**Council**

Mr B McClenning  
**Chairman of the Council**

Mr C Gould  
**Vice-Chairman of the Council**

**Agenda**

<table>
<thead>
<tr>
<th><strong>Date</strong></th>
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| Monday 16 July 2012 | 7.30 pm | **Council Chamber**  
South Norfolk House  
Swan Lane  
Long Stratton Norwich  
NR15 2XE |

**Group Meetings**

<table>
<thead>
<tr>
<th><strong>Conservatives:</strong></th>
<th><strong>6.00 pm</strong></th>
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<tr>
<td>Cavell &amp; Colman Rooms</td>
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<tr>
<th><strong>Liberal Democrats:</strong></th>
<th><strong>6.15 pm</strong></th>
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<tr>
<td>Kett Room</td>
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**Contact**

Claire White   tel (01508) 533669  
South Norfolk District Council  
Swan Lane  
Long Stratton Norwich  
NR15 2XE  

Email: democracy@s-norfolk.gov.uk  
Website: www.south-norfolk.gov.uk

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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.
The Council's Prayer

A G E N D A

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;
   (Please see guidance form and flow chart attached – page 4)

4. To confirm the minutes of the meeting of the Council held on 21 May 2012;
   (attached – page 6)

5. Chairman's Announcements;
   (engagements attached – page 24)

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

7. Recommendations from the Cabinet;

   PLEASE BRING YOUR CABINET PAPERS FOR THE MEETING HELD ON 16 JULY 2012

   A copy of the decisions from the Cabinet meeting held 16 July 2012 will be tabled at the meeting

8. Monitoring Officer Report;
   (report attached – page 26)

   (a copy of the constitution incorporating the proposed changes is available to view on the Council’s website)

9. Chairmen’s Reports;

   To receive/hear reports and 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 – Report of the Leader**  
   (report attached – page 31) 
   Questions to the Leader and other Cabinet members as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Martin Wilby</td>
<td>Deputy Leader, Communities and Localism</td>
</tr>
<tr>
<td>Yvonne Bendle</td>
<td>Housing and Public Health</td>
</tr>
<tr>
<td>David Bills</td>
<td>Innovation and Efficiency</td>
</tr>
<tr>
<td>Keith Kiddie</td>
<td>Environment and Regulation</td>
</tr>
<tr>
<td>Garry Wheatley</td>
<td>Finance and Resources</td>
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b. **Scrutiny Committee - Report of the Chairman**  
   report and questions to the Chairman  
   (report attached – page 33)

c. **Licensing, Appeals and Complaints Committee/ Licensing and Gambling Acts Committee – Report of the Chairman**  
   - report and questions to the Chairman  
   (report attached – page 35)

d. **Development Management Committee – report of the Chairman**  
   - report and questions to the Chairman  
   (report attached – page 36)

10. **Representatives on Strategic Outside Bodies;**

    To receive feedback from representatives as set out below:

<table>
<thead>
<tr>
<th>Name</th>
<th>Organisation</th>
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<tbody>
<tr>
<td>Cllr Gould</td>
<td>Broads Authority</td>
</tr>
<tr>
<td>Cllr Fuller</td>
<td>LGA General Assembly</td>
</tr>
<tr>
<td>Cllr J Savage</td>
<td>LGA Rural Commission</td>
</tr>
<tr>
<td>Cllr Legg</td>
<td>Norfolk Health Overview and Scrutiny Committee</td>
</tr>
<tr>
<td>Cllr C Kemp</td>
<td>Norfolk Police and Crime Panel</td>
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<tr>
<td>Cllr Kiddie</td>
<td>Norfolk Waste Partnership</td>
</tr>
<tr>
<td>Cllr Wilby</td>
<td>South Norfolk Alliance</td>
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<tr>
<td>Cllr Palmer and Overton</td>
<td>Saffron Housing Trust</td>
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11. **To consider any correspondence;**
Monitoring Officer Report

Compliance and Risk Manager

On 21 May 2012, Council approved the Council’s new Code of Conduct for Councillors and arrangements for handling allegations of breaches of the Code, in addition to approval given to the Monitoring Officer report outlining a new Committee structure for South Norfolk Council.

This report provides an update on the implementation of the new arrangements – both for the Code of Conduct and the Committee structure – and outlines amendments proposed to the Council’s Constitution in order to fully implement these arrangements.

Cabinet member(s): John Fuller
Ward(s) affected: All
Contact Officer, telephone number, and e-mail: Leah Mickleborough 01508533954 lmickleborough@s-norfolk.gov.uk

1. Background

1.1. A wide range of proposals were put to Council on 21 May. In particular:

- Council approved a new Code of Conduct and arrangements for handling allegations that Councillors have breached the Code. The Monitoring Officer was discharged with taking any additional steps necessary in order to comply with the Localism Act.

- Council approved a new committee structure, which created Cabinet Policy Committees, and removed the previous Overview Sub Committee and Accounts, Audit and Governance Committee.

1.2. At the time of the Council meeting, Officers had been working with counterparts across Norfolk to develop a consistent approach to the new standards regime which was reflected in the South Norfolk regime. At the time, we were still awaiting regulations which defined the nature of disclosable pecuniary interests, and brought the relevant parts of the Localism Act into force. These regulations were subsequently received on 7 June.
2. **Current Position and Issues**

**District Council Code of Conduct / New Standards Regime**

2.1. Members were invited to attend a training event on 21 June to explain the new regime. At the event, the new declarations of interest forms were provided and members encouraged to complete the form. All members were encouraged to meet with the Monitoring Officer, or Deputy Monitoring Officer to assist them in understanding the guidance and requirements, and many members have taken the opportunity to do so. At the time of preparing this report, the majority of members had supplied completed declaration of interest forms, which are being aggregated into a spreadsheet that will be placed on the Council’s website.

2.2. In addition to member training, officers have also attended training, reviewed necessary information and updates, and, where required, sought legal advice from nplaw.

2.3. The Localism Act, and the Regulations, stipulated that members should not take part in any vote or discussion on a matter when they had a disclosable pecuniary interest in the matter – e.g. if planning permission was being awarded on their house, or their company was entering into a contract with the Council. This left a grey area in that there may be occasions where the Council considers items that affect or relate to a members pecuniary interest, and if members took part in debate or voted on such items it could:

- Lead to the perception that a member may be predetermined on an issue (which could then invalidate the decision made);
- Result in the member breaching other aspects of the Code of Conduct;
- Lead the public to question the open and transparent way in which the Council undertakes its business, and thus damage the reputation of the Council.

2.4. At the last Council meeting, it was resolved to introduce standing orders to require members to leave the meeting altogether when matters are discussed in which they have a disclosable pecuniary interest. It was also resolved to discharge the Monitoring Officer to undertake any additional action in order to ensure compliance with the act, and in that regard from 1 July the Council has required that where the Council is considering a matter which relates to, or affects a pecuniary interest of a Councillor, they may make an initial statement but are then required to leave the room. This is thus a similar provision to the previous prejudicial interest requirements.

2.5. There is nothing within legislation that would prevent a member leaving the room where they have any other form of involvement in a matter that they believe would be against the public interest were they to remain and participate or vote in the issue.

2.6. To assist compliance, in addition to the training, officers have revised the agenda flowchart demonstrating the requirements placed on members, and also provided...
The Standards Committee

2.7. From discussion with other Councils, including those in Norfolk the arrangements South Norfolk is implementing are not too dissimilar to other Authorities. We have received queries as to why independent members are no longer on the Standards Committee, and whilst some Councils have retained their independent members on the Standards Committee, they do not have voting rights and therefore cannot have any real influence on the decisions the Committee takes.

2.8. The Monitoring Officer has received a suggestion to require all members of the Licensing and Standards Pool that wish to sit on the Standards Committee should be subject to "accreditation" requirements. However, unlike planning and licensing itself, where changes in legislation can be frequent, once the new regulations have become embedded it is not expected these should change. It is therefore proposed not to implement this suggestion, however it is expected that all members should have received some training from the Monitoring Officer (or Deputy Monitoring Officer) before attending a Standards Committee meeting. When seeking to find members available to attend the Standards Committee, the Democratic Services Officers will approach members who have received such training.

Independent Person

2.9. Council, at its last meeting, was informed that the former independent members of the standards committee could not be appointed under the new regime as independent persons. The regulations bringing the Standards Elements of the Localism Act into force revoked this provision, thus allowing the independent members to be appointed on the proviso they resigned before 30 June 2012. However, amended regulations were issued on 3 July 2012 stating that former independent members could only be appointed to 30 June 2013. To recall, the Council cannot appoint its Independent Person from current District or Parish Council members, or employees of the Council, or those with relatives / close associates who are employees of the Council.

