning application, then in the first instance they should contact the Lead Director for Communities and Environment in County Council. The complaint will be investigated, and an answer given. If the complainant is not satisfied with the answer, the complaint should be put in writing to the Lead Director of Communities and Environment, if possible, using the County Council’s customer complaint form. They will investigate the complaint and provide a written response. If this is still unsatisfactory, the

complainant should write to the County Council's Chief Executive Officer who will ensure an internal review independent of the Community and Environment Department is carried out.

- 15.2 So that complaints can be fully investigated and, in any case, as a matter of general good practice, record keeping will be complete and accurate. Every planning application file should contain an accurate account of events throughout its life, with particular care being taken with regard to applications that are likely to be determined under officers' delegated powers. Such decisions should be as well documented and recorded as those taken by Members.
- 15.3 Decisions taken by officers under delegated powers will be exercised in an accountable way which will include placing on the file written justification for the exercise of the powers in a particular way.

Annex 1

Protocol for Group Meetings

1. Political Groups represented on the County Council may wish to hold pre-meetings prior to meetings of the Planning (Regulatory) Committee. In principle there is nothing wrong with this, but it is important that Members understand their purpose and that there must be no grounds for those interested in planning applications, be they the applicants or objectors, to misunderstand what happens in them.
2. This protocol therefore affirms that the purpose of the Group Meetings is for Group Spokespersons to feed back to the members of their Group on the Committee (or their official substitutes for that meeting) on relevant issues arising from their own briefings with officers. On this basis, the only persons who may be present at them are members of the Committee (or their official substitutes for that meeting) who will be attending the Committee Meeting which immediately follows. In particular, Local Members and those on the Panel of Substitutes who will not be substituting at that particular meeting will not attend except that substitutes may attend for training purposes.
3. There are existing procedures for Local Members to feed into the Committee any comments which they may have on an application. Provided these comments are received before the finalising of the Committee Report, normally two weeks before the meeting, they will be incorporated in it. In addition, there is an opportunity for Local Members to speak at the Committee Meeting itself. However, Local Members may occasionally wish to make their additional comments in writing and to deal with this it is proposed that a note be circulated to all Members of the Committee in time for any Group Meetings incorporating any additional views from the Local Member together with details of any further written representations received from other interested parties. The Chair or one of the officers will also refer to these additional comments during the introduction of the report.