COUNCIL

Monday 10 July 2017

7.30 pm
Council Chamber
South Norfolk House, Cygnet Court, Long Stratton, Norwich, NR15 2XE

Mr B Duffin – Chairman of the Council
Mr J Overton – Vice-Chairman of the Council

If you have any special requirements in order to attend this meeting, please let us know in advance
Large print version can be made available

This meeting may be filmed, recorded or photographed by the public; however anyone who wishes to do so must inform the Chairman and ensure it is done in a non-disruptive and public manner. Please review the Council’s guidance on filming and recording meetings available in the meeting room.

<table>
<thead>
<tr>
<th>Group Meetings</th>
<th>Dates</th>
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</thead>
<tbody>
<tr>
<td>Conservatives</td>
<td>Cavell &amp; Colman Rooms  6.30pm</td>
</tr>
<tr>
<td>Liberal Democrats</td>
<td>Blomefield Room 6.30 pm</td>
</tr>
</tbody>
</table>

Contact: Claire White on 01508 533669 or democracy@s-norfolk.gov.uk
Agenda

1. Apologies for Absence

2. Urgent Items:
   Any items of business which the Chairman decides should be considered as matters of urgency pursuant to Section 100 B (4) (b) of the Local Government Act, 1972; [Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency.]

3. To Receive Declarations of Interest from Members

4. To confirm the minutes of the meeting of the Council held on Monday 15 May 2017

5. Chairman’s Announcements

6. To consider any petitions received under Section I of the “Rights of the Public at Meetings”
7. Recommendations from the Cabinet;

PLEASE REFER TO YOUR CABINET PAPERS FOR THE MEETING HELD ON 12 JUNE 2017

(i) Performance, Risks, Revenue and Capital Budget Position Report for the Financial Year 2016/17

RESOLVED: TO RECOMMEND TO COUNCIL
(a) Approval of the budget virements which exceed £100,000 in accordance with the rules of financial governance.
(b) Approval of the movements in reserves as outlined in Section 2.3.5.
(c) The slippage requests of £785,519 on revenue and £1,937,204 on capital.
(d) The amended Capital programme and its financing for the next four financial years as set out in Appendices 7 and 8 of the report.

(ii) Treasury Management Annual Report 2016/17

RESOLVED: TO RECOMMEND THAT COUNCIL:
(a) Notes the treasury activity between October 2016 and March 2017 and that it complies with the agreed strategy.
(b) Approves the 2016/17 prudential indicators for the latter six months of the year.

8. Rules for Financial Governance

(report attached – page 24)

9. Monitoring Officer Report

(report attached - page 51)
10. Investors in People (IiP) (report attached – page 65)

11. Questions to Chairmen and Portfolio Holders;

To take questions from Councillors and the Public
Note: Time allocated to be at the discretion of the Chairman. No notice is required of questions; however it may be necessary for written answers to be provided where an immediate response cannot be supplied. If members choose to submit questions in writing in advance, they will be circulated before the meeting.

a. Cabinet

Please click here to view the most recent Cabinet minutes available

<table>
<thead>
<tr>
<th>Questions to the Leader and other Cabinet members</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Fuller</td>
</tr>
<tr>
<td>Michael Edney</td>
</tr>
<tr>
<td>Yvonne Bendle</td>
</tr>
<tr>
<td>Lee Hornby</td>
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<tr>
<td>Kay Mason Billig</td>
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<tr>
<td>Barry Stone</td>
</tr>
</tbody>
</table>

b. Scrutiny Committee - Questions to the Chairman

Please click here to view the most recent Scrutiny Committee minutes
c. Licensing Appeals and Complaints Committee / Licensing and Gambling Acts Committee – Questions to the Chairman;

Please [click here](#) to view the most recent Licensing Committee minutes.

d. Development Management Committee – Questions to the Chairman

Please [click here](#) to view the most recent Development Management Committee minutes.

e. Electoral Arrangements Review Committee – Questions to the Chairman

Please [click here](#) to view the most recent Electoral Arrangements Review Committee.

12. Outside Bodies – Feedback from Representatives:

   (report from Cllr C Kemp regarding the Norfolk Police and Crime Panel attached – page 80)

13. Correspondence Received;

   (see attached – page 81)
DECLARATIONS OF INTEREST AT MEETINGS

Members are asked to declare any interests they have in the meeting. Members are required to identify the nature of the interest and the agenda item to which it relates.

- In the case of other interests, the member may speak and vote on the matter.
- If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed.
- If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting.
- Members are also requested when appropriate to make any declarations under the Code of Practice on Planning and Judicial matters.
- In any case, members have the right to remove themselves from the meeting or the voting if they consider, in the circumstances, it is appropriate to do so.

Should Members have any concerns relating to interests they have, they are encouraged to contact the Monitoring Officer (or Deputy) or another member of the Democratic Services Team in advance of the meeting.
COUNCIL

Minutes of a meeting of South Norfolk District Council held at South Norfolk House, Long Stratton on Monday 15 May 2017 at 7.30 pm

Members Present: Councillors, Amis, Bell, Bendle, Bills, Blundell, Broome, Dale, Dewsbury, Duffin, Easton, Edney, Ellis, Foulger, Fulcher, Fuller, Goldson (for part of the meeting), Gould, Gray, Hardy, J Hornby, L Hornby, W Kemp, Kiddie, Larner, Legg, Mason-Billig, Minshull, Mooney, Neal, Overton, Palmer, Pond, J Savage, Stone, Thomas, Thomson, Wheatley (for part of the meeting), J Wilby, M Wilby and Worsley

Apologies: Councillors, Bernard, Hudson, C Kemp, Lewis, Riches and R Savage

Officers in Attendance: The Chief Executive (S Dinneen), the Director of Growth of Localism (T Horspole), the Director of Business Development (D Lorimer) and the Commercialisation Director (D Fergus)

3377 DECLARATIONS OF INTEREST

The following members declared “other” interests:

<table>
<thead>
<tr>
<th>Item</th>
<th>Member</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman’s Announcements (minute number 3384)</td>
<td>Cllr B Duffin</td>
<td>Cllr Duffin’s wife works as a nurse for EACH (but is not involved in the Nook Appeal)</td>
</tr>
<tr>
<td>Notice of Motions (minute number 3385)</td>
<td>B Duffin, C Gould, G Minshull, T Palmer, J Overton, and J Savage</td>
<td>Shareholders in Saffron Housing Trust</td>
</tr>
</tbody>
</table>
3378 CHAIRMAN’S ENGAGEMENTS

The Chairman explained that it had been both an honour and a privilege to have represented the Council at the numerous engagements he had attended throughout the year. He thanked all those members that had contributed to the Nook Appeal, his chosen charity, and he referred to his visit to the Quidenham Hospice, in the presence of HRH The Duchess of Cambridge, earlier in the year.

The Chairman also expressed his appreciation for the help and support he had received from officers, giving special mention to Tracy Brady, who had efficiently organised his diary and engagements and arranged the Chairman’s reception, and Claire White, who had provided support at meetings.

3379 APPOINTMENT OF CHAIRMAN OF THE COUNCIL FOR 2017/18

The Chairman proposed, seconded by Cllr C Foulger, that Cllr B Duffin be appointed Chairman of the Council for the ensuing municipal year.

In the absence of other nominations, it was RESOLVED that Cllr B Duffin be elected Chairman of the Council for 2017/18. Cllr Duffin took the Chair and signed the Declaration of Acceptance of Office.

3380 APPOINTMENT OF VICE-CHAIRMAN OF THE COUNCIL FOR 2017/18

Cllr D Fulcher proposed, seconded by Cllr B Stone, that Cllr J Overton be appointed Vice-Chairman of the Council for the ensuing municipal year.

In the absence of other nominations, it was RESOLVED that Cllr J Overton be elected Vice-Chairman of the Council for 2017/18. Cllr Overton explained that he felt it to be a great honour to have been appointed as Vice-Chairman.
3381 ELECTION OF LEADER OF THE COUNCIL FOR 2017/18

Cllr D Bills proposed, seconded by Cllr A Pond, that Cllr J Fuller be appointed Leader of the Council for the ensuing municipal year. In the absence of other nominations, *it was RESOLVED* that Cllr J Fuller be elected Leader of the Council for 2017/18.

Cllr Fuller then announced his Cabinet members and portfolios, and Cllr M Gray, (as deputy leader of the opposition and in the absence of Cllr Lewis) announced the shadow portfolio holders (as detailed below):

<table>
<thead>
<tr>
<th>Cabinet Member</th>
<th>Portfolio</th>
<th>Shadow Cabinet Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cllr J Fuller</td>
<td>The Economy and External Affairs (and Leader)</td>
<td>Cllr T Lewis (and Leader of the opposition)</td>
</tr>
<tr>
<td>Cllr M Edney</td>
<td>Stronger Communities (and Deputy Leader)</td>
<td>Cllr B Bernard</td>
</tr>
<tr>
<td>Cllr B Stone</td>
<td>Finance and Resources</td>
<td>Cllr T Lewis</td>
</tr>
<tr>
<td>Cllr Y Bendle</td>
<td>Housing, Wellbeing, Leisure and Early Intervention</td>
<td>Cllr S Blundell</td>
</tr>
<tr>
<td>Cllr L Hornby</td>
<td>Regulation and Public Safety</td>
<td>Cllr M Gray</td>
</tr>
<tr>
<td>Cllr K Mason Billig</td>
<td>Environment and Recycling</td>
<td>Cllr T Lewis</td>
</tr>
</tbody>
</table>

3382 VOTE OF THANKS TO RETIRING CHAIRMAN

The Chairman proposed, seconded by Cllr M Gray, that the Council recorded its thanks for the way in which Cllr Wheatley had performed his duties as Chairman of the Council during 2016/17.

The Chairman thanked Cllr Wheatley for his assistance over the year, and referred to the quiet and diplomatic manner, in which he had carried out his duties. Cllr Gray agreed, and referred to Cllr Wheatley’s fair and consistent approach to all.

3383 MINUTES

The minutes of the meeting held on Tuesday 21 February 2017, were agreed as a correct record, and signed by the Chairman.
3384 CHAIRMAN'S ANNOUNCEMENTS

The Chairman thanked the Council for his appointment and the honour bestowed upon him. He looked forward to representing the Council throughout the year ahead.

Referring to his chosen charities, he announced that he wished to continue to support the Nook Appeal, to provide a purpose-built hospice for children in Framingham Earl. He also wished to support Elizabeth’s Legacy of Hope, a charity supporting children who had lost limbs.

3385 NOTICE OF MOTIONS

Cllr M Gray proposed, seconded by Cllr V Bell, the following motion:

“That this Council
(a) Is concerned to learn that Norfolk County Council will, from March 2018, no longer pay a grant to social housing providers of around £468 per house p.a towards the support services they provide for those in sheltered or supported housing accommodation, affecting 540 housing units in South Norfolk, of which 408 are those of Saffron Housing,
(b) calls upon Norfolk County Council to reconsider this cut, noting that it is these support services that enable mainly elderly people to continue to live independently, that the withdrawal of the grant may affect the safety and health of tenants, and that the need for support of such tenants may fall back on the County’s Care services, thus negating the savings
(c) calls on its Councillors who are also County Councillors actively to seek that Norfolk County Council reconsiders this cut
(d) instructs its Chief Executive to notify Norfolk County Council, the social housing providers affected, the Norfolk Older People's Strategic Partnership, the South Norfolk Older People's Forum and Members of Parliament for the District accordingly.”

Cllr Gray explained that he was presenting the motion on behalf of Cllr T Lewis, who was unable to attend the meeting. Cllr Gray advised that in monetary terms, the cut would reduce funding for those in sheltered or supported housing in South Norfolk by £190,000 (£468 per unit). However, he was concerned that as yet, the extent of the impact of this cut on residents was unknown. Saffron was currently in the process of consulting tenants, and Cllr Gray suggested that the County Council reconsider its decision, once the impact on residents was clearer. He added that these cuts could, in the long run, increase costs for the County Council, as tenants looked for alternative support through the County’s Care services.
Cllr Y Bendle explained the Council had, along with other relevant partners, already been consulted on these cuts, as part of Norfolk County Council’s budget setting. South Norfolk was concerned at the proposals, however, understood that this was a discretionary grant, and that the County Council needed to find substantial efficiencies. She advised that Saffron was looking at the options for moving forward, and that the resultant proposals would go out to general consultation in July. As a housing authority with a clear understanding of the needs of vulnerable people, the Council would continue to work with the County Council, registered social landlords and other partners to ensure the impacts of these changes were minimised. She then proposed the following amendment:

_In (a), delete “concerned to learn, and insert “aware”. After longer, and before pay, insert “be in a position to”. Before grant, insert “discretionary” Add full stop after “providers”. Delete “of around” and add “This grant of”. After per annum, and before in add “is currently used to support tenants who live independently”_

_After “Saffron Housing”, delete (b), (c) and (d) and replace with_

“Therefore this Council endorses the views expressed in our response to the County Council budget consultation on 22 december 2016 which recognised that the County Council needed to achieve substantial efficiencies. As a housing authority with clear understanding of the needs of the vulnerable people who will be most affected, we will continue to work with the County Council, our registered social landlords and other partners to ensure the impacts of these changes are minimised by a needs-led planned approach to remodelling services.”_

The proposed amendment was seconded by Cllr F Ellis.

Cllr A Thomas, also deputy leader of the County Council, was surprised to see the motion on the agenda, given that the cuts to what was a discretionary grant, had already been consulted upon and agreed at the Norfolk County Council’s budget meeting back in February. She stressed that there were many challenges facing adult social care, and indeed Norfolk County Council as a whole, with substantial savings to be made, and she felt it unfair to ask the County Council to reverse its decision. The County Council had carried out an Equality Impact Assessment and all councils and the voluntary sector were consulted regarding this decision. She assured members that the County Council would work with the district councils, voluntary sector and Registered Social Landlords, to ensure that any impact was minimised.

In response, Cllr Gray stressed that the motion was not asking for the discretionary grant to be reinstated, but for the County Council to reconsider the options, once the impact was clearer.

With 30 votes for, 0 against, and 8 abstentions, the amendment was then carried.