2.10. The Council advertised for an independent person jointly with 5 other Authorities in Norfolk, which resulted in a very strong field of over 30 candidates applying. Following shortlisting, interviews were scheduled for 12 July, and Council are being requested to approve the selected candidate(s), which will be reported at the meeting.

Parish Councils

2.11. Following previous written correspondence, Parish Clerks were briefed on the new arrangements at the regular Parish Clerks meeting on 14 June. Parish Councils were encouraged to adopt the same Code of South Norfolk Council and ensure declaration of interest forms were completed as soon as possible. District Council members have been supplied copies of information provided to parish clerks and have been encouraged to support their parishes in complying.
2.12. The Council’s proposed arrangements for parish council investigations were queried at Council on 21 May, and it was agreed that legal advice should be sought. Although the District Council could make such arrangements as that suggested (i.e. allowing Parishes to undertake their own investigations), it was recognised that if a Parish could not afford to undertake an investigation, or were unwilling to do so, the District Council would still have an obligation to investigate the allegation.

2.13. As a result, the proposal is now to allow Parish Councils a choice. Under the new arrangements, investigations into the conduct of a member should be exceptional, however where these do arise, in the first instance, the Parish Council will be asked whether they wish to undertake the investigation themselves. Should they be unwilling or unable to do so, the investigation will be undertaken by the District Council.

2.14. These arrangements allow flexibility and a more local approach to resolve Parish Council issues, whilst providing a safety net for those parishes that may experience difficulty in undertaking reviews themselves. However, it should be noted that where a District Council undertakes investigations, it can then only make recommendations back to the Parish Council, and cannot employ or enforce sanctions itself.

3. Proposal and Reasons

3.1. In light of the above, it has been an opportune moment to review the Constitution and a full version of the amended Constitution has been made available via the internet for members to review and comment ahead of this meeting; members are now being requested to approve the revised constitution.

3.2. Many of the amendments incorporate items already agreed by Council, including the revised Planning Scheme of Delegation and Employee Codes of Conduct (December 2011), rules on Predetermination (February 2012) and the new Committee Structure, Members Remuneration rules, the transfer to nplaw and the new Standards regime (May 2012). The amendments also include the amendments to standing orders referred to in section 2 above.

3.3. Further to these meetings, other Constitutional changes include:

- Updates to reflect the policy environment of the Council – including the removal of the Sustainable Community Strategy and Crime and Disorder Strategy which are no longer legislative requirements;
- Removal of several areas of duplication, including scrutiny call-in process;
- Clarifying the role of the Neighbourhood Boards, incorporating “Your Neighbourhood, Your Choice” into the terms of reference;
- Incorporated the role of the Deputy Cabinet Members;
3.4. Following approval (and incorporating any amendments agreed by Council) members will be provided with an updated printed copy.

4. Recommendations

4.1. To approve the revised Constitution of South Norfolk Council and confirm the appointment of the Independent Person.
The Constitution of South Norfolk Council

This version of the Constitution incorporates changes made by Council up to 1 July 2012

Note that as with all paper documents, this document may be made obsolete by resolutions of Council or changes in the Law. Accordingly, the definitive text of the Constitution at any one time is to be found on the Council’s website.
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The Constitution
of South Norfolk Council

PART 1

SUMMARY AND EXPLANATION
Part 1 – Summary and Explanation

1  The Council's Constitution

1.1  The South Norfolk Council has agreed a constitution which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. Some of these processes are required by the law, while others have been chosen deliberately by the Council.

1.2  The Constitution consists of 16 articles, which set out the basic rules governing the Council’s business. The remainder of the document sets out more detailed procedures and codes of practice.

2  What’s in the Constitution?

2.1  Article 1 of the Constitution sets out how the Council’s processes enable it to offer clear leadership to the community in partnership with citizens, businesses and other organisations in a transparent and accountable way. Articles 2 – 16 explain how the key parts of the Council operate and the rights of citizens in relation to them. These are:

(a) Members of the Council - Article 2
(b) Citizens and the Council - Article 3
(c) The Council meeting - Article 4
(d) Chairing the Council - Article 5
(e) Scrutiny of decisions - Article 6
(f) The Cabinet - Article 7
(g) Regulatory committees - Article 8
(h) The Standards Committee - Article 9
(i) Neighbourhood Boards - Article 10
(j) Joint arrangements - Article 11
(k) Staff - Article 12
(l) Decision making - Article 13
(m) Finance, contracts and legal matters - Article 14
(n) Review and revision of the Constitution - Article 15
(o) Suspension, interpretation and publication of the Constitution - Article 16

2.2  There are various codes, protocols, structures and procedures that set out in detail the rules for how the Council undertakes its business. These are set out in sections 3 to 8 of this constitution.

3  How the Council operates

3.1  The Council has 46 members who are elected every four years. Councillors are democratically accountable to residents of their ward. The overriding duty
of councillors is to the whole community, but they have a special duty to their constituents, including those who did not vote for them. Councillors have to agree to follow a code of conduct to ensure high standards in the way they undertake their duties. The Standards Committee, through the Monitoring Officer, trains and advises them on the Code of Conduct.

3.2 All councillors meet together as the Council. Meetings of the Council are normally open to the public. Here councillors decide the Council’s overall policies and set the budget each year. The Council will hold to account the Cabinet and committees.

4 How decisions are made

4.1 The Cabinet is the part of the Council that is responsible for most day-to-day decisions. The Cabinet is made up of between 2 and 10 councillors appointed by the Leader. When major decisions are to be discussed or made, these are published in the Cabinet’s core agenda in so far as they can be anticipated. If these major decisions are to be discussed with council staff at a meeting of the Cabinet, this will generally be open for the public to attend except where personal or confidential matters are being discussed. The Cabinet has to make decisions which are in line with the Council’s overall policies and budget. If it wishes to make a decision that is outside the budget or policy framework, this must be referred to the Council as a whole to decide.

4.2 Certain regulatory decisions, on development management and licensing, for example, are taken by special committees set up for the purpose. Part 3 of this document explains which decisions are made by which body.

5 Overview, Scrutiny and Governance

5.1 There are other bodies which support the work of the Cabinet and the Council as a whole. The Policy Committees assist Cabinet by supporting work between members and officers to develop service provision. The Scrutiny Committee allows citizens to have a greater say in Council matters by discussing issues and problems, scrutinising policy and holding public inquiries into matters of local concern. Scrutiny may also be consulted by the Cabinet or the Council on forthcoming decisions. These activities lead to reports and recommendations which advise the Cabinet and the Council as a whole on its policies, budget and service delivery. The Scrutiny Committee also monitors the decisions of the Cabinet. Any three Members may ‘call-in’ a decision which has been made by the Cabinet but not yet implemented and, in effect, “suspend” it while it is examined in more depth by the Scrutiny Committee. This enables the Scrutiny Committee to consider whether the decision is appropriate. They may recommend that the Cabinet reconsider the decision. Any 3 members may also request that a decision of the Cabinet be considered by the Scrutiny Committee, without being suspended. This is known as a “non-suspensive call in.”

5.2 The operation of Scrutiny is explained more fully in Part 2, Article 6 and Part 3, Section 1.6.
6 Political Groups and the role of the Opposition

6.1 It has become usual for most Councillors to be elected on the basis of a declared party political affiliation and manifesto and those so elected serve on the Council as members of a designated party political group. Regulations stipulate that a group only exists where at least two members together form a group, with one of those members nominated as the Group Leader.

6.2 If one such group has more members than all the other parties combined, it is termed "the majority group" and is thus able to form an Administration of its own, nominating the Leader of the Council for appointment by the Council.

6.3 Political Groups have no decision-making role, and whilst groups can give a political steer, all decisions must go through the proper decision-making process. It is acceptable, and even expected, that many members may be predisposed to supporting the view of their political group.

6.4 Except for Cabinet, and unless no-one votes against at the Annual General Meeting, all political groups on the Council will be entitled to places on the constituent bodies of the Council as set out at the end of Part 4.1 of this document, in proportion to the number of seats that party group holds on the Council as a whole. If there is a single party with an absolute majority of Councillors, the Cabinet shall wholly consist of members of that Majority Group. If, however, no party has an overall majority, the composition of the Cabinet shall be as the Leader determines from time to time.

6.5 The political parties that are not represented on the Cabinet are described in this Constitution as "Opposition Parties". Their role is to challenge constructively the thinking and policies of the Majority Group, offering alternative approaches and, if necessary, acting as channels for dissent. The Leader of the largest of the Opposition Parties shall be known as the Leader of the Opposition.

7. The Council's Staff

7.1 The Council has people working for it to give advice, implement decisions and manage the day-to-day delivery of its services. Certain staff have a specific duty to ensure that the Council acts within the law and uses its resources wisely. A code of practice governs the relationships between staff and members of the council. (See Part 5.1 of the Constitution)

8 Citizens' Rights

8.1 Citizens have a number of rights in their dealings with the Council. These are set out in more detail in Article 3. Some of these are legal rights, whilst others depend on the Council's own processes. The local Citizens' Advice Bureau can advise on individuals' legal rights.

8.2 All citizens have the right to:

(a) Vote at local elections if they are registered;
(b) contact their local councillor about any matters of concern to them;
(c) obtain a copy of the Constitution;
(d) attend meetings of the Council and its committees except where, for example, personal or confidential matters are being discussed;
(e) petition to request a referendum for a change in the Council’s governance structure (where the Secretary of State makes regulations allowing it)
(f) submit or support petitions on other matters which are then considered in accordance with the Council’s petitions Scheme (See Part 4.5 F below)
(g) find out, from the Cabinet’s forward plan, what major decisions are to be discussed by the Cabinet or decided by the Cabinet or officers, and when;
(h) attend meetings of the Cabinet where key decisions are being discussed or decided;
(i) participate through the scheme of the rights of the public at meetings;
(j) see reports and background papers, and any record of decisions made by the Council and Cabinet;
(k) complain to the Council through the complaints system;
(l) complain to the Ombudsman if they think the Council has not followed its procedures properly. However, they should only do this after using the Council’s own complaints process;
(m) complain to the Monitoring Officer if they have evidence which they think shows that a councillor has not followed the Council’s Code of Conduct; and
(n) inspect the Council’s accounts and make their views known to the external auditor.

8.3 The Council welcomes participation by its citizens in its work. For further information on your rights as a citizen, please contact the Democratic Services Team on 01508 533669.

8.4 This constitution contains a further section which refers to the rights of citizens to inspect agendas and attend meetings - in Part 4.2 “Access to Information Rules”.

8.5 Where members of the public use specific council services they may have additional rights. These are not explained more fully in this Constitution but the local Citizen’s Advice Bureau can advise on them.
The Constitution of South Norfolk Council

PART 2

ARTICLES OF THE CONSTITUTION
Part 2 - Articles of the Constitution

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Article 4 The Full Council
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Article 14 Finance, Contracts and Legal Matters
Article 15 Review and Revision of the Constitution
Article 16 Suspension, Interpretation and Publication of the Constitution
Part 2 - Articles of the Constitution

Article 1 – The Constitution

1.1 Powers of the Council

1.1.1 The Council will exercise all its powers and duties in accordance with the law and this Constitution.

1.2 The Constitution

1.2.1 This Constitution, and all its appendices, is the Constitution of the South Norfolk Council.

1.3 Purpose of the Constitution

1.3.1 The purpose of the Constitution is to:
   a. enable the Council to provide clear leadership to the community in partnership with citizens, businesses and other organisations;
   b. support the active involvement of citizens in the process of local authority decision-making;
   c. help councillors represent their constituents more effectively;
   d. enable decisions to be taken efficiently and effectively;
   e. create a powerful and effective means of holding decision-makers to public account;
   f. ensure that no one will review or scrutinise a decision in which they were directly involved;
   g. ensure that those responsible for decision making are clearly identifiable to local people and that they explain the reasons for decisions; and
   h. provide a means of improving the delivery of services to the community.

1.4 Interpretation and Review of the Constitution

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

1.4.2 The Council will monitor and evaluate the operation of the Constitution as set out in Article 15.
Article 2 – Members of The Council

2.1 Composition and Eligibility

(a) **Composition.** The Council will comprise 46 members, otherwise called councillors. One or more councillors will be elected by the voters of each ward in accordance with a scheme drawn up by the Local Government Commission and approved by the Secretary of State.

(b) **Eligibility.** Only registered voters of the district or those living or working there will be eligible to hold the office of councillor.

2.2 Election and terms of councillors

2.2.1 Election and terms. Unless Parliament makes an order to vary this, the regular election of councillors will be held on the first Thursday in May every four years. The terms of office of councillors will start on the fourth day after being elected and will finish on the fourth day after the date of the next regular election.

2.3 Roles and functions of all councillors

2.3.1 **Key roles.** All councillors will:

(a) collectively be the ultimate policy-makers and carry out a number of strategic and corporate management functions;

(b) represent their communities and bring their views into the Council’s decision-making process, i.e. become the advocate of and for their communities;

(c) deal with individual casework and act as an advocate for constituents in resolving particular concerns or grievances;

(d) balance different interests identified within the ward or represent the ward as a whole;

(e) be involved in decision-making;

(f) be available to represent the Council on other bodies; and

(g) maintain the highest standards of conduct and ethics.

2.3.2 **Rights and Duties**

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

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

(c) For these purposes, "confidential" and "exempt" information are defined in Part 4.2.10 of this Constitution.
2.3.3 More guidance on Members’ roles and responsibilities are set out in Part 5.5 of this document.

2.4 Conduct

2.4.1 Councillors will at all times observe the Members’ Code of Conduct, the Protocol for Member/Staff relations and the Code of Practice on Planning Matters and Judicial Matters as set out in Part 5 of this Constitution.

2.5 Allowances

2.5.1 Councillors will be entitled to receive allowances in accordance with the Scheme of Allowances set out in Part 6 and updated from time to time in the light of advice from an Independent Panel on Member Remuneration.
Article 3 - Citizens and The Council

3.1 Citizens’ rights

3.1.1 Citizens have rights as set out in this Constitution. Their rights to information and to participate are explained in more detail in the Access to Information Rules in Part 4 of this Constitution.

3.1.2 Voting and petitions. Citizens on the electoral roll for the area have the right to vote and sign petitions including the right to request referenda where permitted to do so, as outlined in regulations set by the Secretary of State.

3.1.3 Information. Citizens have the right to:
   (a) attend meetings of the Council and its committees except where confidential or exempt information is likely to be disclosed, and the meeting is therefore held in private;
   (b) attend meetings of the Cabinet;
   (c) find out from the forward plan what key decisions will be taken by the Cabinet and when;
   (d) see reports and background papers, and any records of decisions made by the Council and the Cabinet; and
   (e) inspect the Council’s accounts and make their views known to the external auditor.

3.1.4 Participation. Citizens have a number of rights at Council meetings and these are set out in Part 4.5 of this Constitution – “Standing Orders and Rights of the Public at Meetings”.

3.1.5 Complaints. Citizens have the right to complain to:
   (a) The Council itself under its complaints scheme;
   (b) The Ombudsman after using the Council’s own complaints scheme;
   (c) The Monitoring Officer about a breach of the Councillor’s Code of Conduct.
   (d) The External Auditor about the draft accounts (though there is only a four week period in which this can be done)

3.2 Citizens’ responsibilities

Citizens must not be violent, abusive or threatening to councillors or staff and must not wilfully harm things owned by the council, councillors or employees. Other restrictions on the activity of citizens at meetings of the Council or its committees are set out in the Standing Orders and “Rights of the Public at Meetings”. (See Part 4.5 of this Constitution)
Article 4 – The Full Council

4.1 Meanings

4.1.1 Policy Framework. The Policies of the Council are the set of documents which provide principles and rules which drive the decisions to be made. The framework defines the objectives that the Council seeks to achieve in its decision making. The policy framework would usually include:

a) The Council’s Corporate Plan and Medium Term Financial Plan, which identify the Council’s priorities for delivering services, and the financial resources allocated to do so.

b) The Statement of Licensing Policy, which sets the framework under which decisions on licensing should be made;

c) The Local Plans, which sets the framework under which decisions on development management applications should be made;

d) The Pay Policy Statement, which outlines the basis on which staff pay decisions are made;

Policies are not the protocols, procedures or strategies for delivery of services. These documents are determined by Cabinet, on the basis of the overriding policy direction provided by Council. Cabinet makes its decisions on the basis of the approved policy framework; should it wish to make a decision outside the policy framework, it will need to be approved by the Full Council. The Full Council may choose to adopt, endorse or approve any policy, procedure, strategy or plan as a matter of choice.

4.1.2 Budget. The budget includes the allocation of financial resources to different services and projects, proposed contingency funds, setting the council tax and decisions relating to the control of the Council’s borrowing requirement, the control of its capital expenditure and the setting of virement limits.