With 30 votes for, 0 against, and 8 abstentions, it was then...
RESOLVED: “That this Council is aware that Norfolk County Council will from March 2018, no longer be in a position to pay a discretionary grant to social housing providers. This grant of around £468 per house per annum is currently used to support tenants who live independently in sheltered or supported housing accommodation affecting 540 housing units in South Norfolk, of which 408 are those of Saffron Housing.

Therefore this Council endorses the views expressed in our response to the County Council budget consultation on 22 December 2016 which recognised that the County Council needed to achieve substantial efficiencies. As a housing authority with clear understanding of the needs of the vulnerable people who will be most affected, we will continue to work with the County Council, our registered social landlords and other partners to ensure the impacts of these changes are minimised by a needs-led planned approach to remodelling services.”

3386 PEER REVIEW

Members considered the report of the Chief Executive, regarding the outcomes of the Council’s Peer Review, held between 24 and 27 January 2017.

Cllr J Fuller presented the report, summarising the key findings of the Review, and the Council’s proposed response. He suggested that members and officers should take pride in the Review’s findings, but stressed that it was important not to lose sight of those areas identified for development.

Cllr M Gray was pleased at the Review’s findings, but drew attention to the Peer Review’s comments around the performance management framework and the need to stretch targets further, for example recycling rates. Cllr Gray reminded members that he had previously suggested that the Council needed to be more ambitious with regard to the target for the percentage of waste recycled, to at least reach the national average. He also referred to the Review’s comments regarding the need to strengthen relationships with other authorities.

In response, Cllr Fuller accepted the need to strengthen relationships with other authorities, explaining that this was not always easy, working across political boundaries. Cllr K Mason Billig was pleased to announce that the Council had reached its highest recycling rate yet, at 44%, and that the Council was currently top in Norfolk for dry recycling.

Cllr L Dale suggested that the recommendation should also thank staff for their contributions in what had been an outstanding external validation, and this was seconded by Cllr A Pond.
It was unanimously

**RESOLVED:**

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1. Note the findings and recommendations of the Peer Review findings, at Appendix 1 of the report;</td>
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<tr>
<td>2. Endorse the Council’s Action Plan, outlined at Appendix 2 of the report;</td>
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<tr>
<td>3. Agree the process to appoint the Director of Communities and Well-being, as outlined in section 6 of the report;</td>
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<tr>
<td>4. Thank all staff for their hard work, resulting in such a positive Peer Review.</td>
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**3387 MONITORING OFFICER REPORT**

Cllr J Fuller presented the report of the Monitoring Officer, regarding the Committee Structure and Appointments for 2017/18, proposed amendments to the Constitution, and changes to the structure of the Greater Norwich Growth Board.

Cllr Fuller briefly outlined the proposals of the report. He referred members to the paper tabled at the meeting, detailing the Appointment of Chairmen of Committees for 2017/18. As in previous years, he suggested that individual member appointments to committees be delegated to Group Leaders, and advised at a later date.

It was then unanimously

**RESOLVED:**

<table>
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<tbody>
<tr>
<td>1. Agree to the allocation of seats on Council Committees in accordance with Appendix 1 of the report (as tabled), the final appointments to be delegated to Group Leaders (and appended to these minutes).</td>
</tr>
<tr>
<td>2. Appoint Chairmen and Vice-Chairmen as tabled at the meeting;</td>
</tr>
<tr>
<td>3. Agree the amendments to the constitution as set out in section 3 of the report and to approve the Terms of Reference for the CAF Panel outlined in Appendix 2;</td>
</tr>
<tr>
<td>4. Agree the new structure of the Greater Norwich Growth board as outlined in Appendix 3 of the report.</td>
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</table>
3388 APPOINTMENTS TO OUTSIDE BODIES

Cllr J Fuller introduced the report and referred members to the list of appointments required for 2017/18.

Cllr Fuller referred to a request from Cllr T Lewis, that he be permitted to represent the Council on the Whitlingham Trust, now that it was possible that Cllr Thomson might stay on the Board as a County Council representative. Cllr Fuller explained that South Norfolk Council no longer appointed to the Whitlingham Trust Board, and that Cllr Thomson had previously been appointed to this Board by the Broads Authority.

Members agreed that the final appointments should be delegated to the Leader of the Council, in consultation with the Leader of the Opposition.

It was unanimously

RESOLVED: To make appointments to outside organisations for 2017/18, as listed in Appendix 2 of the report, the member appointments to be delegated to Leader of the Council, in consultation with the Leader of the Opposition Group (and appended to these minutes).

3389 RECOMMENDATIONS FROM THE CABINET

Greater Norwich Joint Five Year Infrastructure Investment Plan 2017/18 – 2021/22

Cllr J Fuller presented the recommendations from the Cabinet meeting, held 21 April 2017, regarding the Greater Norwich Joint Five Year Infrastructure Investment Plan 2017/18 – 21/22.

Cllr Fuller explained that there had been some delays in agreeing the Plan, due to the matter of maintenance, and whether or not CIL should cover the costs of maintaining, in addition to the provision, of infrastructure. He added that some of these issues were still subject to clarification from the Greater Norwich Growth Board partners.

It was unanimously
RESOLVED: To:

1. a) Agree, subject to the satisfactory clarification from the other Greater Norwich Growth Board partners with regard to the matter of maintenance costs and other outstanding issues, the Joint Five-Year Infrastructure Investment Plan (Appendix 1 of the report) in general, and the 2017/18 projects proposed for South Norfolk in particular, for consideration by the May 2017 meeting of the Greater Norwich Growth Board, with the first year of the Infrastructure Investment Plan to be considered as the Annual Growth Programme for 2017/18;
   b) Agree that final approval of the Joint Five-Year Infrastructure Plan be delegated to the Director of Growth and Localism, in consultation with the Leader of the Council.

2. Note and agree with the resolution of the Greater Norwich Growth Board on 23rd March 2017 (outlined at Appendix 4 of the report) to not include any allowance for maintenance costs in the 2017/18 Annual Growth Programme, but that a sum for maintenance for future years will be necessary; and

3. Agrees to pool CIL payments for 2017/18 and future years beyond this to help ensure the delivery of the Greater Norwich Five-Year Infrastructure Investment Plan.

3390 CODE OF CORPORATE GOVERNANCE

Cllr M Edney presented the report of the Senior Governance Officer, regarding the Council’s Code of Corporate Governance.

It was unanimously

RESOLVED: To approve the Code of Corporate Governance, attached at Appendix 1 of the report.
3391 ANNUAL REPORTS AND QUESTIONS TO THE CHAIRMEN AND PORTFOLIO HOLDERS

a) Cabinet

There were no questions to the members of the Cabinet.

b) Annual Report of the Scrutiny Committee

Members noted the Annual Report of the Scrutiny Committee.

Cllr L Neal, former Chairman of the Committee, explained that following on from the recommendations of the Peer Review, training for members of the Committee would be arranged in the near future.

c) Annual Report of the Finance, Resources, Audit and Governance Committee

Members noted the annual report of the Finance, Resources, Audit and Governance (FRAG) Committee.

Cllr P Hardy drew members’ attention to the key areas of the report.

d) Licensing Appeals and Complaints Committee /Licensing and Gambling Acts Committee

Members noted the report of the Licensing Committee.

In the absence of the Chairman, Cllr D Goldson, Cllr C Gould explained that there had been one Licensing Appeal since the last meeting of the Council, at which the appellant failed to appear.

He stressed that members of the Committee would soon be losing their accreditation, and he urged them to attend the training sessions planned for 22 May and 6 June 2017.
e) Development Management Committee

There were no questions to Cllr V Thomson, the Chairman of the Development Management Committee.

Cllr Thomson thanked those members that had served on the Committee over the last municipal year.

3392 OUTSIDE BODIES – FEEDBACK FROM REPRESENTATIVES

Members noted the report from Cllr C Kemp, regarding the Norfolk Police and Crime Panel

(The meeting concluded at 8.49 pm)

___________________________
Chairman
Member Appointments 2017/18

<table>
<thead>
<tr>
<th>Chairman of the Council</th>
<th>Barry Duffin</th>
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<tbody>
<tr>
<td>Vice Chairman of the Council</td>
<td>John Overton</td>
</tr>
<tr>
<td>Leader of the Council</td>
<td>John Fuller</td>
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<tr>
<td>Deputy Leader of the Council</td>
<td>Michael Edney</td>
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<tr>
<td>Leader of the Opposition</td>
<td>Trevor Lewis</td>
</tr>
<tr>
<td>Deputy Leader of the Opposition</td>
<td>Murray Gray</td>
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</tbody>
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Cabinet Members, Portfolios and Shadow Portfolio Holders

<table>
<thead>
<tr>
<th>Member</th>
<th>Portfolio</th>
<th>Deputy</th>
<th>Shadow</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Fuller</td>
<td>The Economy and External Affairs</td>
<td>Charles Easton</td>
<td>Trevor Lewis</td>
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<td></td>
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<td>(Planning Policy)</td>
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<td></td>
<td></td>
<td>Jaan Larner</td>
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<td></td>
<td></td>
<td>(Economy)</td>
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<tr>
<td>Michael Edney</td>
<td>Stronger Communities</td>
<td>Florence Ellis</td>
<td>Brendon Bernard</td>
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<td>Barry Stone</td>
<td>Finance and Resources</td>
<td>Phil Hardy</td>
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<td>Yvonne Bendle</td>
<td>Housing, Wellbeing, Leisure and Early Intervention</td>
<td>Florence Ellis</td>
<td>Sharon Blundell</td>
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<td>Lee Hornby</td>
<td>Regulation and Public Safety</td>
<td>Charles Easton</td>
<td>Murray Gray</td>
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<tr>
<td>Kay Mason Billig</td>
<td>Environment and Recycling</td>
<td>Jaan Larner</td>
<td>Trevor Lewis</td>
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</tbody>
</table>

Scrutiny Committee (9)
(7 Conservative / 2 Liberal Democrat – as the Conservative Group have elected not to take their full allocation of seats)

| Barry Duffin        | Trevor Lewis (Vice-Chairman) |
| Colin Gould         | Brendon Bernard              |
| Des Fulcher         |                               |
| Graham Minshull     |                               |
| Tony Palmer         |                               |
| Robert Savage       |                               |
| Jenny Wilby         |                               |

Emergency Committee (5)
(4 Conservative / 1 Liberal Democrat)

| John Fuller (Chairman) | Trevor Lewis |
| Michael Edney         |               |
| Nigel Legg            |               |
| Kay Mason Billig      |               |


### Licensing and Standards Committee (15)

(13 Conservative / 2 Liberal Democrat)

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>David Goldson</td>
<td>Chairman – Licensing</td>
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<tr>
<td>Kay Mason Billig</td>
<td>Chairman – Standards</td>
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<tr>
<td>William Kemp</td>
<td>Vice Chairman – Licensing</td>
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<tr>
<td>Christopher Kemp</td>
<td>Vice Chairman – Standards</td>
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<tr>
<td>Margaret Dewsbury</td>
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<td>Colin Gould</td>
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<td>Phil Hardy</td>
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<td>Jack Hornby</td>
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<td>Tony Palmer</td>
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<td>Andrew Pond</td>
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<td>Jeremy Savage</td>
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<td>Jenny Wilby</td>
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<td>Kevin Worsley</td>
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### Development Management Committee (11)

(10 Conservative / 1 Liberal Democrat)

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Vic Thomson</td>
<td>Chairman</td>
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<tr>
<td>Lisa Neal</td>
<td>Vice – Chairman</td>
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<td>Yvonne Bendle</td>
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<td>Barry Duffin</td>
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<tr>
<td>Graham Minshull</td>
<td></td>
</tr>
<tr>
<td>Joe Mooney</td>
<td></td>
</tr>
<tr>
<td>Alison Thomas</td>
<td></td>
</tr>
</tbody>
</table>

### Development Management Substitute Pool

(6 Conservative / 1 Liberal Democrat)

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leslie Dale</td>
<td></td>
</tr>
<tr>
<td>David Goldson</td>
<td></td>
</tr>
<tr>
<td>Jack Hornby</td>
<td></td>
</tr>
<tr>
<td>Nigel Legg</td>
<td></td>
</tr>
<tr>
<td>Garry Wheatley</td>
<td></td>
</tr>
<tr>
<td>VACANT</td>
<td></td>
</tr>
</tbody>
</table>
Sites Sub-Committee (6)  
(5 Conservative / 1 Liberal Democrat)  
To be appointed in rotation from membership of the Development Management Committee.

Housing, Wellbeing, Leisure and Early Intervention Policy Committee (7)  
(6 Conservative / 1 Liberal Democrat)  
Florence Ellis (Chairman)  
David Bills (Vice-Chairman)  
Jack Hornby  
Nigel Legg  
John Overton  
Andrew Pond

Growth, Infrastructure & Environment Policy Committee (7)  
(6 Conservative / 1 Liberal Democrat)  
Jaan Larner (Chairman)  
Margaret Dewsbury (Vice Chairman)  
*Graham Minshull  
John Overton  
Brian Riches  
Martin Wilby

Regulation and Planning Policy (7)  
(6 Conservative / 1 Liberal Democrat)  
Charles Easton (Chairman)  
Vic Thomson (Vice Chairman)  
Colin Gould  
Lisa Neal  
Jeremy Savage  
Kevin Worsley

Finance, Resources, Audit and Governance (7)  
(6 Conservative / 1 Liberal Democrat)  
Phil Hardy (Chairman)  
Tony Palmer (Vice – Chairman)  
Leslie Dale  
William Kemp  
Robert Savage  
Garry Wheatley
### Electoral Arrangements Review Committee (6)
(5 Conservative / 1 Liberal Democrat)

<table>
<thead>
<tr>
<th>Christopher Kemp (Chairman)</th>
<th>Trevor Lewis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keith Kiddie (Vice-Chairman)</td>
<td></td>
</tr>
<tr>
<td>John Fuller</td>
<td></td>
</tr>
<tr>
<td>Joe Mooney</td>
<td></td>
</tr>
<tr>
<td>Charles Easton</td>
<td></td>
</tr>
</tbody>
</table>

### Aldermanic Review Panel
To be composed the Chairman of the Council, the leaders of both the majority and main opposition groups, and any current members who have previously served as Chairman of the Council

### Joint Consultative Committee
(5 Conservatives / 1 Liberal Democrat)

<table>
<thead>
<tr>
<th>Charles Easton</th>
<th>John Amis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Margaret Dewsbury</td>
<td></td>
</tr>
<tr>
<td>Keith Kiddie</td>
<td></td>
</tr>
<tr>
<td>Brian Riches</td>
<td></td>
</tr>
<tr>
<td>Garry Wheatley</td>
<td></td>
</tr>
</tbody>
</table>

### Community Action Fund Panel

<table>
<thead>
<tr>
<th>Michael Edney (Chairman)</th>
<th>Brendon Bernard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florence Ellis</td>
<td></td>
</tr>
</tbody>
</table>
## Appointed Representatives on Outside Bodies for 2017/18

<table>
<thead>
<tr>
<th>ORGANISATION</th>
<th>No. REPS</th>
<th>Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>A47 Alliance</td>
<td>One</td>
<td>Margaret Dewsbury</td>
</tr>
<tr>
<td>Aldeby Pits Liaison Committee</td>
<td>One</td>
<td>William Kemp</td>
</tr>
<tr>
<td>Border Hoppa</td>
<td>One</td>
<td>Brian Riches</td>
</tr>
<tr>
<td>Broads Authority</td>
<td>One</td>
<td>Vic Thomson</td>
</tr>
<tr>
<td>CNC Board</td>
<td>One</td>
<td>David Bills</td>
</tr>
<tr>
<td>Community Safety Partnership (Scrutiny)</td>
<td>One (+sub)</td>
<td>Robert Savage (Tony Palmer)</td>
</tr>
<tr>
<td>Diss, Thetford and District Citizens Advice Bureau</td>
<td>One</td>
<td>Tony Palmer</td>
</tr>
<tr>
<td>District Council’s Network</td>
<td>One (+sub)</td>
<td>John Fuller (Michael Edney)</td>
</tr>
<tr>
<td>East of England Leaders’ Board</td>
<td>One (+sub)</td>
<td>John Fuller (Michael Edney)</td>
</tr>
<tr>
<td>Greater Norwich Development Partnership</td>
<td>Three</td>
<td>Charles Easton, John Fuller, Lee Hornby</td>
</tr>
<tr>
<td>Greater Norwich Growth Board</td>
<td>One</td>
<td>John Fuller</td>
</tr>
<tr>
<td>Hingham Education Trust</td>
<td>One</td>
<td>Yvonne Bendle</td>
</tr>
<tr>
<td>Local Government Ass. - General Assembly</td>
<td>One (+sub)</td>
<td>John Fuller (Michael Edney)</td>
</tr>
<tr>
<td>Local Government Ass - Rural Services Network</td>
<td>One (+sub)</td>
<td>Jeremy Savage (Charles Easton)</td>
</tr>
<tr>
<td>Local Government Information Unit</td>
<td>One (+sub)</td>
<td>Yvonne Bendle (Phil Hardy)</td>
</tr>
<tr>
<td>Norfolk Arts Forum Steering Committee</td>
<td>One (+sub)</td>
<td>Andrew Pond (Trevor Lewis)</td>
</tr>
<tr>
<td>Norfolk Citizens’ Advice Bureau</td>
<td>One</td>
<td>Lisa Neal</td>
</tr>
<tr>
<td>Norfolk Duty to Co-operate Member Forum</td>
<td>One (+sub)</td>
<td>John Fuller (Lee Hornby)</td>
</tr>
<tr>
<td>Norfolk Health Overview and Scrutiny Committee</td>
<td>One (+sub)</td>
<td>Nigel Legg (Colin Foulger)</td>
</tr>
<tr>
<td>Norfolk Health and Wellbeing Board</td>
<td>One (+sub)</td>
<td>Yvonne Bendle (Florence Ellis)</td>
</tr>
<tr>
<td>Norfolk Joint Museums Committee</td>
<td>One (+sub)</td>
<td>Robert Savage (Jenny Wilby)</td>
</tr>
<tr>
<td>Norfolk Leaders’ Group</td>
<td>One</td>
<td>John Fuller</td>
</tr>
<tr>
<td>Norfolk Parking Partnership Joint Committee</td>
<td>One (+sub)</td>
<td>Lee Hornby (Kay Mason Billig)</td>
</tr>
<tr>
<td>Norfolk Police and Crime Panel</td>
<td>One (+sub)</td>
<td>Christopher Kemp (Robert Savage)</td>
</tr>
<tr>
<td>Norfolk Rail Policy Group</td>
<td>One (+sub)</td>
<td>Leslie Dale (Trevor Lewis)</td>
</tr>
<tr>
<td>Norfolk Records Committee</td>
<td>One (+sub)</td>
<td>Christopher Kemp (Murray Gray)</td>
</tr>
<tr>
<td>Norfolk Rivers Internal Drainage Board</td>
<td>Three</td>
<td>Colin Foulger, Nigel Legg, Peter Broome</td>
</tr>
<tr>
<td>Norfolk Waste Partnership</td>
<td>One (+sub)</td>
<td>Kay Mason Billig (Graham Minshull)</td>
</tr>
<tr>
<td>North East Suffolk CAB (NESCAB)</td>
<td>One</td>
<td>Colin Gould</td>
</tr>
<tr>
<td>Norwich Area Museums Committee</td>
<td>One</td>
<td>Phil Hardy</td>
</tr>
<tr>
<td>Norwich Fringe Project – Joint Advisory Panel</td>
<td>One (+sub)</td>
<td>Andrew Pond (Vivienne Bell)</td>
</tr>
<tr>
<td>Nplaw Board</td>
<td>One</td>
<td>Kay Mason Billig</td>
</tr>
<tr>
<td>Royal Norfolk Agricultural Ass. - Council</td>
<td>One</td>
<td>John Fuller</td>
</tr>
<tr>
<td>SNC Wholly Owned Companies (Shareholder Rep)</td>
<td>One</td>
<td>Leader of the Council</td>
</tr>
<tr>
<td>South Norfolk Older Peoples Forum</td>
<td>One</td>
<td>Colin Gould</td>
</tr>
<tr>
<td>Venta Icenorum JAB</td>
<td>Three</td>
<td>Florence Ellis, Leslie Dale, Trevor Lewis</td>
</tr>
<tr>
<td>Water Management Strategy Forum</td>
<td>One</td>
<td>Robert Savage</td>
</tr>
<tr>
<td>Waveney Valley Local Action Group</td>
<td>One</td>
<td>Florence Ellis</td>
</tr>
<tr>
<td>Waveney, Lower Yare &amp; Lothingland IDB</td>
<td>Up to seven</td>
<td>Colin Gould, Jeremy Savage, Kevin Worsley, Brendon Bernard</td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>9th June</td>
<td>Civic Reception</td>
<td></td>
</tr>
<tr>
<td></td>
<td>An annual reception hosted by the Mayor of Thetford, which included a tour of the Dad’s Army Museum.</td>
<td></td>
</tr>
<tr>
<td>11th June</td>
<td>Civic Service</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The annual church service hosted by the Mayor of Thetford.</td>
<td></td>
</tr>
<tr>
<td>16th June</td>
<td>Training: The Role of the Civic Head</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Held at Broadland DC offices for all incoming Chairmen and Mayors.</td>
<td></td>
</tr>
<tr>
<td>23rd June</td>
<td>Funeral for former Chairman, Bill Dinneen</td>
<td></td>
</tr>
<tr>
<td>24th June</td>
<td>Anniversary of Freemasonry</td>
<td></td>
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<tr>
<td></td>
<td>The 300th anniversary of the Norfolk branch of Freemasonry, held at Norwich Cathedral.</td>
<td></td>
</tr>
<tr>
<td>28th June</td>
<td>Luncheon</td>
<td></td>
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<tr>
<td></td>
<td>A guest of the President of the Royal Norfolk Show, luncheon held in the President’s Pavilion at the Showground.</td>
<td></td>
</tr>
<tr>
<td>1st July</td>
<td>Speech Day</td>
<td></td>
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<tr>
<td></td>
<td>Hosted by the Governors &amp; Principal of Wymondham College, focusing on the Principal’s charity of the year, the Sparkle Foundation.</td>
<td></td>
</tr>
<tr>
<td>2nd July</td>
<td>Family Fun Day</td>
<td></td>
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<tr>
<td></td>
<td>An informal day organised by the Norfolk Freemasons to raise money for their chosen charities, and held at Wymondham Rugby Club.</td>
<td></td>
</tr>
<tr>
<td>2nd July</td>
<td>South Norfolk on Show</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The Council’s annual Show for the residents of South Norfolk.</td>
<td></td>
</tr>
<tr>
<td>8th July</td>
<td>Lord Mayor’s Celebrations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lord Mayor of Norwich’s street celebrations, which included a procession and entertainment around the city centre.</td>
<td></td>
</tr>
<tr>
<td>9th July</td>
<td>Service and Reception</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The annual service hosted by Mayor of Diss.</td>
<td></td>
</tr>
</tbody>
</table>
Report of the Section 151 Officer
Cabinet Member: (Barry Stone – Finance and Resources)
1. Introduction

1.1 The Rules for Financial Governance form part of “The Constitution of South Norfolk Council” and are reviewed at least every 3 years by the Section 151 Officer in consultation with relevant officers.

2. Background

2.1 Although the Rules for Financial Governance have been reviewed recently it is deemed appropriate to update them now to take account of changes in officers and their duties in particular, the appointment of a new Section 151 officer at Full Council on 12th December 2016. There are also changes to the Officer Structure outlined in the report on the Peer Review to Full Council on 15th May 2017, which are planned to come into force once the Director of Communities and Well-Being commences and these changes need to be reflected in the Rules for Financial Governance.

2.2 The only significant changes to the Rules for Financial Governance relate to the changes referred to above. These are principally changes to job titles and to reflect the fact that the new Section 151 Officer is not a Director.

2.3 The revised Rules for Financial Governance are attached as Appendix 1 and changes are highlighted. These were reviewed by the Finance, Resources, Audit and Governance Committee on 23 June 2017 where it was resolved to recommend that Council approve the revised Rules for Financial Governance.

3. Conclusion

3.1 No significant or material changes to the Rules for Financial Governance other than those referred to above have taken place. Changes in relation to Director titles will come into force once the appointment for the Director of Communities and Well-Being commences.
4. Recommendations

4.1 Council is requested to approve the changes to the Rules for Financial Governance (Appendix 1).
Part 4 Rules of Procedure

4.3 Rules for Financial Governance
(the rules by which the Council seeks to maintain proper financial and internal control of its activities)

CONTENTS
1. Introduction
2. Banking Arrangements
3. Budget Preparation
4. Budget Monitoring
5. Statutory Officers
6. Disposal of Scrap and Assets
7. Financial Systems and Accounting Procedures
8. Fraud
9. Income
10. Insurance Arrangements
11. Internal Audit
12. Inventories
13. Land and Properties
14. Orders for Goods and Services
15. Payment of Accounts
16. Payments to Employees
17. Payment to Members
18. Petty Cash Accounts
19. Security
20. Stores
21. Treasury Management
22. Voluntary Funds
23. External Arrangements
24. Variation or Revocation
25. Virements, Supplementary Estimates and Slippage
26. Major Incidents and Emergencies

Appendix 1 Cheque signing arrangements, authorisation for electronic payments
Appendix 2 Inventory requirements
Appendix 3 Payment voucher certification
1. Introduction

1.1. This document provides a framework for the conduct of the contractual and financial business of the Council.

1.2. Its rules will be reviewed at least every 3 years by the Section 151 Officer in consultation with relevant officers.

1.3. Its provisions must be followed by:

(a) all members and officers of the Council;
(b) any third parties (e.g. contractors, consultants) used by Council for the delivery of services to the extent that they are relevant. The relevant Director must ensure that any such third party is aware of the obligations placed upon them, and subsequently abides by these obligations.

1.4. Whenever decisions are being made or specific requirements of these rules are being interpreted, the main principles under which they have been compiled should be considered. They are:

(a) the need to demonstrate clear public accountability and compliance with the seven principles of public life as defined by the Nolan Committee and any Council approved code of conduct for employees and code of conduct for members. This should ensure that the highest standards of personal and corporate integrity are maintained at all times;
(b) the requirement to achieve the Most Economically Advantageous position in the procurement of goods and services;
(c) the need to provide and maintain adequate internal and financial control over the Council’s affairs.

1.5. Reference to either the Strategic Leadership Team or Directors shall mean the Chief Executive, Director of Community Services and Well-Being, Director of Growth and Localism-Planning and Environment and Director of Growth and Business Development.

1.6. Where these rules refer to the Director, that term shall include the Chief Executive.

1.7. These rules should be followed consistently. Exemption from them should only be sought in exceptional circumstances.

1.8. Any exemption must be approved by the Cabinet after the relevant Director has consulted with the Internal Audit Consortium Manager, the Director of Business Development, the Section 151 Officer and the Monitoring Officer.

1.9. In the event of an issue requiring immediate action which would be in contravention of these rules, the Director should take whatever action is necessary, after consulting the Internal Audit Consortium Manager, the Director of Business Development, Section 151 Officer and the Monitoring Officer where possible, and report his/her action retrospectively to the next meeting of the Cabinet.

1.10. If in doubt about the requirements or interpretations of these rules, officers should seek advice from the Director of Business Development, the Section 151 Officer and the Monitoring Officer as necessary.

1.11. References in these rules to the Chief Executive or Director, either as a general term or by specific title, shall be deemed to include other individuals who have
been given written authority by the Chief Executive or Director to act on their behalf on specific matters.

1.12. If any officer has reason to believe there has been non-compliance with these rules, he/she must immediately notify the Director of Business Development, the Section 151 Officer and the Monitoring Officer as appropriate, who will consult with the Internal Audit Consortium Manager and then take action as necessary. If the officer believes non-compliance rests with the Director of Business Development, the Section 151 Officer and/or Monitoring Officer, he/she must immediately notify either the Director of Community Services Growth and Business Development, Internal Audit Consortium Manager or Chief Executive.