4.2 Functions of the full Council

4.2.1 Only the Council will exercise the following functions:

(b) adopting and changing the Constitution;

(c) approving or adopting the policy framework, the budget and any application to the Secretary of State in respect of any Housing Land Transfer;

(d) subject to the urgency procedure contained in the Decision Making Process set out in Part 3 of this Constitution, making decisions about any matter in the discharge of a Cabinet function which is covered by the policy framework or the budget where the decision maker is minded to make it in a manner which would be contrary to the policy framework or contrary to or not wholly in accordance with the budget;

(e) appointing or removing the Chairman, Vice Chairman and Leader;
(f) agreeing and/or amending the terms of reference for committees, deciding on their composition and making appointments to them;

(g) appointing representatives to outside bodies unless the appointment is a Cabinet function or has been delegated by the Council;

(h) adopting an allowances scheme under Article 2.5;

(i) changing the name of the area,

(j) confirming the appointment of the Head of Paid Service;

(k) making, amending, revoking, re-enacting or adopting bylaws and promoting or opposing the making of local legislation or personal Bills;

(l) all local choice functions set out in this Constitution which the Council decides should be undertaken by itself rather than the Cabinet; and

(m) all other matters which, by law, must be reserved to Council.

4.3 Council Meetings

4.3.1 There are three types of Council meeting:

(a) the annual meeting;

(b) ordinary meetings;

(c) extraordinary (or special) meetings.

and they will be conducted in accordance with the Standing Orders set out in Part 4 of this Constitution.

4.4 Responsibility for functions which are not the function of the Cabinet are set out in Part 3 of this constitution. Terms of reference of the Council are set out in Part 4 of this constitution together with the composition, terms of reference, and procedures of constituent bodies.
Article 5 – Chairing The Council

CHAIRMAN OF THE COUNCIL

5.1 Role and function of the Chairman

5.1.1 The chairman will be elected by the Council annually. The chairman of the council and in his/her absence, the vice-chairman will have a ceremonial role and will chair meetings of the full Council.

5.1.2 The chairman (and in his/her absence the vice chairman) will have the following responsibilities:

(a) to uphold and promote the purposes of the Constitution, and to interpret the Constitution when necessary;

(b) to preside over meetings of the Council impartially so that its business can be carried out efficiently and with regard to the rights of councillors and the interests of the community;

(c) to ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which members who are not on the Cabinet are able to hold the Cabinet to account;

(d) to promote public involvement in the Council’s activities;

(e) to be the conscience of the Council; and

(f) to attend such civic and ceremonial functions as the Council and he/she determines appropriate
Article 6 – The Scrutiny Committee

6.1 Role of the Scrutiny Committee

6.1.1 The Council appoints the Scrutiny Committee to discharge the functions conferred by section 21 and part 1A of the Local Government Act 2000. Terms of reference for the Scrutiny Committee are included in Part 4.1, Section 3 of the Constitution.
Article 7 – Executive Arrangements

THE ROLE OF THE LEADER AND HIS CABINET

7.1. Role

7.1.1 The Leader of the Council together with his Cabinet will carry out all of the Council’s functions which are not the responsibility of the whole Council or of any other part of the Council, whether by law or under this Constitution. These are the functions referred to in Part 1A of the Local Government Act 2000 as “executive functions”.

7.2. Form and composition

7.2.1. The Cabinet will comprise the Leader of the Council together with not less than one, nor more than nine other councillors appointed by him. The Leader shall appoint one of those other Cabinet members as Deputy Leader. The Leader, or in his absence the Deputy Leader, shall preside as chairman at meetings of the Cabinet.

7.2.2 The Leader of the Council shall from time to time notify the Council of his appointments to the Cabinet and of the designation and composition of the portfolios which he assigns to specific Cabinet members. The Council shall record all such notifications in its minutes.

7.3. Leader of the Council

7.3.1 The Leader of the Council will be a councillor elected annually to the position of Leader by the whole Council. He will hold office until:

(a) the Annual Meeting of the Council following his election;
(b) he resigns from the office of Leader;
(c) he is suspended from being a councillor under Part 3 of the Local Government Act 2000 (although he may resume office at the end of the period of suspension);
(d) he is removed from office by resolution of the whole Council; or
(e) he ceases for any reason to be a councillor.

7.3.2. The Leader of the Council shall from time to time notify the Council of the arrangements he has made as senior executive member under section 9E of the Local Government Act 2000 (discharge of executive functions). The Council shall record all such notifications in its minutes.

7.3.3 In the event that the Leader is removed from office by a resolution of the whole Council, a new Leader of the Council shall be elected by the whole Council at the same or a subsequent meeting.

7.3.4. In the event of the office of Leader becoming vacant by any reason other than removal, the new Leader of the Council shall be elected by the whole Council at the next following ordinary meeting of the Council.
7.3.5. In the event of any vacancy in the office of the Leader, the members of the Cabinet at the time of the vacancy occurring shall continue in office and the Deputy Leader shall act as Leader of the Council until a new Leader is duly elected.

7.3.6. The election of the Leader of the Council shall be, at Annual Meetings of the Council, the business next carried out following the election of the Chairman and the Vice-Chairman of the Council. The filling of a vacancy in the office of Leader of the Council at an ordinary meeting of the Council shall be the first business of that meeting.

7.4 Other Cabinet Members

7.4.1. Other Cabinet members shall hold office until:

(a) they resign as a member of the Cabinet;
(b) they are removed as a member of the Cabinet, either collectively or individually, by the Leader of the Council;
(c) they are suspended from being a councillor under Part 3 of the Local Government Act 2000 (although he may resume office at the end of the period of suspension); or
(d) they cease for any reason to be a councillor.

7.4.2 The Leader of the Council shall from time to time notify the Council of any removals from the Cabinet, of any changes in the designation and composition of the portfolios and any reassignment of the same. The Council shall record all such notifications in its minutes.

7.5 Proceedings of the Cabinet

7.5.1 Proceedings of the Cabinet shall take place in accordance with the Constitution and Terms of reference of the Cabinet as set out in Part 4 of this Constitution and the decision making process as set out in Part 3.

7.5.2 From time to time the Members of the Cabinet will meet with Council’s Corporate Management Team of officers at meetings known as “Board Meetings”. These meetings will be for the purpose of information sharing and informal guidance from the Cabinet to the Management Team. These meetings will not take any executive decisions.

7.6 Responsibility for functions

7.6.1 Part 3 of this Constitution sets out which individual members of the Cabinet, committees of the Cabinet, staff or joint arrangements are responsible for the exercise of particular Cabinet functions. South Norfolk Council has decided not to allocate decision making powers to individual members of the Cabinet.

7.6.2 The Local Authorities (Functions and Responsibilities)(England) Regulations 2000, (as amended) includes four schedules which define which decisions may not be made by Cabinet and in what circumstances.
Article 8 – Regulatory Committees

8.1 Regulatory and other committees

8.1.1 The Council will appoint the committees set out below to discharge its regulatory and administrative functions described in the Scheme of Delegation (Part 3, Section 1.1.4). Their terms of reference set out in Part 4 of the Constitution.

- Development Management Committee (See Part 4.1, Section XX)
- Sites Sub-Committee (See Part 4.1, Section XX)
- Licensing, Appeals and Complaints Committee (See Part 4.1, Section XX)
- Licensing and Gambling Acts Committee (See Part 4.1, Section XX)
Article 9 – The Standards Committee

9.1 Standards Committee

9.1.1 The Council has established a Standards Committee. The primary purpose of the Committee is to determine the sanctions placed on members where it has been determined, following investigation, they have breached the Code of Conduct, but it also has a role in helping to promote high standards of conduct on the part of Council members.

9.1.2 The Standards Committee may also be called upon to make recommendations of the sanctions to be placed on Parish Councillors who have similarly been found to have breached the Code of Conduct following investigation.

9.2 Composition and Terms of Reference

9.2.1 The Standards Committee will consist of 5 District Councillors, and will be politically balanced. It shall have the terms of reference as set out in Part 4.1 of the Constitution at Section XXX
Article 10 Neighbourhood Boards

10.1 Form, composition and function

10.1.1 South Norfolk Council has appointed 5 “Neighbourhood Boards”. Each Neighbourhood Board represents an area within the District, and includes representatives from local ward members, the community, and the County Council.

10.2.2 The Cabinet or the Leader of the Council may delegate some functions to the Neighbourhood Boards, as set out in Part 3 of this Constitution.

10.2.3 Together, the Neighbourhood Boards report to the Council’s Localism Committee

10.3 Conflicts of interest – membership of neighbourhood boards and the scrutiny committees

10.3.1 If the scrutiny committee is scrutinising specific proposals in relation to the business of the neighbourhood board of which the councillor concerned is a member, then the councillor may not take part in discussion or vote at the scrutiny committee meeting unless a dispensation to do so is given by the Standards Committee.