1.13. The Section 151 Officer, after consultation with the Director concerned, shall report to Cabinet, as may be thought necessary by him/her on any instance of non-compliance with the Rules for Financial Governance. Any subsequent action will be subject to the Councils Disciplinary Procedures.

1.14. These rules are subject to:

(a) any directives and procedures which have been adopted in the UK by reason of its membership of the European Community;

(b) any Government regulations.

In the event of conflict, such directives, procedures and regulations shall take precedence.

1.15. Where electronic mechanisms are currently used or could be used in the future, to replicate processes described in these rules (e.g. electronic tendering, use of credit cards, texting, SMS messaging), they shall be allowable subject to prior agreement from the Internal Audit Consortium Manager, the Director of Business Development, the Section 151 Officer and the Monitoring Officer.

1.16 The financial values referred to in these rules are deemed to be exclusive of VAT.

2 Banking Arrangements

2.1. The Section 151 Officer shall:

(a) make all arrangements with the Council’s bankers;

(b) operate such bank accounts as he/she considers necessary;

(c) order all cheques and make proper arrangements for their safe custody.

2.2. The Section 151 Officer may incur an overdraft at the Council’s bank not exceeding such figure as specified in the Council’s banking terms and conditions and in accordance with the authority given to him/her by the Cabinet.

2.3. Cheques shall be signed by the Director of Growth and Business Development, or the Section 151 Officer or any of two other members of Finance staff authorised by the Section 151 Officer. Current requirements are attached (Appendix 1 -Cheque signing arrangements and authorisation for electronic payments).

2.4. Payments made by electronic means shall be authorised in accordance with provisions made by the Section 151 Officer. Current requirements are attached.
3. Budget Preparation

3.1. The Section 151 Officer, in accordance with processes approved by the Cabinet, shall:
   (a) determine the form of capital and revenue budgets after consultation with the Chief Executive and Directors;
   (b) prepare estimates of income and expenditure on revenue and capital and present them to the Cabinet for subsequent approval by the Council.

3.2. The Section 151 Officer shall maintain as a minimum a three-year revenue (medium term financial plan) and capital forecast (affordable capital strategy) (to include all significant commitments in future years). It is the responsibility of the Strategic Leadership Team to ensure that budget estimates reflect agreed Business plans.

3.3. Directors will be required to confirm on an annual basis that he/she is able to provide services within the budget allocation provided.

3.4. The Section 151 Officer shall report to Cabinet on the level of financial resources proposed to be utilised in each financial year, advising on the robustness of reserves and the budget.

3.5. The Section 151 Officer shall consult with the Scrutiny Committee and any Council Panels as agreed by Cabinet.

3.6 The Section 151 Officer will advise Cabinet and/or full Council on prudent levels of reserves. The adequacy of the reserves will be reported to members as part of the budget preparation process. This will include advice on the levels of balances or reserves, in accordance with the Council’s overall financial position, the risks associated with holding reserves at certain levels, and their use. The Section 151 Officer will recommend appropriate action to remedy any concerns.

4 Budget Monitoring

4.1. Directors:
   (a) are responsible for controlling income and expenditure within the revenue and capital budgets approved by the Council;
   (b) shall consult the Section 151 Officer if any action they are contemplating is liable to substantially affect the Council’s finances or for which no revenue or capital budget exists;
(c) shall meet on a regular basis with a member of the Management Accounting team and sign off a summary (monthly) budget assurance statement for their directorate. Where the Directors have devolved budgetary responsibility to members of their team, then those Budget Managers shall also meet on a regular basis with a member of the Management Accounting team and sign off the budget assurance statements relevant to the areas they manage.

(d) shall provide sufficient information to enable the Section 151 Officer to produce monthly budget monitoring information to the Strategic Leadership Team;

(e) shall provide sufficient information to enable the Section 151 Officer to produce regular monitoring reports on revenue, capital and key corporate projects’ budgets for the Cabinet in conjunction with quarterly performance reporting arrangements to identify any actions Cabinet require to adjust resource allocations. Such reports will contain explanations for projected or actual variations which cannot be funded.

(f) Expenditure & Income for projects will be managed as part of the normal budgetary process and will therefore be reported on as part of the regular monitoring of revenue and capital to Cabinet as described in section (e) above.

(g) shall consult the Section 151 Officer as to whether approval should be sought for a supplementary estimate if he/she anticipates there will be a deviation from budget which cannot be accommodated within the approved virement arrangements;

(h) shall inform the Section 151 Officer if it appears that there will be a shortfall of income compared to that budgeted.

5. **Statutory Officers**

5.1. The Monitoring Officer together with the Section 151 Officer is responsible for advising Cabinet or full Council about whether a decision is likely to be considered contrary or not wholly in accordance with the existing Council policy and/or budget. Actions that may be ‘contrary to the policy and/or budget’ include:

(a) initiating a new policy
(b) committing expenditure in future years to above the budget level
(c) causing the total expenditure financed from Council Tax, grants and corporately held reserves to increase.

5.2. The Head of Resources shall, for the purposes of Section 151 of the Local Government Act 1972, be responsible under the general direction of the Cabinet for the proper administration of the Council’s financial affairs. This statutory responsibility cannot be overridden. The Accountancy Manager is the deputy Section 151 Officer and is authorised to act as the Section 151 Officer in the absence of the Head of Resources. If for any reason neither the Head of Resources nor the Accountancy Manager are available, the Senior Accountant will act as the Section 151 officer.
5.3. The Section 151 Officer is responsible for:
   (a) setting and monitoring compliance with financial management standards
   (b) advising on the corporate financial position and on the key financial controls necessary to secure sound financial management
   (c) providing financial information
   (d) preparing the revenue budget and capital programme
   (e) treasury management

5.4. Section 114 of the Local Government Finance Act 1988 requires the Section 151 Officer to report to the full Council, Cabinet and external auditor if the authority or one of its officers:
   (a) has made, or is about to make, a decision which involves incurring unlawful expenditure
   (b) has taken, or is about to take, an unlawful action which has resulted or would result in a loss or deficiency to the Authority
   (c) is about to make an unlawful entry in the Authority’s accounts.

   Section 114 of the 1988 Act also requires the Authority to provide the Section 151 Officer with sufficient staff, accommodation and other resources including legal advice where this is necessary to carry out the duties under Section 114.

5.5. The Section 151 Officer, in consultation with the Strategic Leadership Team, shall prepare from time to time Rules for Financial Governance for approval by the Council. These Rules for Financial Governance shall deal with the preparation of the data necessary for the Council to consider the annual budget, the administration of the Council’s finances and such other matters as may be considered expedient. It is the responsibility of Directors to ensure that their staff are aware of the Rules for Financial Governance and comply with them.

5.6. The financial affairs of the Council shall be conducted in accordance with these Rules for Financial Governance in accordance with:
   (a) the CIPFA Code for Treasury Management and the Treasury Policy Statement adopted by the Council;
   (b) the relevant CIPFA Codes of Practice;
   (c) the Accounts and Audit Regulations 2015 or as updated by DCLG;
   (d) any other operational guidelines approved by the Cabinet;
   (e) The Council’s Constitution;

5.7. Strategic Leadership Team has a responsibility to establish proper systems of internal control, financial or otherwise, in order to provide assurance to the Section 151 Officer that the financial affairs of the Council are being administered properly, in accordance with the Accounts and Audit Regulations. The Chief Executive is responsible for ensuring that Members of Cabinet are advised of the financial implications of all proposals, having been agreed with the Section 151 Officer.
5.8. Directors are required to manage the resources allocated to them in accordance with the Rules of Financial Governance. These Rules define the nature of the Directors’ roles and responsibilities, and should be read in conjunction with other agreed procedures e.g. Delegation Arrangements.

5.9. The Section 151 Officer will issue financial instructions for use by all staff, dealing with matters delegated to him/her. Directors will ensure that staff comply with them and with the Rules for Financial Governance.

6. Disposal of Scrap and Assets (excluding land and buildings and stores)

6.1. Scrap and assets which are surplus to requirements shall be disposed of in the following manner:

(a) estimated value of the total disposal less than £20,000
   ⇒ by whatever means the relevant Director shall decide consistent with the main principles of these rules;

(b) estimated value of the total disposal greater than £20,000
   ⇒ by tender sought by public advertisement, by public auction or such other means as the Section 151 Officer shall approve after consultation with the Internal Audit Consortium Manager.

6.2 Tenders for disposal of scrap or assets shall be returned in a sealed envelope so marked to the Monitoring Officer for safe keeping or by any other means as approved by the Section 151 Officer. At the appointed time they shall be opened by the Monitoring Officer in the presence of the relevant Director. The most economically advantageous bid shall be accepted, unless approved otherwise by Cabinet.

7 Financial Systems and Accounting Procedures

7.1. Unless agreed otherwise by the Section 151 Officer, the duties of officers shall be allocated to provide adequate segregation of duties and internal control, according to the following principles:

(a) officers calculating, providing information for, checking or recording amounts due to the Council shall only be responsible for collecting such amounts where there are appropriate management oversight controls (e.g. independent review) in place to ensure sufficient segregation of duties;

(b) officers calculating, providing information for, checking or recording amounts due from the Council shall not also be responsible for disbursing such amounts;

(c) officers examining and checking accounts of cash transactions shall not also be engaged in any of those transactions.

7.2. The Section 151 Officer shall:

(a) determine the financial and accounting systems of the Council;
(b) determine the form of accounts and supporting records for the Council in accordance with proper accounting procedures, codes of practice and professional guidance;
(c) be responsible for the production of annual accounts and financial management information, with support from Directors in meeting agreed timetables and making qualitative records available.

7.3. Any changes made to the existing financial systems or establishment of new systems must be approved by the Director of Business Development and/or the Section 151 Officer.

7.4 Directors operating any financial or related systems will provide a regular and timely reconciliation of financial transactions on a regular basis as specified by the Section 151 Officer.

8 Fraud and Money Laundering

8.1. All employees and members are expected to act in accordance with the Council’s strategy to help fight fraud and corruption.

8.2. They must report any concern or suspicion that something fraudulent or corrupt has happened (or is about to happen) to the Council’s Internal Audit Consortium Manager. Suspicions or concerns should be expressed in the manner outlined in the Council’s Whistleblowing Policy, and any investigations into the matter will be undertaken in line with the procedures outlined in the Counter Fraud and Corruption Strategy – Fraud Response Plan.

8.3 All employees and members are expected to report suspicions that where a transaction the Council has entered, or is due to be entered into, may be subject to money laundering. Such transactions should be reported to the Council’s Senior Fraud Investigations Officer (as the Money Laundering Officer).

9 Income

9.1. Directors shall:

(a) agree with the Cabinet which fees and charges the Cabinet will approve and which the Director will approve;

(b) review all fees and charges on an annual basis in accordance with the Council’s charging policy in consultation with the Section 151 Officer and the relevant Cabinet member, this to be undertaken annually;

(c) provide the Section 151 Officer with details of work done, goods supplied, services rendered or other amounts due to the Council to enable correct recording and prompt rendering of accounts to take place;

(d) consult with the Section 151 Officer prior to applying for any grants or other sources of income to ensure that the Council can support any future obligations arising.

(e) send to the Section 151 Officer (and where required, the Internal Audit Consortium Manager) for examination and certification any grant claims before they are submitted unless he/she agrees otherwise;

9.2. The Section 151 Officer will ensure the regular monitoring reports to Strategic Leadership Team and Cabinet include the levels of outstanding debt and recovery action taken in relation to trade debtors.
9.3. Staff using the Council’s main financial management system will only be able to do so if authorised by the Section 151 Officer, having regard to the level of training received in VAT and other accounting matters.

9.4. Unless otherwise agreed in writing, any documentation or equipment used to confirm receipt of money shall be approved by, ordered and supplied by the Section 151 Officer, who shall be satisfied regarding the arrangements for its control and safe custody.

9.5. Every sum received in cash on behalf of the Council shall be:
   (a) paid in its entirety and without delay direct to the Council’s bank account.
   (b) where requested, acknowledged immediately by the issue of an official receipt, licence, ticket or equivalent documentation;

9.6. If monies are paid direct to the Council’s bank account, the person should be encouraged to enter on the paying in slip a reference to identify the origin of the payment (e.g. receipt number or name of payee). For cheques the same identifying reference shall be entered on the reverse of the cheque.

9.7. Other than cash payments, receipts will not be issued for all other forms of payment received by the Council unless specifically requested by the customer.

9.8. Changes to income transactions (e.g. use of credit cards) must be agreed in advance with the Director of Growth and Business Development and/or the Section 151 Officer.

9.9. Personal cheques shall not be cashed out of official Council funds.

9.10. Every transfer of official funds from one person to another must be confirmed by the signature of the receiving person.

9.11. Write off of debts shall be approved by:
   - the Section 151 Officer if the individual debt does not exceed £25,000;
   - the Cabinet in all other cases.
   - the Section 151 Officer shall set write off limits for Directors below the £25,000 limit in accordance with procedures approved by him/her. Directors may in turn authorise limits for officers, up to the limit set for the respective Director, in consultation with the Section 151 officer.

9.12. Where works in default have been carried out and the cost cannot be recovered immediately, a charge will be put on the property concerned and annual compound interest will be charged up to 2.5% above base rate until repayment in full has been made. The interest charge can be waived in exceptional cases on the agreement of the Strategic Leadership Team and the Section 151 Officer.

9.13. Towards the end of each financial year the Section 151 Officer shall require Directors to inform him/her by a stated date of all significant items of outstanding income relating to that financial year.

10. Insurance Arrangements

10.1. The Section 151 officer shall
   (a) periodically review (at least annually) all insurances in consultation with Directors ;
(b) effect all insurance cover;
(c) negotiate all insurance claims on behalf of the Council;
(d) give advice regarding the level of insurance cover required by individuals or organisations working or wishing to work for the Council;
(e) monitor compliance with such advice.

10.2. Directors shall:
(a) promptly notify the Section 151 Officer of all new risks, properties, plant, equipment and vehicles which require to be insured and any other alterations affecting existing insurances;
(b) promptly notify the Section 151 Officer of any loss, damage or event likely to lead to an insurance claim and, where appropriate, inform the police;
(c) pass to the Section 151 Officer, without delay, any third party claims against the Council;
(d) consult the Monitoring Officer and the Section 151 Officer respecting the terms of any indemnity which the Council is requested to give.

10.3. Where insurance cover does not exist, the Section 151 Officer shall forward any claims to the Monitoring Officer for consideration.

10.4 Officers and members of the Council have a responsibility to manage risks effectively in accordance with the Council’s Risk Management Strategy. Officers will communicate actions surrounding risk management to Cabinet on a regular basis. The Section 151 Officer will determine in consultation with Strategic Leadership Team those risks which the Council will insure itself against.

11 Internal Audit

11.1. The Council shall maintain an adequate and effective internal audit function in accordance with the Accounts and Audit Regulations 2015, and shall comply in all significant aspects with the CIPFA Code of Practice 2003 for Internal Audit in Local Government. Day to day control of internal audit is the responsibility of the Internal Audit Consortium Manager. In discharging his/her responsibility the Internal Audit Consortium Manager shall regularly consult with the Head of Resources and the Director of Growth and Localism-Planning and Environment to assist them in fulfilling their roles of Section 151 Officer and Monitoring Officer.

11.2. The Internal Audit Consortium Manager shall carry out an annual audit needs assessment and produce appropriate strategic and annual plans. These will be reviewed by the Finance, Resources, Audit and Governance Committee before being approved by Cabinet.

11.3. The Internal Audit Consortium Manager shall produce an annual report and opinion, a summary of internal audit activity and the level of assurance it can give on the council’s systems of internal control to the Finance, Resources, Audit and Governance Committee. This will include oversight of the Annual Governance Statement.

11.4. The Finance, Resources, Audit and Governance Committee shall review the effectiveness of the system of internal audit on an annual basis in order to support the Annual Governance Statement.
11.5. Responsibility for developing and managing the Council’s overall assurance framework rests with the Section 151 Officer, who shall consolidate the work on risk, audit, internal control and governance.

11.6. Internal Audit’s primary roles are:

(a) to objectively examine, evaluate and report on the adequacy of the control environment within the Council;
(b) to assist managers in preventing and detecting fraud and abuse.

11.7. The Internal Audit Consortium Manager and any persons authorised by him/her shall have authority to:

(a) enter any Council premises or land;
(b) examine all records, documents and correspondence (in manual or electronic form) relating to any activities of the Council;
(c) require and receive explanations from any employee or other persons engaged by the Council concerning any matter under examination;
(d) require any employee or other persons engaged by the Council to produce on demand any cash, stores or other Council property under their control.

11.8. The Internal Audit Consortium Manager shall:

(a) have the right to report unedited in his/her own name to any person employed by or body constituted by the Council;
(b) have direct reporting access to Strategic Leadership Team, Chief Executive, Cabinet and full Council.

11.9. Internal Audit Consortium Manager shall be notified immediately by Strategic Leadership Team or Director concerned of any circumstances which might suggest the possibility of irregularities affecting cash, stores, income, expenditure or other property of the Council. This regulation shall in no way relieve any member of Strategic Leadership Team or Director from dealing with any legal and/or disciplinary action.

11.10 It is the responsibility of Directors to ensure that recommendations in audit reports are considered and responded to promptly, and to ensure that any agreed actions arising from audit recommendations are carried out in a timely and efficient manner.

12 Inventories

12.1. Directors shall:

(a) maintain inventories in accordance with the requirements of the Section 151 Officer (Appendix 2-Inventory requirements);
(b) ensure that all items on the inventory are checked at least annually;
(c) report any discrepancies without delay to the Section 151 Officer.

12.2. Unless specific written approval has been given otherwise by the relevant Director, Council property shall:

(a) not be used for non Council purposes;
(b) only be removed from Council premises in accordance with the ordinary course of the Council’s business. A formal record of removal and return shall be kept;
(c) be marked with the Council’s ownership.

13. Land and Properties
13.1. The Section 151 Officer shall maintain a record of all land and properties owned by the Council recording:
(a) the location;
(b) extent and plan reference;
(c) purchase details;
(d) purpose for which held;
(e) nature of interest;
(f) rents payable or receivable;

13.2. All title deeds to property owned by the Council shall be held securely in the custody of the Monitoring Officer

13.3. Acquisition and disposal of any land or property shall, following consultation and agreement with the Section 151 officer, and in all cases supported by a financial appraisal providing the budgetary implications and for acquisitions having examined the VAT implications around the option to tax, be approved as follows:
(a) Transactions including Assets and Disposals up to a value of £20,000 per annum per asset will be approved by the Property Development Project Manager (Big Sky Property Management Ltd), the Section 151 officer and/or the Director of Growth and Business Development.
(b) By the Strategic Leadership Team, subject to the recommendation of the Asset Management Group, if the estimated proceeds or costs are below £250,000;
(c) By Cabinet if the estimated proceeds or costs are greater than £250,000.
(d) In exceptional circumstances, an opportunity may arise which maybe time limited and the decision would have ordinarily been approved at Cabinet; however no Cabinet meeting is to be held within the timeframe. In such circumstances, the decision can be delegated to the Chief Executive in consultation with the Leader of the Council and the relevant portfolio holder. A retrospective report must be taken to the next Cabinet or Council meeting whichever is sooner.
(e) In cases c) and d) above a report must be submitted to the Council’s Strategic Leadership Team for approval.

13.4. All leases, whether as landlord or tenant, shall be dealt with as follows:
(a) In all cases approval shall only be given if supported by a financial appraisal from the Section 151 Officer giving the budgetary implications
(b) leases of up to and including 5 years and/or up to a value of £20,000 per annum to be negotiated and concluded by the Property Development Project Manager (Big Sky Property Management Ltd).
(c) leases which are over 5 years and up to and including 20 years and/or between £20,000 and £50,000 per annum to be approved by the Strategic Leadership Team.

(d) leases which are longer than 20 years and/or greater than £50,000 per annum to be approved by the Cabinet;

13.5 Approval of rent reviews shall be subject to the same limits as in paragraph 13.4 above.

14 Orders for Goods and Services

14.1. All official orders shall be:

(a) in an electronic format approved by the Section 151 Officer;

(b) signed only by those persons authorised by the Chief Executive or the Section 151 Officer in accordance with the financial limits set by the Chief Executive, Director of Business Development and the Section 151 Officer subject to a maximum limit of £100,000;

(c) countersigned by the Chief Executive, and either the Director of Growth and Business Development or the Section 151 Officer if in excess of £100,000.

14.2. A list of such persons authorised, showing the limitation of their individual authority in terms of value and areas of responsibility, shall be kept by the Director and the Section 151 Officer and updated promptly by him/her when changes occur.

14.3. Official orders shall be issued for all goods and services with the exception of:

(a) utility services;

(b) payments from petty cash accounts;

(c) periodic payments such as rents;

(d) services/goods paid for using the Council credit card;

(e) such other exceptions as the Director of Growth and Business Development shall agree in writing.

14.4. Official orders:

(a) Shall be issued through the Council’s financial management system, so that the use of suppliers and budgets are effectively controlled;

(b) Should the Council’s financial management system be unavailable then with the specific authority of the Section 151 Officer, orders can be placed, but must in all cases be confirmed through the financial management system as soon as it is available.

(c) only be issued if budget provision exists for the cost involved. If insufficient budget exists, refer to virement and supplementary estimate rules at para 25;

(d) Where these relate to contracts, all contracts and any variations to those contracts have been undertaken in line with the Council’s Contract Standing Orders

(e) identify completely and accurately the goods or services required;
(f) use existing corporate contract arrangements where suitable, unless there is an auditable reason not to, which has been agreed with the Section 151 officer; further details are contained within the Contract Standing Orders;

(g) refer to any relevant contract, quotation or agreement;

(h) show an estimated or actual cost.

14.5. Prior to raising orders on the Council’s financial management system:

(a) Check to ensure the Supplier already exists on the financial management system;

(b) If the purchase order is to be raised for a new supplier then the potential new supplier should be requested to complete the “New Supplier” form available on the Council’s intranet;

(c) An assessment of the potential new supplier should be carried out which is proportionate to the risks involved; this should include the financial standing, suitability & reliability; in line with the contract standing orders, a pre-qualification questionnaire may be required where large-scale spending is anticipated with the supplier. The new supplier must have been chosen as a result of the following Contract Standing Orders.

(d) A re-evaluation of existing Suppliers, in relation to the financial standing, suitability & reliability, should also be carried out on a periodic basis where either contracts are for large sums of money and/or the supplier provides goods or services which, if they ceased to be available, would place the Council’s services at risk.

14.6. Each order shall conform to any directions of the Council in respect of environmental standards, central purchasing and the standardisation of supplies and materials.

14.7. All invoices from Suppliers, with the exception of those listed in 14.3 above, shall be required to contain a relevant purchase order number in order to be paid. Invoices which do not contain the purchase order number will not be considered as an authorised supply and will therefore be returned unpaid to the Supplier. Where individual services persistently receive invoices from suppliers where a purchase order has not been raised, the relevant Director will be informed.

14.8. Ordering goods through the Council’s credit card must comply with internal procedures held by the Section 151 Officer. These mirror the procedures applied to the conventional ordering of goods as described above. The credit card must only be used where it is in the business interests (not administrative convenience of officers) of the Council to do so, and in all cases must not be used to circumvent the controls inherent within the purchase ordering system. Credit cards may be issued to the Chief Executive and Directors, who will ensure sufficient controls and segregation of duties being in place. Use of the card is appropriate for:

(a) One-off payments, where it is unlikely that the same supplier will be used again;

(b) Course, travel or hotel bookings where payment in advance is needed to secure places, tickets etc;

(c) Where the supplier concerned trades wholly or primarily over the Internet and card payment is the only practical option.

(d) Where the need for goods or services is urgent and card use would secure prompt delivery. But not for:
For travel expenses etc under £50 per occasion – these should be paid personally and re-imbursement claimed through salaries in the normal way.

Where current corporate contracts or other arrangements exist.

Where the supplier is set up as a supplier on Integra.

For minor items for which payment could conveniently be made personally and reimbursement claimed through Petty Cash.

15. Payment of Accounts

15.1. The responsibility for making payments (other than from petty cash accounts) rests with the Section 151 officer using whatever means he/she considers appropriate.

15.2. Unless the Section 151 Officer believes that further enquiries are necessary, payment shall be made promptly on receipt by him/her of properly certified invoices, other acceptable payment documents or properly authorised electronic data (Appendix 3 – Payment Voucher Certification).

15.3. Payment to suppliers will be made via BACS unless they have been paid by petty cash, the company credit card or Direct Debit.

15.4. Officers of the service which has issued the official order or which will incur the expenditure are responsible for certifying the amount to be paid in accordance with the Goods Receipting process or the payment voucher certification processes attached.

15.5. A list of persons who can certify invoices and other payment documents shall be supplied to the Section 151 officer by Directors and the Chief Executive. The list shall contain:

(a) the specimen signature of such persons; and
(b) the limitation of their individual authority in terms of value.

The relevant Director shall notify the Section 151 Officer when changes occur. All lists shall be reviewed and updated annually.

15.6. Directors can authorise individual invoice payments up to a value of £50,000. Payment vouchers in excess of this will require secondary certification by the Chief Executive or the Section 151 Officer.

15.7. Towards the end of each financial year the Section 151 Officer shall require Directors to inform him/her by a stated date of all significant items of outstanding expenditure relating to that financial year.

15.8. No amendments shall be made to VAT invoices. If such invoices are incorrect, they shall be returned to the relevant creditor for correction in accordance with the VAT regulations.

15.9. Amendments to any other payment documents must be made in ink, signed by the person making the alteration and endorsed with the reason.

15.10. Ex gratia payments to persons other than employees shall be approved by:

a. the relevant Director if less than £5,000 in total, provided the Director of Growth and Business Development, the Section 151 Officer and the Monitoring Officer are in agreement;
b. the Chief Executive in all other cases.
16. Payments to Employees

16.1. Appointment of all employees shall be in accordance with the regulations of the Council and the approved establishment, grades and rates of pay. All recruitment to vacant posts, or changes to the existing establishment, must be agreed by Strategic Leadership Team. A recruitment assessment form must be completed by the service, which is then approved by the Section 151 Officer and Director, prior to presentation to Strategic Leadership Team; the form should then be certified by the Chief Executive.

16.2. Each Director shall consult the Head of Resources on terms and conditions affecting employees.

16.3. The responsibility for making payments by way of salaries, wages and other emoluments to all employees and former employees rests with the Head of Resources.

16.4. The Head of Resources shall be notified by the Directors without delay of all matters affecting such payments. Notification shall include:
   (a) appointments, resignations, dismissals, suspensions, transfers and secondments;
   (b) sickness and any other absence other than annual or flex leave;
   (c) changes in remuneration other than normal increments, pay awards and other matters of general application;
   (d) information necessary to maintain records of service for superannuation, income tax, national insurance and any other required purpose.

16.5. All time records and other pay documents shall be in a form prescribed by the Section 151 Officer and be certified by Directors. They shall be submitted within three months of occurrence to the Head of Resources to enable payment to be made on the due date.

16.6. A list of persons who can certify time records and pay documents shall be supplied to the Head of Resources by Directors and Chief Executive. The list shall contain:
   (a) the specimen signature of such persons; and
   (b) the limitation of their individual authority in terms of value.

   The relevant Director and Chief Executive shall promptly notify the Head of Resources when changes occur. All lists shall be reviewed and updated annually.

16.7. Payment of honoraria to employees and ex gratia payments, following consultation with the Head of Resources shall be approved by:
   (a) the relevant Director if less than £5,000 in total;
   (b) the Chief Executive if greater than £5,000 in total.

16.8. Persons certifying claims for travel and subsistence shall be satisfied that:
   (a) allowances and other expenses are necessarily incurred;
   (b) they are in accordance with the Council’s approved scheme;
   (c) they are properly payable by the Council;
(d) they are supported, where appropriate, by VAT receipts;
(e) the claim is arithmetically correct.
(f) The claim relates to a recent period (not greater than three months ago)

17. Payments to Members
17.1. The Monitoring Officer shall certify entitlement to allowances and other expenses claimed by members. In so doing he/she should be satisfied that:
(a) allowances and other expenses are necessarily incurred;
(b) they are in accordance with the Council’s approved scheme;
(c) they are properly payable by the Council;
(d) they are supported, where appropriate, by VAT receipts;
(e) the claim is arithmetically correct;
(f) The claim relates to a recent period (not greater than three months ago).