10.3.2 Where the scrutiny committee is reviewing the operation or policy of the neighbourhood boards generally, the member must declare his/her interest before the relevant agenda item is reached, but need not withdraw.

10.4 Neighbourhood Boards – access to information

10.4.1 Neighbourhood boards will comply with the Access to Information Rules in Part 4 of this Constitution.

10.4.2 Agendas and notices for neighbourhood board meetings which deal with both functions of the executive, and functions which are not the responsibility of the executive (where discharged to do so), will state clearly which items are which.

10.5 Cabinet members on neighbourhood boards

10.5.1 A member of the executive may serve on a neighbourhood board if otherwise eligible to do so as a councillor.
Article 11 – Joint Arrangements

11.1 Arrangements to promote well-being

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

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

11.2 Joint arrangements

11.2.1 The Council may establish joint arrangements with one or more local authorities and/or their executive to exercise functions which are not executive functions in any of the participating authorities, or advise the Council. [Such arrangements may involve the appointment of a joint committee with these other local authorities]

11.2.2 The Cabinet may establish joint arrangements with one or more local authorities to exercise functions which are executive functions. [Such arrangements may involve the appointment of joint committees with these other local authorities].

11.2.3 Except as set out below, the Cabinet may only appoint executive members to a joint committee and those members need not reflect the political composition of the local authority as a whole.

11.2.4 The Cabinet may appoint members to a joint committee from outside the Cabinet in the following circumstances:

(a) the joint committee has functions for only part of the area of the authority, and that area is smaller than two-fifths of the authority by area or population. In such cases, the Cabinet may appoint to the joint committee any councillor who is a member for a ward which is wholly or partly contained within the area. The political balance requirements do not apply to such appointments.

11.2.5 Details of any joint arrangements including any delegations to joint committees (if any) will be found in the Council’s scheme of delegations in Part 3 of this Constitution at Section 2.1.

11.3 Access to information

11.3.1 The Access to Information Procedure in Part 4 of this Constitution applies.

11.3.2 If all the members of a joint committee are members of the executive in each of the participating authorities then its access to information regime is the same as that applied to the Cabinet.
11.3.3 If the joint committee contains members who are not on the executive of any participating authority then the access to information rules in Part V(A) of the Local Government Act 1972 will apply.

11.4 Delegation to and from other local authorities

11.4.1 The Council may delegate non-executive functions to another local authority or, in certain circumstances, the executive of another local authority.

11.4.2 The Cabinet may delegate executive functions to another local authority or the executive of another local authority in certain circumstances.

11.4.3 The decision whether or not to accept such a delegation from another local authority shall be reserved to the Council meeting.

11.5 Contracting out

11.5.1 The Cabinet may contract out to another body or organisation functions which may be exercised by an officer and which are subject to an order under section 70 of the Deregulation and Contracting Out Act 1994, or under contracting arrangements where the contractor acts as the Council’s agent under usual contacting principles, provided there is no delegation of the Council’s discretionary decision making.
Article 12 – Staff

12.1 Management structure

12.1.1 General. The full Council may engage such staff as it considers necessary to carry out its functions.

12.1.2 Corporate Management Team. The Council will engage people for the following posts, who will be designated members of the Corporate Management Team:

(See also Part 3 of this Constitution for more details of the responsibilities of these posts which are only summarised here.)

<table>
<thead>
<tr>
<th>Post</th>
<th>Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive (and Head of Paid Service)</td>
<td>Developing, in association with the Leader and Cabinet, the vision, strategic direction and leadership for the Council.</td>
</tr>
<tr>
<td></td>
<td>Providing overall corporate management and taking operational responsibility (including overall management responsibility for all the employees of the Council).</td>
</tr>
<tr>
<td></td>
<td>Provision of professional advice to all parties in the decision making process.</td>
</tr>
<tr>
<td></td>
<td>Together with the Monitoring officer, responsibility for a system of record keeping for all the Council’s decisions.</td>
</tr>
<tr>
<td></td>
<td>Representing the Council on partnership and external bodies (as required by statute or the Council).</td>
</tr>
<tr>
<td></td>
<td>Managing specific functions and services as listed in Part 3.3 of the Constitution.</td>
</tr>
<tr>
<td>Deputy Chief Executive</td>
<td>Supporting the Chief Executive in developing vision, strategic direction and leadership for the Council.</td>
</tr>
<tr>
<td></td>
<td>Taking responsibility for the day to day running of the Authority in the absence of the Chief Executive.</td>
</tr>
<tr>
<td></td>
<td>Providing strong leadership, active engagement and delivery at the strategic, directorate and service level.</td>
</tr>
<tr>
<td></td>
<td>Managing, supporting and directing services as listed in Part 3.3 of the Constitution, effectively deploying resources to meet performance standards.</td>
</tr>
<tr>
<td></td>
<td>Promoting measurable, continuous service improvement and value for money.</td>
</tr>
<tr>
<td></td>
<td>Contributing to the overall management of the Authority through the Corporate Management Team, ensuring strategic approach to service provision.</td>
</tr>
<tr>
<td>Director of Development and Environment</td>
<td>Managing, supporting and directing services as listed in Part 3.3 of the Constitution, effectively deploying resources to meet performance standards.</td>
</tr>
<tr>
<td></td>
<td>Promoting measurable, continuous service improvement and value for money.</td>
</tr>
<tr>
<td></td>
<td>Contributing to the overall management of the Authority through the Corporate Management Team, ensuring strategic approach to service provision.</td>
</tr>
</tbody>
</table>
12.1.2 The Council will designate the following posts as shown:

<table>
<thead>
<tr>
<th>Post</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive</td>
<td>Head of Paid Service</td>
</tr>
<tr>
<td>Deputy Chief Executive</td>
<td>Monitoring Officer</td>
</tr>
<tr>
<td>Financial Services Manager</td>
<td>Chief Financial Officer (Section 151 Officer)</td>
</tr>
</tbody>
</table>

12.1.3 In the absence of the Monitoring Officer, the Compliance and Risk Manager shall act as Deputy Monitoring Officer. In the absence of the Chief Financial Officer (Section 151 Officer) the Principal Accountant shall act as Deputy Chief Financial Officer.

12.1.4 Such posts will have the functions described in Article 12.2 - 12.4 below.

12.2 Functions of the Head of Paid Service

12.2.1 Discharge of functions by the Council. The Head of Paid Service will advise on the policy framework and report to full Council on the manner in which the discharge of the Council’s functions is co-ordinated, the number and grade of Staff required for the discharge of functions and the organisation of officers.

12.2.2 Restrictions on functions. The Head of Paid Service may not be the Monitoring Officer but may hold the post of Chief Financial Officer if a full member of an institution that is part of the Consultative Committee of Accountancy Bodies.

12.3 Functions of the Monitoring Officer

12.3.1 Maintaining the Constitution. The Monitoring Officer will maintain an up-to-date version of the Constitution and will ensure that it is available for consultation by members, staff and the public via the Council’s website.

12.3.2 Ensuring lawfulness and fairness of decision making. After consulting with the Head of Paid Service and the Chief Financial Officer, the Monitoring Officer will report to the full Council or to the Cabinet in relation to an Cabinet function if he or she considers that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.

12.3.3 Supporting the Standards Committee. The Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through provision of support to the Standards Committee.

12.3.4 Receiving complaints. The Monitoring Officer will receive and act on complaints received that members of the District or Parish Councils have
failed to comply with the Code of Conduct, in conjunction with the Independent Person

12.3.6 **Proper Officer for access to information.** The Monitoring Officer will ensure that Cabinet decisions, together with the reasons for those decisions and relevant officer reports and background papers are made publicly available as soon as possible.

12.3.7 **Advising whether Cabinet decisions are within the policy framework.** The Monitoring Officer will advise whether decisions of the Cabinet are in accordance with the budget and policy framework.

12.3.8 **Providing advice.** The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues to all councillors.

12.3.9 **Restrictions on posts.** The Monitoring Officer cannot be the Chief Financial Officer (Section 151 Officer) or the Head of Paid Service.

12.4 **Functions of the Chief Financial Officer (Section 151 Officer)**

12.4.1 **Ensuring lawfulness and financial prudence of decision making.** After consulting with the Head of Paid Service and the Monitoring Officer, the Chief Financial Officer will report to the full Council or to the Cabinet in relation to a Cabinet function and the Council’s external auditor if he or she considers that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency or if the Council is about to enter an item of account unlawfully.

12.4.2 **Administration of Financial Affairs.** The Chief Financial Officer will have responsibility for the administration of the financial affairs of the Council.

12.4.3 **Contributing to Corporate Management.** The Chief Financial Officer will contribute to the corporate management of the Council, in particular through the provision of professional financial advice.

12.4.4 **Providing Advice.** The Chief Financial Officer, in consultation with the Head of Internal Audit where appropriate, will provide advice on financial propriety and probity and budget issues to all councillors and will support and advise councillors and Staff in their respective roles.

12.4.5 **Give Financial Information.** The Chief Financial Officer will provide financial information to the media, members of the public and the community.

12.5 **Duty to provide sufficient resources to the Monitoring Officer and Chief Financial Officer**

12.5.1 The Council will provide the Monitoring Officer and Chief Financial Officer with such officers, accommodation and other resources as are in the opinion of the particular officer sufficient to allow their duties to be performed.
12.6 Conduct

12.6.1 Staff will comply with the Staff Code of Conduct and the Protocol for Member/Staff Relations set out in Part 5 of this Constitution. The Chief Executive, Deputy Chief Executive, Directors of Development and Environment and any other officer holding a statutory appointment, in relation to the functions of these appointments, although required to act on behalf of the Council have a responsibility to give accurate and honest advice to the Council in order to maintain the probity of the functions of the Council and to enable it to follow the Nolan principles it has adopted. Accordingly they have direct access to the Council, Cabinet, Committees and Working Groups and the right to make reports in their own name. No officer can be forced to act in any way they believe to be unlawful.

12.7 Employment

12.7.1 The recruitment, selection and dismissal of Staff will comply with the Staff Employment Rules set out in Part 4 of this Constitution.
Article 13 – Decision Making

13.1 Responsibility for Decision Making

13.1.1 The Council will issue and keep up to date a record of what part of the Council or individual has responsibility for particular types of decisions or decisions relating to particular areas or functions. This record is set out in Part 3 of this Constitution.

13.2 Principles of Decision Making

13.2.1 All decisions of the Council will be made in accordance with the following principles:

(a) Proportionality
(b) Due consultation and the taking of professional advice from officers
(c) respect for Human Rights
(d) a presumption in favour of openness; and
(e) clarity of aims and desired outcomes

13.3 Types of Decision

13.3.1 Some decisions are reserved to full Council (see 13.4 below).

13.3.2 Regulatory decisions are of two types. Those which are quasi judicial must be dealt with by a panel or committee of members acting judicially. These are dealt with by the Licensing and Appeals Committee/Licensing Act 2003 Committee (see 13.8 below). Other regulatory decisions are administrative and are made by the Planning Committee (see 13.7 below). Uncontested regulatory decisions can be determined by officers under delegated powers (see Scheme of Delegation in Part 4).

13.3.3 All other decisions can be made by the Cabinet, provided they are within the Council’s existing policy framework. Some of these will be “key decisions” (see 13.5 below) which must be made by the Cabinet or Council. Others can be delegated to officers in accordance with the Scheme of Delegation in Part 4. Scrutiny Committee has a scrutiny function which can delay or refer decisions but cannot make substantive decisions in its own right (see 13.7 below).

13.4 Decision making by the Full Council

13.4.1 Decisions relating to the functions listed in Part 2, Article 4 will be made by the full Council and not delegated. Subject to Article 13.9, the Council Meeting will follow the Standing Orders set out in Part 4 of this constitution when considering any matter.
13.5 Key Decisions

13.5.1 A key decision means a decision which will:

(a) result in income, expenditure or savings with a gross full year effect of £100,000 or 10% of the Council portfolio’s net budget, whichever is the greater which has not been included in the relevant theme budget or;

(b) be significant (e.g. in environmental, physical, social or economic) in terms of its effect on communities living or working in an area comprising two or more electoral divisions in the area of the local authority.

13.6 Decision making by the Cabinet

13.6.1 Subject to Article 13.9, the Cabinet will follow the requirements of the Decision Making Process set out in Part 3 of this Constitution when considering any matter.

13.7 Decision making by Scrutiny Committee

13.7.1 Scrutiny Committee will follow the requirements of the Decision Making Process set out in Part 3 of this Constitution when considering any matter.

13.8 Decision making by other committees and sub-committees established by the Council

13.8.1 Subject to Article 13.9, other Council committees and sub-committees will follow those parts of the requirements of the Decision Making Process set out in Part 3 of this Constitution as apply to them.

13.9 Decision making by Council bodies acting as tribunals

13.9.1 The Council, a councillor or an officer acting as a tribunal or in a quasi judicial manner or determining or considering (other than for the purposes of giving advice) the civil rights and obligations or the criminal responsibility of any person will follow a proper procedure which accords with the requirements of natural justice and the right to a fair trial contained in Article 6 of the European Convention on Human Rights.
Article 14 – Finance, Contracts and Legal Matters

14.1 Financial management

14.1.1 The management of the Council's financial affairs will be conducted in accordance with the Rules of Financial Governance as set out in Part 4.3 of this Constitution.

14.2 Contracts

14.2.1 Every contract made by the Council will comply with the Contract Standing Orders set out in part 4.4 of this Constitution.

14.3 Legal proceedings

14.3.1 The Practice Director, nplaw, is authorised to institute, defend or participate in any legal proceedings where instructed by the Council in any case where such action is necessary to give effect to decisions of the Council or in any case where the Practice Director considers that such action is necessary to protect the Council’s interests.

14.4 Signing contracts and other documents

14.4.1 Where any document is necessary to any legal procedure or proceedings on behalf of the Council, it will be signed by either the Chief Executive, Deputy Chief Executive, Director for Development and Environment, Compliance and Risk Manager, Practice Director nplaw or other person authorised by them, unless any enactment otherwise authorises or requires, or the Council has given requisite authority to some other person.

14.4.2 Any contract with a value exceeding £100,000 entered into on behalf of the local authority in the course of the discharge of a Cabinet function shall be made in writing. Such contracts must either be signed by at least two Staff of the authority or (preferably) made under the common seal of the council. (There is more information on Contracts in section 4.4 of this Constitution – Contract Standing Orders)

14.5 Common Seal of the Council

14.5.1 The Common Seal of the Council will be kept in a safe place in the custody of the Compliance and Risk Manager. The affixing of the Common Seal will be attested by the Chief Executive, Deputy Chief Executive, Compliance and Risk Manager or in their absence, the Financial Services Manager, together with an officer from the relevant service.
**Article 15 – Review and Revision of the Constitution**

**15.1 Duty to monitor and review the Constitution**

15.1.1 The Monitoring Officer will monitor and review the operation of the Constitution to ensure that the aims and principles of the Constitution are given full effect.

15.1.2 **Protocol for monitoring and review of Constitution by the Monitoring Officer.** A key role for the Monitoring Officer is to be aware of the strengths and weaknesses of the Constitution adopted by the Council, and to make recommendations for ways in which it could be amended in order better to achieve the purposes set out in Article 1. In undertaking this task the Monitoring Officer may:

(a) observe meetings of different parts of the member and officer structure;
(b) undertake an audit trail of a sample of decisions;
(c) record and analyse issues raised with him/her by members, officers, the public and other relevant stakeholders; and
(d) compare practices in this authority with those in other comparable authorities, or national examples of best practice.

**15.2 Changes to the Constitution**

15.2.1 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. These will then be notified to all members of the Council, and confirmed to full Council in due course.

15.2.1 Significant changes to the Constitution will only be approved by the full Council after consideration of the proposal by the Monitoring Officer.

15.2.2 It will be for the Monitoring Officer to determine what constitutes a significant, as opposed to minor or non-consequential change. Any of the Leader of the Council, Leader of the main opposition group and Chairman of Scrutiny Committee may reserve the right to determine that a modification is of such significance it should be determined by full Council.
Article 16 Suspension, Interpretation and Publication of the Constitution

16.1 Suspension of the Constitution

16.1.1 Limit to suspension: The Articles of this Constitution may not be suspended. The Rules specified below may be suspended by the full Council to the extent permitted within those Rules and the law.

16.1.2 Procedure to suspend: A motion to suspend any rules will not be moved without notice unless at least one half of the whole number of councillors are present. The extent and duration of suspension will be proportionate to the result to be achieved, taking account of the purposes of the Constitution set out in Article 1.

16.1.3 Rules capable of suspension: The following Rules may be suspended in accordance with Article 16.1:

(a) In case of urgency, or if a motion has been passed after notice has been duly given, Standing Orders (as set out in Part 4.5 of this document) may be suspended at and in respect of any meeting, provided at least half of the members are present and two thirds of those present vote in favour of suspending them. (Fractions must be rounded up as necessary)

16.2 Interpretation

16.2.1 The ruling of the Chairman of the Council as to the construction or application of this Constitution or as to any proceedings of the Council shall not be challenged at any meeting of the Council. Such interpretation will have regard to the purposes of this Constitution contained in Article 1.