17.2 All payments shall be made by the Payroll Manager upon receipt of the duly completed forms.

18 Petty Cash Accounts
18.1. The Section 151 Officer shall provide such petty cash accounts as he/she considers necessary for paying minor items of expenditure. They shall be operated in accordance with his/her directions. The maximum individual amount which shall be payable from such accounts will be £50 unless otherwise agreed by the Section 151 Officer.

18.2. Income received on behalf of the Council shall not be paid into any petty cash account but accounted for separately as provided elsewhere in these rules.

18.3. Officers responsible for petty cash accounts shall provide a certificate to the Section 151 Officer regarding the state of the account whenever he/she requires.

18.4. On ceasing to be entitled to hold a petty cash account, an officer shall account to the Section 151 Officer for the amount for which he/she was responsible.

18.5 The need for the continued existence of petty cash accounts shall be reviewed annually by the Section 151 Officer.

19 Security
19.1. Each Director shall:
(a) maintain adequate security for all buildings, stores, furniture, equipment, cash and anything else of value for which he/she is responsible;
(b) consult the Section 151 Officer if he/she thinks security is defective or circumstances arise where special security arrangements may be needed;
(c) agree with the Section 151 Officer maximum limits for amounts of cash to be held in person or on Council premises, which shall not be exceeded without the permission of the Section 151 Officer;
(d) ensure compliance with any statutory requirements in respect of data protection.
19.2. Keys to safes and other secure containers will be issued and monitored by the Section 151 Officer to named individuals who shall sign to confirm receipt. Such keys shall be kept on the person and any loss must be reported to their Director immediately. Security and privacy of information held in the central computer installation and on networked or stand alone PC’s shall be maintained in accordance with instructions issued by the Section 151 Officer.

19 Stores

20.1. All records relating to stores shall be kept in a form approved by the Section 151 Officer.

20.2. Directors shall:
   (a) arrange for stock checks to be carried out at least annually by persons independent of those responsible for day to day operations of the stores;
   (b) ensure that stock holdings are not in excess of reasonable requirements;
   (c) review slow moving and obsolete items at least annually;
   (d) approve any stock write off.

19.3 Where stores are no longer required arrangements for disposal shall be agreed by the relevant Director and the Section 151 Officer.

20 Treasury Management

20.1. The Section 151 Officer will maintain an effective treasury management function, complying with the strategy and policy approved by Cabinet:
   (a) The Council will put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of the treasury management activities.
   (b) The Council’s policies and practices make clear that the effective management of risk, having regard to return, is a prime objective of the treasury management activities.
   (c) The pursuit of best value in treasury management, and the use of suitable performance measures, is valid and important tools for responsible organisations to employ in support of their business objectives; and that within the context of effective risk management, their treasury management policies and practices should reflect this.
   (d) The Council adopts the Treasury Management Policy and Practices.
   (e) To facilitate effective Treasury Management, this Council will create and maintain a treasury management policy statement, stating the policies and objectives of its treasury management activities, and suitable treasury management practices (TMPs) detailing how the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
   (f) Full Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, and an annual report after its close.
(g) The Council delegates responsibility for the monitoring of its treasury management policies and practices to Cabinet and for the execution and administration of treasury management decisions to the Section 151 Officer who will act in accordance with the Council’s policy statement and TMPs and if a CIPFA member, CIPFA’s Standard of Professional Practice on Treasury Management. The Section 151 Officer will maintain this function in accordance with CIPFA Codes of Practice.

20.2. The Section 151 Officer will advise the Cabinet on a range of Prudential Indicators in accordance with the Prudential Framework. This information must incorporate:

(a) Capital Strategy - including 3 year forecast
(b) Revenue budget forecasts
(c) Asset Management Plans

20.3. Full Council will determine future prudential indicators having regard to affordability, capital strategy and the advice of the Section 151 Officer.

20.4. All investments of money under Council control shall be made by the Section 151 Officer, in the name of the Council or in the name of nominees approved by the Council. Bearer securities shall be exempt from this regulation but any purchase of such securities shall be reported to the Council.

20.5. All borrowings, including operating leases or other financial instruments, shall be effected by the Section 151 Officer in the name of the Council.

20.6. The Section 151 Officer shall be the Council’s registrar of bonds and mortgages and shall maintain records of all borrowings of money by the Council.

20.7. The Section 151 Officer shall inform and advise the Cabinet upon the need and methods for the financing of all capital expenditure. He/She shall be responsible for the raising of all loans and repayments of loans in accordance with policy and arrangements approved by the Council through Cabinet.

20.8. All trust funds shall wherever possible be in the name of the Council.

20.9. Officers acting as trustees by virtue of their official position shall deposit any securities relating to the trust with the Monitoring Officer unless the trust deed provides otherwise.

20.10 Any officer who, in the course of their official duties, has in their care assets or income which are not owned by the Council has a duty of care to the owner to ensure that such assets or income are treated with the same propriety as if they belonged to the Council.

21 Voluntary Funds

21.1. All voluntary funds operated by employees in connection with the work of the Council must be notified to the Section 151 Officer and be operated in accordance with his/her written instructions.

21.2. Such funds may be subject to review by internal audit as if they were official funds of the Council.
22. External Arrangements

22.1. The Cabinet is responsible for approving delegations, including frameworks for partnerships. The Head of Paid Service (Chief Executive) or officer nominated by him/her represents the Authority on partnership and external bodies. The Monitoring Officer is responsible for promoting and maintaining the same high standards of conduct with regard to governance and financial administration in partnerships that apply throughout the Authority.

22.2. The Section 151 Officer must ensure that the accounting arrangements to be adopted relating to partnerships and joint ventures are satisfactory. He or she must also consider the overall corporate governance arrangements and legal issues when arranging contracts with external bodies. He or she must ensure that the risks have been fully appraised before agreements are entered into with external bodies.

22.3. Directors are responsible for ensuring that appropriate approvals are obtained before any negotiations are concluded in relation to work with external bodies.

22.4. Bodies who receive grant funding from the Council should ensure they have appropriate records in place to support how that funding will, or has been spent. All applications for funding will be treated in a fair and consistent manner and processes will be in place to scrutinise applications to ensure that they have been appropriately and accurately completed, are in line with corporate objectives and are likely to deliver the benefits identified. There will be robust processes in place to ensure that grant funding awarded has been used in the manner agreed as outlined in the conditions attached to the grant.

23. Variation Or Revocation

23.1. Any motion to add to, vary or revoke these Rules for Financial Governance shall be adjourned to the next ordinary meeting of the Council (unless Cabinet recommends an addition or variation to the Council).

24. Virements, Supplementary Estimates and Slippage

24.1. Budget items that are considered to be controllable (as defined by the Section 151 Officer) may be vired between cost centres, at CIPFA subjective classification levels.

24.2. The relevant Budget Manager or Accountancy Manager, or Section 151 Officer (or Deputies) can authorise virements between codes for amounts up to £5,000. If virements are between Directorates the Directors are required to authorise the virement.

24.3. The relevant Director, (Directors if virements are across Directorates) or in their absence the Section 151 Officer (or Deputies) can authorise virements between codes up to an annual limit of £100,000 per individual code.

24.4. Any virement which would mean an individual code has had more than £100,000 vired from/to it in the financial year will need to be approved by the Strategic Leadership Team.

24.5. Individual revenue or capital virements exceeding £100,000 will also require the approval of Cabinet.
24.6. Individual virements on revenue or capital schemes exceeding £250,000 will require the approval of Cabinet and Council.

24.7. It is for the Director to ensure that virements comply with the Council’s stated service policies, and specifically expenditure from virement will not be permitted where Cabinet and/or Council have previously decided that such expenditure should not be incurred. Virements must also not incur recurring expenditure.

24.8. Virement will not be allowed in respect of previous budget slippage, nor from supplementary estimates.

24.9. Where no budgetary provision exists and the scope for virement appears limited, then supplementary estimates will be sought from Strategic Leadership Team or Cabinet, subject to a maximum limit of £50,000 and £100,000 per annum respectively. Any supplementary estimates, which would exceed this overall limit, can only be approved by Council.

24.10. Should there be an underspend at the end of a financial year in both the overall Council budget and the relevant service budget, Directors may request slippage. This relates to commitments entered into as at 31 March for which there is no adequate provision in the subsequent year’s revenue or capital budget.

24.11. Slippage requests will be approved by Strategic Leadership Team and Cabinet. Slippage sought for the same item for a subsequent year will only be permissible with the approval of Strategic Leadership Team, Cabinet and full Council.

25. **Major Incidents and Emergencies**

25.1. The following framework is established to deal with a major incident or emergency, as defined in the council’s Major Incidents and Emergency Plan.

25.2. The Chief Executive (or a Director nominated to act as Acting Chief Executive in her/his absence) is authorised to incur expenditure of up to £100,000 without prior member involvement, but a report must be submitted to the Leader of the Council as soon as possible.

25.3. Directors are to obtain the Chief Executive’s prior approval for any item of expenditure in excess of £10,000 but they may incur expenditure below this level with follow up notification to the Chief Executive at the earliest opportunity.

25.4. The Chief Executive will advise the Section 151 Officer when authorisation to incur expenditure has been given.

25.5. An Emergency Committee, comprising five elected members as indicated in Part 13.2 of this Constitution be authorised to sanction expenditure in excess of £100,000 subject to a maximum limit of £500,000. However, where expenditure is expected to exceed £500,000, a special meeting of Council must be called to consider the matter.

25.6. A report on the cost to the Council of any major peacetime emergency, with an indication of how much could be recoverable through insurance, Government grant and other sources, is to be made to the next available meeting of Cabinet which will give consideration to the approval of a supplementary estimate; the net cost being found from balances.
CHEQUE SIGNING ARRANGEMENTS AND AUTHORISATION FOR ELECTRONIC PAYMENTS

1. Cheque signing

1.1. Cheques shall bear the facsimile signature of the Section 151 Officer or the Director of Growth and Business Development and be countersigned if required by, either of the two above if they are not the facsimile signatory or any of two other members of Finance staff authorised by the Section 151 Officer.

1.2. Signatories must not sign cheques which are supported by payment vouchers which they themselves have certified for payment.

1.3. Cheques raised manually shall be signed by:

- one authorised signatory if the value of the cheque is less than £50,000;
- two authorised signatories if the value of the cheque is greater than £50,000.

1.4. Cheques produced by the normal computer runs shall be manually signed by:

- one authorised signatory if the value of the cheque is between £20,000 and £50,000;
- two authorised signatories if the value of the cheque is greater than £50,000.

2. Authorisation for electronic payments

2.1 Designated individuals are authorised to set up payees on the system and set up sums to be paid. The computer system does not permit the same individual to do both. Release of funds is only possible when the transactions have been authorised by one of the cheque signatories listed above using password control. After authorisation, funds are released using an electronic device held by a nominated individual.

2.2 The computer system will not permit release of funds by a cheque signatory who has set up that same payee.
INVENTORY REQUIREMENTS

1. Items to be included/not included In Inventories

The inventory is used to record low, and middle value assets of the Council which have a "fixed" element to them, i.e. they will last, and be used for, more than 1 year. Items of ongoing, disposable stock, which is replaced on a frequent basis and not used for more than a year should be contained within the service stock records, and is not considered inventory for this purpose.

1.1 Personal computers/related hardware/software

All personal computers and related hardware and software acquired via the IT section will be entered in an inventory maintained by that section. Other Directors need make no provision for inclusion of such items in their inventories.

1.2 Office furniture

No office furniture is to be included in inventories.

1.3 Other equipment

Equipment which falls outside the definitions given above must be included in inventories if the replacement value is estimated to be more than £1,000. Equipment whose replacement value is estimated to be less than £1,000 but which is considered to be "portable and attractive" may be included at the discretion of the Director. This also includes equipment which is located outside of South Norfolk House.

2. Format of the Inventory

2.1 The inventory should be kept in a format which records:

(a) the description of the item together with the serial number or similar identifier where available;

(b) the location of the item;

(c) the date of acquisition (where known);

(d) the estimated replacement value;

(e) the date the existence of the item was last confirmed;

(f) the date and method of disposal (where items have been disposed of).
Appendix 3

PAYMENT VOUCHER CERTIFICATION

1.1 Before certifying a payment voucher the certifying officer must be satisfied that:

(a) the payment is one which the Council is empowered to make;
(b) the account is the liability of the Council;
(c) the goods have been received, examined and approved as to quality and quantity, or the service rendered or work done has been performed satisfactorily;
(d) the prices are in accordance with quotations, contract or current market rates or otherwise reasonable;
(e) the account is arithmetically correct;
(f) the account has not previously been certified for payment;
(g) there is provision in the budget for the expenditure;
(h) the coding is correct;
(i) the account is charged to the correct financial year;
(j) particulars of the payments have been endorsed on the copy of the order;
(k) if necessary, entries have been made in stores records or inventories.

1.2 The payment voucher should normally contain 3 signatures (not initials):

(a) one to confirm the goods/services have been received (unless no tangible goods or services are involved);
(b) one to confirm the account has been checked;
(c) one to certify payment.

As a minimum, 2 of these signatures must be those of different officers.