16.3 Publication

16.3.1 The Monitoring Officer will give a printed copy of this Constitution to each member of the authority upon delivery to him/her of that individual’s declaration of acceptance of office on the member first being elected to the Council.

16.3.2 The Monitoring Officer will ensure that copies are available for inspection at council offices, libraries and other appropriate locations, and can be purchased by members of the local press and the public on payment of a reasonable fee.

16.3.3 The Monitoring Officer will ensure that the summary of the Constitution is made widely available within the area via the Council’s website and is updated as necessary.
The Constitution of
South Norfolk Council

PART 3

RESPONSIBILITY FOR FUNCTIONS
Part 3 - Responsibility for Functions

1. The Decision-Making Process

1.1 Introduction

1.1.1 In the decision-making structure, there are four types of bodies:

(a) the main decision-making bodies;
(b) advisory bodies;
(c) the scrutiny committee;
(d) regulatory bodies;
(e) partnerships.

1.1.2 The main decision-making bodies are the Council and the Cabinet.

(a) The full Council decides the Council’s annual budget and policy framework. It appoints the Leader, and decides which councillors will serve on the bodies other than the Cabinet. It makes the final decision in disputed matters (other than licensing, appeals, complaints and planning applications).

(b) The Cabinet consists of the Leader, together with at least one and up to nine other councillors from the majority political party, who each act as lead councillor for portfolios of council activities. The Cabinet implements the Council’s policies and budget, and manages the performance of the Council’s services, on a day-to-day basis. It presents a report to each meeting of the full Council. The Cabinet also prepares the draft budget and policy framework for recommendation to the full Council.

1.1.3 The Council and Cabinet are assisted by advisory bodies:

(a) Cabinet Policy Committees support Cabinet through review of the effectiveness of service delivery, and developing policy, where discharged to do so by Cabinet.

(b) The Neighbourhood Boards act as consultative bodies on issues falling within their terms of reference.

(c) Cabinet may, from time to time, appoint task and finish groups to undertake detailed policy and procedure development in areas that cut across Cabinet Policy Committees, or do not fall directly within the remit of an existing policy committee.

(d) The Local Planning Steering Group advises the Cabinet and through it, the Council on the preparation of the Local Development Framework, and any other local planning matters, and will advise the Council on responses to consultations on regional and national planning guidance.

(e) The Joint Consultative Committee will serve as a conduit between members and staff on employment related matters, reporting to Cabinet on the outcomes of its deliberations.
1.1.4 The Scrutiny Committee holds the Cabinet to account and advises the Council on the Council’s performance and the pursuit of best value. The Scrutiny Committee does not make decisions, but it can make recommendations and ask for Cabinet decisions to be reconsidered through the “call in” mechanism (see Section 1.6 in this part and the Terms of Reference and Procedures of Scrutiny Committee set out in Part 4.1). It will also investigate particular areas of the Council’s activities, and make recommendations to the Cabinet and Council. It has the right to form Task and Finish Groups in order to examine areas of Council policy or process in more detail.

1.1.5 Decisions on individual planning and licensing applications and certain appeals are made by regulatory committees:

(a) The Development Management Committee decides planning applications and similar applications.

(b) The Licensing, Appeals and Complaints Committee decides all applications for licences not the subject of the Licensing Act 2003 or the Gambling Act 2005, and will hear appeals on the merits against internal Council decisions (where there is no other method of appeal on the merits provided by law).

(c) The Licensing and Gambling Acts Committee will agree general arrangements for the exercise of the Licensing Act 2003 and the Gambling Act 2005. Sub Committees will hear and determine after a full hearing all those applications made under the act, which are not the subject of delegation to officers.

(d) The Standards Committee reviews cases where investigations have found that members of South Norfolk Council, or (in certain circumstances) its Parishes have breached the Code of Conduct, and determine sanctions thereon.

1.1.5 The District Council works in partnership with other organisations, which deliver public services in South Norfolk, through a local strategic partnership known as the South Norfolk Alliance. The Alliance develops and approves the Sustainable Community Strategy. (See 1.9.2 below.)

1.1.6 The Council operates (with its partners) a system of Neighbourhood Boards. The boards meet at public meetings which are points of contact between our residents and partners, and there they decide priorities for local action.

1.2 Cabinet Decisions

1.2.1 Except for planning, licensing appeals and standards issues, the Cabinet is responsible for all routine decisions within the Council’s policy framework and approved budget. The Cabinet can authorise minor changes to the budget, up to a limit agreed by the full Council.

1.2.2 The Cabinet is primarily responsible for implementing the Sustainable Community Strategy, the corporate Business Plan and the Council’s other policies; and managing the Council’s own services to achieve best value
and to meet performance targets. The Cabinet will also manage the process of consultation on the preparation of the annual budget.

1.2.3 The Cabinet publishes a forward plan of key decisions it expects to make over the forthcoming 4 months.

1.2.4 The agenda for each meeting of the Cabinet is published and notified to all members of the Council. For each item, the agenda gives:

(a) a summary of the main points of the officer report;
(b) a summary of the report’s conclusions and recommendations;
(c) the responsible Cabinet member and specific ward(s) affected;
(d) a contact officer.

1.2.5 A record of the decisions made at each Cabinet meeting is published and notified to all members of the Council within two working days. The record gives details of each decision.

1.2.6 Agendas for Cabinet meetings, and the records of the Cabinet’s decisions, are published electronically on the Council’s website. A standard format for these documents has been introduced, to make them suitable for electronic publication.

1.3 Reviews of policy and budget

1.3.1 Each year, the Council must adopt its annual budget. The Cabinet will prepare the draft budget and will update the medium-term financial and corporate plan each year. The Cabinet will consult all the overview bodies to a fixed annual timetable, before recommending the draft documents to full Council for decision.

1.3.2 There are also a number of policies relating to the Council’s own services, which are reviewed annually or over a longer period, including, for example, the Capital Programme, the Asset Management Plan and the Scheme of Member Allowances.

1.3.3 The detailed work of reviewing each of these policies is undertaken by the relevant Policy Committee including consultation with the community and our partners. On the basis of the advice from the Policy Committee, the Cabinet prepares a revised policy and recommends the policy changes to full Council.

1.3.4 The work programme of the Scrutiny Committee is set out in a Scrutiny Plan.

1.3.5 The formal stages of preparing, consulting on and reviewing the Local Development Framework, are the responsibility of the Cabinet, advised by the Local Planning Steering Group.
1.3.6 The Council may decide that arrangements to consult specified committees, Panels or Forums may be waived for all or part of the process of reviewing other policy documents.

1.4 Cabinet decisions within policy/budget

1.4.1 This category is likely to include most routine decisions of the Cabinet, and is therefore most likely to be the subject of “call-in” (see Section 1.6, below). If such decisions are not called in within the period allowed, they are deemed to have been endorsed, and are to be implemented.

1.5 Cabinet decisions contrary to policy/budget

1.5.1 When the Cabinet is considering the options for action on a particular matter, it may decide that it prefers an option which would be significantly at variance with the Council’s policy framework, or would involve a change from the approved budget which exceeds the allowed limit. In that case, the Cabinet cannot decide the matter unless it complies with the urgency procedure set out in 1.2.7 above. It must instead recommend its preferred option to the full Council, who will make a final decision.

1.6 Scrutiny “call in”

1.6.1 Any three members of the Council can, within eight days of the Cabinet’s decision, “call in” any decision of the Cabinet for scrutiny, indicating whether theirs is a “suspensive” or “non-suspensive” call in.

1.6.2 The Scrutiny terms of reference provide for how the Scrutiny Committee will meet to determine call-ins, and the action that may be taken.

1.6.3 To avoid delay, the Leader or the Relevant Portfolio Holder can agree that Scrutiny Committee may refer a Cabinet decision to Council or to undertake more in-depth scrutiny

1.6.4 A Cabinet decision cannot be implemented or take effect until one of the following circumstances has occurred:

(a) there has been no valid suspensive call-in within the eight day period allowed;
(b) the decision has been subject to a suspensive call-in but has been endorsed by the Scrutiny Committee;
(c) following a suspensive call-in and negotiations with the Cabinet, the Chairman of the Scrutiny Committee has confirmed that the decision is endorsed;
(d) following a recommendation from Scrutiny Committee on a suspensive call-in, Cabinet have accepted the recommendations of the Scrutiny Committee;
(e) where the Leader or Relevant Portfolio Holder agrees (as per 1.6.3 above), a matter has been referred to Council, and Council have decided the matter
1.6.6 The aim of these arrangements is to balance the ensuring of effective decision making and avoiding unnecessary delay. The arrangements make provision for compromises to be speedily reached, in cases of disagreement between the Cabinet and the Scrutiny Committee. It should therefore not be necessary for any decision to travel round the “call in loop” more than once.