1.3 If the payment is not for tangible goods or services no signature to confirm receipt is required.
Council
10 July 2017
Agenda Item 9

Monitoring Officer Report

Report of the Monitoring Officer
Cabinet Member: John Fuller, Leader of the Council

CONTACT
Tim Horspole, 01508 533806 thorspole@s-norfolk.gov.uk
1. Introduction

1.1 This report seeks approval to make minor amendments to the Council’s Scheme of Delegation and wider Constitution.

2. Amendments to the Constitution

Scheme of Delegation

2.1 At the meeting of Full Council on 15 May 2017, members considered a report which outlined the findings of the Peer Review, which, as a result also detailed implications on the officer structure in the form of changes to the Council’s Directorates and the appointment of a new Director to oversee the new Communities and Well-Being Directorate. Full Council agreed to these changes, which will take effect from 10 July 2017. In light of this, the Scheme of Delegation has been amended to take account of the changes and is attached at appendix 1, which includes interim arrangements until the new Director is appointed. Once this appointment is made, it is proposed to delegate the following services to the Director of Communities and Well-Being:

- Benefits
- Burials
- Housing standards and advice
- Independent living
- Early intervention
- Public health promotion
- Leisure Centres and Sport Development

Terms of Reference

2.2 Minor and non-consequential changes to the Constitution may be made by the Monitoring Officer, following agreement from the Leader of the Council, Leader of the main opposition group and the Chairman of the Scrutiny Committee, and are subsequently reported to Full Council. Since the last meeting of Council, it was agreed that the Terms of Reference of the Finance, Regulation, Audit and Governance (FRAG) Committee be amended to remove the requirement that no more than two Councillors on the
Committee are a member of the Scrutiny Committee. This requirement also relates to the Policy Committees to ensure that a limited number of members who may scrutinise a Policy have not been involved in its formation. As the FRAG Committee rarely forms Policy, this requirement was deemed no longer necessary and its removal allows more flexibility of the membership of the FRAG Committee.

3. **Appointments and Portfolios**

3.1 The position of Chairman of the Scrutiny Committee is currently vacant and requires Council to make this appointment. It is proposed that Councillor Minshull is appointed the Chairman of Scrutiny Committee for the 2017/18 municipal year.

3.2 The Leader has notified me that he has altered the composition of a number of the Portfolios as follows:

3.2.1 the Stronger Communities Portfolio, now includes:

- Broadband for the Community (formerly in the Leader and External Affairs Portfolio)
- Service Improvement and Efficiency (formerly in the Finance and Resources Portfolio)
- Information Technology, ICT Strategy and Telephony (formerly in the Finance and Resources Portfolio)

3.2.2 The Finance and Resources Portfolio now includes:

- Revenue – Council Tax and Business Rates (formerly in the Housing, Wellbeing, Leisure and Early Intervention Portfolio)

4. **Recommendations**

Council is requested to:

4.1 Agree the changes to the Scheme of Delegation as set out in paragraph 2.1 of this report and detailed in appendix 1;

4.2 Note that changes to the FRAG Terms of Reference;
4.3 Approve the appointment of Councillor Minshull as Chairman of the Scrutiny Committee for this municipal year.

4.4 Note the alteration to the composition of the two Portfolios as set out in paragraph 3.2.1 and 3.2.2.
Services to be delegated to the Director of Communities and Well-Being on their commencement in post, once appointed, are indicated below in brackets.

3. CABINET MEMBERS/PORTFOLIO OF RESPONSIBILITY AND THE RESPONSIBILITIES OF SENIOR OFFICERS

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Officer</th>
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<tr>
<td>Communications</td>
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<td>Economic Development, including:</td>
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<td>➢ Regeneration</td>
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<td>➢ New Homes Bonus</td>
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<td>Elections and Electoral Registration</td>
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### 3.2 Stronger Communities

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| Community Capacity and Engagement including:  
  ➢ Community Volunteering  
  ➢ Community Engagement  
  ➢ Community Grants and Funding  
  ➢ Community Transport | Chief Executive (Director of Communities and Well-Being upon commencement of post) | Housing, Wellbeing, Leisure and Early Intervention |
| Broadband for the Community | Director of Growth and Business Development | Growth, Infrastructure and Environment |
| Service Improvement & Efficiency  
  ➢ Organisational Development  
  ➢ Business Development  
  ➢ Business Improvement  
  ➢ Performance Improvement  
  ➢ Customer Insight | Chief Executive | Cross-cutting CPC |
| Information Technology, ICT Strategy and Telephony | Director of Growth and Business Development | Finance, Resources, Audit and Governance |
### 3.3 Environment and Recycling Portfolio

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<td>➢ Environmental Awareness and Efficiency</td>
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<td>➢ Environmental Licensing</td>
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<td>➢ Pest Control</td>
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<td>➢ Dog Control</td>
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<td>➢ Disease Control</td>
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<td>➢ Neglected Sites</td>
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<td>➢ Pollution</td>
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<td>➢ Commons</td>
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<td>➢ Parish Land Management</td>
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<td>Street Scene, including</td>
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<td>➢ Clean Neighbourhoods</td>
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### 3.4 Regulation and Public Safety

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<td>➢ Building Control – Client Functions</td>
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<td>➢ Planning Enforcement</td>
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<td>➢ Street Naming &amp; Numbering / GIS</td>
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### 3.5 Housing, Wellbeing, Leisure and Early Intervention Portfolio

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<th>Activity</th>
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<tr>
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<td>Gypsies and Travellers</td>
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<td>➢ Homelessness and Homelessness Prevention</td>
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<td>➢ Leased Properties and Hostels</td>
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<td>Independent Living including</td>
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<td>Care and Repair</td>
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### 3.6 Finance and Resources Portfolio

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<td>Risk Management</td>
<td>Director of Planning and Environment</td>
<td>Finance, Resources, Audit and Governance</td>
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<td>Customer Services</td>
<td>Chief Executive</td>
<td>Cross-cutting CPC</td>
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<td>Information Rights including:</td>
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<td>Finance, Resources, Audit and Governance</td>
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<td>➢ Freedom of Information</td>
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<td>Democratic Services including:</td>
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<td>Finance, Resources, Audit and Governance</td>
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<td>➢ Committee Services</td>
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- Member Support
- Scrutiny

Revenues including
- Council Tax Collection
- National Non Domestic Rates
- Rate Relief Schemes

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<th>Director of Growth and Business Development</th>
<th>Finance, Resources, Audit and Governance</th>
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Investors in People (IiP)

Report of the Chief Executive
Cabinet Member: Cllr John Fuller, Leader of the Council

CONTACT
Sandra Dinneen 01508 533601
sdinneen@s-norfolk.gov.uk
1. Introduction

1.1 Investors in People (IiP) is a standard for people management, offering accreditation to organisations that adhere to the Investors in People Standard. The Standard is assessed by rigorous methodology and against a performance framework which sets out 27 scales for comparison. Alongside this, an organisation receives a Standard report which is used for continuous improvement and identifying gaps and opportunities for focus.

1.2 The IiP accreditation indicates a level of achievement which can be one of the following awards: Accredited, Silver, Gold or Platinum.

1.3 The Council was assessed for accreditation by Investors in People (IiP) in March 2017.

1.4 At the end of the assessment, a final report is produced by IiP and South Norfolk Council (SNC) were accredited with the Platinum standard, one of the top 0.05% of organisations in the UK to have achieved the award.

1.5 The final report has highlighted some exceptional work and standards being set by SNC, whilst also recognising the organisations commitment and ability of being geared towards the current and future agenda with our strong focus on collaboration, fiscal independence and commercialisation.

1.6 This report has been brought to Council to provide an overview of the IiP report, the key findings and our proposed Council response to the assessor’s recommendations.

2. Background

2.1 SNC was initially accredited with a Gold Standard in 2013. In 2016, SNC were keen to be assessed against IiP’s new Standard (below) however, due to delays in the national launch, it was agreed for SNC to undertake a Strategic Assessment instead, in order to retain the Gold Standard. As part of SNC’s continuous improvement culture ethos, it was agreed that in 2017, SNC would be assessed against the new framework.
2.2 In 2015, IiP launched their new framework – the ‘Sixth Generation Standard’ which was designed alongside leading academics, practitioners and industry experts.

2.3 Alongside this framework, IiP introduced the new award of ‘Platinum’ which is the highest Standard an organisation can achieve.

2.4 To become accredited, organisations must complete each of the four steps outlined below:

1. **Discovery** – Self-diagnostic test where organisations determine their current performance levels (completed by SNC in February 2017)

2. **Online Assessment** – Completion of the IiP40 questionnaire by staff and assessment against IiP Standard (completed by SNC in January 2017)

3. **Employee interviews and observation** (completed by SNC in March 2017)

4. **Accreditation report and feedback** (received in May 2017)

2.5 The IiP Standard sets out indictors which organisations are assessed against and there are three themes with nine indicators as outlined below.

**Theme 1 – Leading**
- Leading and Inspiring
- Living the organisation’s values
- Empowering and involving people

**Theme 2 – Supporting**
- Managing performance
- Recognising and rewarding high performance
- Structuring work

**Theme 3 – Improving**
- Building capacity
• Delivering continuous improvement
• Creating sustainable success

2.6 Alongside this, the IiP Framework provides 27 different scales of comparison which can be used to provide benchmarking data year on year and comparisons of performance.

2.7 Organisations are assessed against each of the below stages:

1. **Developed** – Principles and practices are in place, communicated and understood.
2. **Established** – Employees are actively engaging in ensuring principles and practices are applied consistently.
3. **Advanced** – Employees drive positive outcomes, taking ownership of principles and practices and applying their knowledge to solve new problems.
4. **High Performing** – principles and practices are fully integrated and employees take responsibility for delivering consistently positive results with an eye for improvement

2.8 To achieve Platinum, all nine indicators must be evidenced at Developed, Established and Advanced with at least seven out of nine indicators at High Performing. Before being accredited, the initial results are passed through a judicatory panel which critically reviews the assessors findings, then the organisation can receive the award.

3. The IiP Report – The Findings

3.1 The Executive Summary from the Investors in People report can be found in Appendix A.

3.2 The online assessment was administered to 486 members of staff with 377 responses; a 78% response rate. The assessment also included individual and group interviews with 43 members of staff and observations across several teams.

3.3 Overall, SNC met 24 of the 27 themes at High Performing. These are the themes which SNC are benchmarked against. The assessment also assesses the council again 9 indicators; of these, SNC met 7 of these at High Performing, the other 2
(recognising and rewarding performance and empowering and involving people) were rated at Advanced. The image below provides a graphical view of the indicator assessment outcome.

3.4 The report highlights a number of recommendations for SNC to either maintain High Performing or move from Advanced to High Performing.
3.5 Findings have identified significant number of strengths and successes, which have been described as ‘exceptional results’ by liP assessors. The key strengths are outlined below:

- The organisation is geared towards the current and future agenda with increased collaboration, fiscal independence and commercialisation with clear examples of driving growth and increasing prosperity and opportunity for communities.
- SNC has become highly experienced in and resilient to change and many people are proactively involved in determining and introducing change.
- Interviews demonstrated a strong trust in leadership and their approachability which is not only taken for granted but constantly reinforced by the Chief Executive, Elected Members and other leaders who are ‘hands on’ in enabling and encouraging people within the context of the values and ambitions of SNC.
- People across the organisation vocalised a view that SNC is a great place to work.
- People who work for SNC care about the future and are keen to gear approaches in the best way for the future existence of SNC and the important task of shaping the future for the community and presenting the best opportunities for the area to thrive.
- Employees are motivated and driven to make a real difference.
- Performance management processes were focused and structured with clear definition of responsibilities and purpose.

3.6 The report outlines the high-level findings from the staff online questionnaire and highlights a number of positive results. For example:

- 97% responded positively to ‘A positive relationship with the community is key to my organisation’s continued success’
- 95% responded positively to ‘My day to day behaviours reflects the organisations values’
- 94% responded positively to ‘I am encouraged to achieve high performance’
- 90% responded positively to ‘my organisation has a plan for the future to ensure our continued success’
- 90% responded positively to ‘My organisation’s values guide the way we operate and make decisions’
- 89% responded positively to ‘I am encouraged to take initiative in my role’
3.7 In addition to these results, interviews with staff from across the organisation showcased some brilliant work SNC are doing, as highlighted by some of the staff quotes below:

“The relationship the middle managers have with the Elected Members helps, it is a partnership, and we are working towards the same aims.”
“I think the leaders really appreciate what we do and it makes a difference. The members work closely with us and they too notice our commitment and support us in many ways.”
“The performance reviews are a good tool; it is all based on good management and robust communication”
“I trust the managers to be focused on customer delivery and we can see this in figures, they are proactive.”
“I’m not a manager but I know I have the potential to lead things and that this is welcomed here.”
“It is how it is, how we behave, how we treat each other and how we go about our business, it is visible in everyone’s approach and there is a pride and shared appreciation in being so”

3.8 The assessor identified several recommendations for SNC to focus on to maintain our high performing result. The report does highlight that there are no major issues and most the recommendations focus on continuing with our current approaches. The recommendations have been summarised alongside the Council’s response in Appendix B. It has been identified where a recommendation is similar to a recommendation made in the recent Peer Review. The recommendations will be pulled into a wider organisational development action plan.

4. Next steps

4.1 The recommendations in Appendix B will be included within the wider organisational development plan (which will also include the peer review actions) and implemented, working in conjunction with the responsible officers.

4.2 In accordance with LiP process, a follow up visit will take place on 24 March 2018, with a 24-month review also taking place on 24 March 2019. The accreditation is due to expire on 23 March 2020.
5. Recommendation

5.1 Note the findings in the IiP report in Appendix A and the recommendations in Appendix B.
Executive Summary

SNC was assessed for accreditation against the Investors in People Standard in March 2017. The assessment involved an initial context analysis and production of an assessment plan. Following this the IIP40 online assessment was administered to 486 members of staff, with 377 responses. In addition, individual and group interviews were carried out with 43 people from across the organisation, observation of an Early Help Hub meeting, visits to a Leisure facility and the Depot and a thorough review of support documentation. As a result, I am delighted to accredit SNC with the IIP Platinum award.

SNC is an organisation that has worked consistently and cohesively over the last eight years to engender a major culture transformation by empowering staff and giving them the confidence to grow and exceed performance in approaches and outcomes. The Moving Forward Together Strategy (MFT) is SNC’s organisation-wide continuous improvement programme, which promotes the way the Council’s vision and priorities will be successfully delivered. This features a commitment to provide a high-quality customer focused service requiring business like attitudes, constantly self-challenging and developing new and innovative approaches.

It was apparent from the assessment that employees are motivated and driven to make a real difference. The organisation is geared towards the current and future agenda with increased collaboration, fiscal independence and commercialisation with clear examples of driving growth and increasing prosperity and opportunity for communities.

Change has been engendered through clear definition from leaders of the ambitions at an early stage with connected themes and strategies demonstrating transparency and progression. Leaders have role-modelled behaviours in their interactions, actively seeking involvement and empowering people to take on additional responsibility with clear and well considered measures. This has engendered high levels of trust and pride in achievements and raised people’s aspirations, which in their fulfilment, has impacted positively on the Council’s ability to succeed.

Of the 27 themes in the Standard SNC met 24 at High Performing. Indictor 3 – Participating and collaborating and Making Decisions are met at Advanced. Continued development to ensure activity and management is conducive to encouraging and enabling empowerment and involvement will help move to High Performing. Indictor 5 – Designing an approach to recognition and reward is met at Advanced. This also relies on involvement and confidence in taking part and being involved where there were only a few examples where this appears to be not yet fully embraced in practice.

The alignment results show some variance in results from the online assessment. Chief Executives team results are higher for all nine indicators and results show a theme for three teams, Customer Service, Policy, Marketing, Support and Property, Facilities & Democratic Services with overall lower scorings. At the time of the assessment Customer Service was in the preliminary stages of a significant change in structure and the interviews revealed some uncertainty. This may account for lower scorings. Feedback from each of these teams was positive but there was more limited sense of involvement and empowerment, which may impact on the scorings. Whilst these teams do have the opportunity for input, this does not appear to be as well utilised as in other teams. Further focus on the way these teams are encouraged to develop their confidence in taking part in discussions and challenging status quo with confidence, may help.
The Council has performed exceptionally well with the online assessment results being fairly conservative compared to the desktop review and on-site assessment. This comes from high levels of humility throughout the organisation. There is a tangible level of confidence but no complacency; this means there is a culture of constantly seeking ways to improve, without a hint of defensiveness or arrogance.

Significant work has been undertaken since the Chief Executive joined SNC approximately eight years ago. Progress to date and plans for the future demonstrate awareness and understanding of medium and long-term financial challenges. These have been effectively communicated and levels of engagement in securing future viability for the organisation and sustainability for the communities. SNC has become highly experienced in and resilient to change and many people are proactively involved in determining and introducing change.

People are very well updated and positive about the achievements and changes made and there is a common view that systems, processes and policies are now much more effective and efficient to meet the needs of the community now and in the future. The way leaders have led such change whilst maintaining and reinforcing strong positive values in relation to people, their learning and their contribution is exceptional. There has been a continued dedication of maintaining the values and this is why people, many who have worked for SNC for many years, are on board with the way the organisation has introduced change and the impact this has had on the structure and peoples roles.

There is a common view that SNC has a high level of skills and talent and that there is a ‘can do’ ethos. People know they are performing due to the robust and transparent communication structures that exist, which recognise people and are proactive to needs and achievements. SNC demonstrates how to introduce change effectively by: adapting culture using clear structures, which enable and support accountability; by investing in worthwhile honest dialogue and empower people to shine.

The MFT values are strongly evident in everything SNC does and wholeheartedly embraced by everyone involved in the assessment. Consistent demonstration of the values by leaders has created high levels of natural discipline, enthusiasm and adherence. Benefits have been felt and seen using tangible measures. This has encouraged people to embrace the challenges of the organisation and continue to surprise themselves in what they are capable of and how far their skills and talents can stretch. Robust recruitment approaches ensure people joining the organisation have demonstrated their talents and been given roles to utilise these and in some cases, help others to progress.

There are many robust and embedded approaches in supporting communication, collaboration and empowerment. Central to everything is the vision and ambition of the Council and these were evident throughout the assessment in what people said, descriptions of what they do and how they do it. As a result the Council demonstrates high performance by:

- Introduction of commercial ventures such as Big Sky Homes
- Client of the Year at the Regional Construction Excellence Awards
- Shortlisted for the Council of the Year, one of only two Districts in the top 6
- Changes in delivery for many services with bottom line outcomes, for example Leisure, Waste management, Planning, Early Help Hub
- External evaluation from Peer Review and benchmarking activities
- Won the Eastern Region Local Authority Challenge
- South Norfolk is one of five housing authorities from across the country to be selected to contribute to the research regarding temporary accommodation
HR highly commended for the HR Itrent project implementation
Internal audit service assessed and benchmarked against national audit standards and acknowledged as excellent in the efficiency of operations
CNC Building Control have won numerous awards
LARAC award for Refuse and Recycling events
Awarded apprentice Employer of the Year by City College, Norwich
ISO accredited for CNV Building Control and Buildinsight, all leisure centres will be undertaking Quest accreditation in June this year
One of 28 successful bidders for trailblazing funding – awarded £96,000 to develop and deliver new ways of preventing homelessness

"The way South Norfolk is helping vulnerable people at risk of homelessness is a great example of how we should put prevention first. By providing help and support early on to those who might be facing issues with their finances, health or welfare we can address the complex issues that can cause homelessness in the first place." Prime Minister Teresa May.

The assessment also provided clear recognition that improvements could be made to further move towards excellence. These opportunities for improvement included:

- Continue to focus on the culture in relation to empowerment and ability to challenge, ensuring this is engendered within each team. Whilst it certainly is in most, there are still some cases were individuals are reticent to ‘put their head above the parapet’. Whilst every opportunity is given, there is work to do with a very small number of teams and individuals to ensure they also see their personal responsibility in coming forward for the benefit of the organisation. This is not an issue of opportunity but one of engagement in that opportunity
- Continue to role out recent changes to the performance review and behavioural competencies and ensure managers are using these effectively
- Focus on some of the highly regulated teams working with fixed structures and ensure they appreciate and take advantage of the opportunity they have to challenge and come up with ideas. The process of service reviews will help engender levels of confidence here. There are still some mind-sets where people are less willing to share nuggets of experience that would be really valuable in considerations for improvement. Line manager support through coaching is really key here
- Continue with succession planning, this is both an area of opportunity also one of risk for the Council
- Continue with the approaches, which aim to engender change in thinking across the organisation by moving key personnel into roles where they can have an impact on team ethos.
South Norfolk Council assessment outcome

South Norfolk Council final award outcome

INVESTORS IN PEOPLE
Platinum Until 2020
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<tr>
<th>Key Recommendation</th>
<th>SNC Response</th>
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<tr>
<td><strong>Skills Development</strong> <em>(similar recommendation in Peer Review)</em></td>
<td>SNC are focussed on developing the right skills in staff and helping staff to identify development opportunities.</td>
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<td>Continue to encourage people to gain skills and confidence in identifying opportunities for improvement and innovation, however small.</td>
<td>We will continue to deliver the Learning and Development plan – utilising this to ensure we invest in our staff so that they are able to seize opportunities in the future.</td>
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<td>We will continue to deliver staff engagement exercises to encourage staff to identify areas for improvement and innovation – for example the 10% challenge exercise.</td>
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<td>Ensure all line managers, and ideally all colleagues are given the support to nurture their skills to value and appreciate each other, being a good team player etc.</td>
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<td><strong>Change Management</strong></td>
<td>SNC emphasises to its staff that ‘change is constant’ to ensure that as an organisation we are able to seize future opportunities and overcome challenges.</td>
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<td>Continue to develop everyone’s skills and understanding of the change process and the resilience to survive this and make the most of it.</td>
<td>We will continue to develop staff and the change management process, taking learning from previous reviews.</td>
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<td>We will continue to utilise groups such as SLF, Future Forum and Staff Forum to encourage a corporate wide approach to change management.</td>
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<td><strong>Skills Development and Succession Planning</strong> <em>(similar recommendation in Peer Review)</em></td>
<td>The Council already has a number of tools in place to support the development of future skills and succession planning such as the Future Forum and the comprehensive Learning and Development plans.</td>
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<td>Ensure succession-planning activities are undertaken as the norm in all departments and form part of the performance review conversations. Starting with leaders and managers introduce a mechanism and</td>
<td>We will continue to utilise groups such as the Future Forum to nurture talent and invest in future leaders to ensure effective succession planning.</td>
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<td>Key Recommendation</td>
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<td>process where they actively train and develop someone or several people to be able to fulfil aspects of their role.</td>
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<td>Continue the good work with apprentices, where they quickly align to role models and are able to take on projects within their potential but providing challenge</td>
<td>The Council is keen to continue offering secondments which provide a benefit to staff and services across the organisation. Changes to the Future Forum will provide more secondment opportunities.</td>
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<td><strong>Secondments</strong>&lt;br&gt;Continue to offer secondments and support this activity so all parties benefit from the exercise</td>
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<td><strong>Commercialisation (similar recommendation to Peer Review)</strong>&lt;br&gt;Continue to roll out the commercialisation development.</td>
<td>The Council recognises that in order to deliver those services that residents value the most it needs to work commercially, both in the sense of working in an efficient and business-like way, as well as developing commercial ventures to support the generation of income.</td>
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<td>We will continue to develop our commercialisation champions and commercial workshops to support the commercial culture across the organisation.</td>
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<td>In addition to this we will embed the new ‘Working efficiently and commercially’ competency for staff as part of the performance management framework.</td>
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<td><strong>Collaboration</strong>&lt;br&gt;Continue to develop confidence in taking part in collaborative activities and seeking input or sharing practice with people in other teams.</td>
<td>We already collaborate well across teams and we recognise the need to continue to build on our collaborative working across and outside the organisation.</td>
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<td>We will continue to build on our cross-team collaborative working approach, utilising MFT as a driver for this.</td>
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<td>Key Recommendation</td>
<td>SNC Response</td>
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| **Performance Management**          | Officers report on strategic measures quarterly to Cabinet. Council services also utilise performance information to improve their service delivery on a day-to-day basis.  
We are currently undertaking a piece of work to develop the performance management approach across the organisation. |
| Continue to follow the processes in managing performance and update based on evaluation. |                                                                                                                                              |
| Continue to support and encourage the drive of ownership for improvement and embed the culture within all teams. |                                                                                                                                              |
| **Values and Behaviours**           | SNC recognise the importance of promoting the organisations values (can do and collaborative, customer focussed and business-like, efficient and entrepreneurial) as well staff being empowered to challenge behaviours which do not meet the values of the organisation. Our leadership and staff development will continue to promote and develop these skills within staff at all levels. |
| Follow up on the online assessment results (Q4, Indicator 2) and task teams with reviewing how they might enhance the activity of challenging behaviours and supporting the values within their own teams. |                                                                                                                                              |
| Consider encouraging individuals in some of the highly regulated/statutory teams to share experiences and views of examples where they do not agree with or are confused about decisions. | We will work with those teams identified to provide targeted support and facilitated sessions to clarify issues and identify solutions.                |
**Police and Crime Panel for Norfolk**

*What you do bestow on me, I will not hoard it up, but received it to bestow on you again. Yea, my own properties I count yours, and to be expended for your good.*

Queen Elizabeth I, her “Golden Speech” to the House of Commons, 30th November 1601; BL, Sloane MS 359, fo.285v

1. Following the County Council elections, the political balance of the ten councillor members of the PCPN changed as the Law requires to reflect the relative strength of political groups in first and second tier authorities across Norfolk. In addition to two co-opted members (one of which is vacant and in process of being filled) there are seven Conservatives, two Labour and one Liberal Democrat.

2. At the Annual Meeting of the Panel on 16th June 2017 William Richmond (Conservative), County member for Dereham North, was elected Chairman and I was elected Vice-Chairman. Air Commodore Kevin Pellatt (co-opted) and I were reappointed to deal with complaints business and on this we will be joined by Trevor Wainwright (Labour) and Sarah Bütkofer (Liberal Democrat).

3. The Police and Crime Commissioner, Lorne Green, took the opportunity to announce that he had recently decided to extend the contract of the Chief Constable, Simon Bailey, by two years. First appointed in 2013, Mr Bailey will now serve until October 2020. This prospect of seven years continuity contrasts with the experience of the first decade of this century when Norfolk had a succession of short-lived Chief Constable appointments. Unlike the appointment of a Chief Constable (on which the Panel has a so-called right of veto), this decision was for the Commissioner alone. Nevertheless, the Panel warmly endorsed the decision to extend Mr Bailey’s term as Chief Constable until 2020.

4. Arrangements are in hand to fill the second co-opted place on the Panel. Advertisements will be published next month. If any member has any thoughts as to who might be a suitable candidate for co-option, please let me know and I can put the candidate in touch with the relevant people at County Hall.

(Dr) C J Kemp,
28/06/2017
BUSINESS RATES RELIEFS

The Chancellor announced three business rate reliefs at the Budget to help businesses most affected by the revaluation that took effect from April 2017. These were:

- Supporting small business – ensuring that no business losing small business rates relief or rural rate relief as a result of the revaluation faces excessive increases in bills
- Local discretionary fund – a £300 million pot to be distributed to the hardest hit businesses under locally designed criteria
- Relief for pubs – a £1,000 rebate for all pubs with a rateable value of under £100,000

My Department issued a Business Rates Information Letter on 9 March that set out further details about the operation of each of these schemes, including initial guidance on the supporting small businesses scheme. Since then, we have, following consultation, confirmed the funding available to each billing authority for the local discretionary scheme. We have also published final guidance on the small business and pubs relief schemes. My Department has also written today to billing authorities to confirm that the Government intends to provide £12,000 new burdens funding to each billing authority, with an additional payment due once rebilling costs can be established in the light of actual numbers of businesses receiving each relief.

We made clear in the March BRIL that we expected each billing authority to begin identifying eligible businesses under the small business scheme and notifying them that they would be receiving additional relief. You should also have consulted with local businesses and designed your local discretionary relief schemes and I would like to thank those authorities that have made significant progress in this regard.
Now that all guidance and funding arrangements are in place, I expect you to make rapid progress in implementing the schemes, which should be beginning to deliver relief to businesses in all areas by the end of June. We have sent each authority a request for information on progress and we will be following this up with authorities that do not seem to have given this work sufficient priority.

I would also strongly request that all authorities exercise discretion and judgement when considering enforcement action for non-payment in relation to businesses that may be expecting relief to be applied following the Budget announcement.

I look forward to hearing about progress in delivering these reliefs, which will provide much needed help to many local businesses.

MARCUS JONES MP

CC: Local Authority Chief Executives