1.6.7 There will be occasions where the Cabinet does not wish to seek a compromise. To save time in such cases, the Cabinet can indicate in the record of the decision that it is “non-negotiable” and should be referred to full Council for decision, if Scrutiny Committee does not endorse it.

1.6.8 Cabinet recommendations to full Council on decisions which would be contrary to policy/budget may be considered by the Scrutiny Committee, which can add its comments.

1.6.9 The recommendations of the Cabinet to full Council on policy and budget matters can also be called in for scrutiny, but cannot be referred back to Cabinet - the Scrutiny Committee may add its comments, for consideration by full Council.

1.7 Matters of Urgency for Key Decisions

1.7.1 If, in the opinion of the Monitoring Officer, Cabinet is minded to take a decision in a way contrary to the policy framework or contrary to/not wholly in accordance with budgetary provision because of urgency, it may only be taken by the Cabinet if the Chairman of the Scrutiny Committee agrees that that the issue is urgent.

1.7.2 If the Cabinet, for reasons of urgency, wishes to make a key decision which is not included in its forward programme, it must give the Chairman of the Scrutiny Committee at least five working days notice that it intends to consider the matter. If it is not possible to give this notice, the Chairman of the Scrutiny Committee must agree before the matter can be considered by the Cabinet.

1.8 Planning and licensing applications

1.8.1 Decisions on individual planning applications, licensing and appeals by the Development Management Committee, or the Licensing, Appeals and Complaints Committee do not require approval by the full Council and are not subject to scrutiny “call in”.

1.10 Delegation to officers

1.10.1 The Council, the Cabinet, and any Committee may delegate part of its functions to officers of the Council, either generally or for a particular matter. But key decisions can not be taken by officers under delegated powers. The terms of general delegations, including the responsible officer and any limiting conditions, is set out in a Scheme of Delegations approved from time to time by the Council and made available for public inspection. The principles of the Scheme to be operated are set out in Part 3 Sections 1.11 below and Part 3, Sections 3, 4, and 5.
1.10.2 Decisions taken by officers, alone or in consultation with individual Cabinet members, must be recorded in the appropriate place as soon as possible after the decision has been taken, but are not subject to “call in”.

1.10.3 Officer decisions made in consultation with the whole Cabinet are recorded and published in the same way as Cabinet decisions, and can be “called in”.

1.11 Scheme of Delegation

1.11.1 With the exception of key decisions, each Director, the Deputy Chief Executive and the Chief Executive of the Council is authorised, within the Council’s policy framework and budget, to exercise all functions within their area of responsibility, as set out in the current List of Responsibilities for Services in Part 3.3 below. A Director, the Deputy Chief Executive and the Chief Executive may in turn delegate this authority to specified officers of the Council. In the absence of a Director, the Chief Executive or Deputy Chief Executive may arrange for duties to be carried out by an appropriate officer.

1.11.2 Any officer exercising or advising on the exercise of their delegated authority shall first consider, as a matter of judgement, whether to consult:

(a) The Cabinet;
(b) The member(s) of the Cabinet or Deputy Cabinet member with responsibility for the matter concerned;
(c) the ward councillor(s) or other local councillor(s);
(d) the Chairman of a committee;
(e) other officers of the Council or other agencies or partner organisations.
(f) Any shadow Cabinet Member nominated by the largest opposition group or by that political group jointly with some or all other minority groups.

1.11.3 The Cabinet Members, Deputy Cabinet Members and the Management Team (Chief Executive, Deputy Chief Executive and Directors) may meet together on a regular basis as a “Board”. The Board provides an opportunity for collective consultation as in 1.11.2 above. It is a non-executive body in which frank exchanges and briefings can take place on a confidential basis to assist with the development and implementation of policy. The Board has no decision-making authority as such and cannot assume any of the powers of the Council, the Cabinet, any other constituent body of the Council or the delegated authority of designated officers.

1.11.4 The two following sections are a summary of the procedures laid down by statute and should be used as general guidance only with any decisions being made in accordance with Statutory Instrument 2001 3384.

1.12 The Development of the Policy Framework
1.12.1 Where the Cabinet submits a draft plan or strategy to Council for consideration and the Council has objections to it, then the following process must be carried out.

1.12.2 Before the Council amends the draft plan or strategy, approves for the purpose of submission to the government any plan or strategy (draft or not), or adopts the plan or strategy, it must inform the Leader of any objections it has to the draft plan or strategy and instruct (through) him/her for Cabinet to reconsider in the light of these objections the draft plan or strategy submitted to it.

1.12.3 Where the Council gives these instructions, it must specify a period of at least five working days beginning on the day after the date on which the Leader receives the instructions within which the Leader may -

(a) submit a revision of the draft plan or strategy as amended by the Cabinet with the their reasons for any amendments made to the draft plan or strategy, for Council’s consideration; or
(b) inform the Council of any disagreement that the Cabinet has with any of the Council’s objections and reasons for any such disagreement.

1.12.4 When the period specified by the Council, has expired, the Council must, when -

(a) amending the draft plan or strategy or, if there is one, the revised draft plan or strategy;
(b) approving, for the purpose of its submission to the Government for its approval, any plan or strategy (whether or not in the form of a draft or revised draft); or
(c) adopting (with or without modification) the plan or strategy,

1.12.5 Take into account any amendments made to the draft plan or strategy that are included in any revised draft plan or strategy, the Cabinet’s reasons for those amendments, any disagreement that the Cabinet has with any of the Council’s objections and reasons for that disagreement, which the Chairman of the Cabinet submitted to the authority, or informed the authority of, within the period specified.

1.13 Preparation of the budget

1.13.1 The following shall not be the subject of these regulations:

(a) calculations or substitute calculations which an authority is required to make in accordance with section 52I, 52J, 52T or 52U of the Local Government Finance Act 1992; and
(b) amounts stated in a precept issued to give effect to calculations or substitute calculations made in accordance with section 52J or 52U of that Act.
1.13.2 If, before 8th February in any financial year, the Cabinet submits (NB for these purposes “submits” means the date of publication of the full Council agenda containing the Cabinet's recommendation for full Council) to the Council for its consideration in relation to the following financial year -

(a) estimates of the amounts to be aggregated in making a calculation (whether originally or by way of substitute) in accordance with any of sections 32 to 37 or 43 to 49, of the Local Government Finance Act 1992;
(b) estimates of other amounts to be used for the purposes of such a calculation;
(c) estimates of such a calculation; or
(d) amounts required to be stated in a precept under Chapter IV of Part I of the Local Government Finance Act 1992,

and following consideration of those estimates or amounts the Council has any objections to them, it must take the action set out below.

1.13.3 Before the Council makes a calculation (whether originally or by way of substitute) in accordance with any of the sections referred to above or issues a precept under Chapter IV of Part I of the Local Government Finance Act 1992, it must inform the Leader of any objections which it has to the Cabinet's estimates or amounts and must give to him/her instructions requiring the Cabinet to reconsider, in the light of those objections, those estimates and amounts in accordance with the authority's requirements.

1.13.4 Where the Council gives instructions in accordance with this, it must specify a period of at least five working days beginning on the day after the date on which the Leader receives the instructions on behalf of the Cabinet within which s/he may -

(a) submit a revision of the estimates or amounts as amended by the Cabinet ("revised estimates or amounts"), which have been reconsidered in accordance with the Council’s requirements, with the Cabinet’s reasons for any amendments made to the estimates or amounts, to the Council authority for its consideration; or
(b) inform the Council of any disagreement that the Cabinet has with any of the Council’s objections and the Cabinet’s reasons for any such disagreement.

1.13.5 When the period specified by the Council referred to above, has expired, the Council must, when making calculations (whether originally or by way of substitute) in accordance with the sections referred to in paragraph 6(a), or issuing a precept under Chapter IV of Part I of the Local Government Finance Act 1992, take into account -

(a) any amendments to the estimates or amounts that are included in any revised estimates or amounts;
(b) the Cabinet’s reasons for those amendments;
(c) any disagreement that the Cabinet has with any of the authority's objections; and
(d) the Cabinet’s reasons for that disagreement,

which the Chairman of the Cabinet submitted to the Council, or informed the Council of, within the period specified.
2 . Committee responsibility for functions other than those reserved by statute for the council

2.1 All these functions except key decisions are eligible for full delegation to Staff under the scheme of delegations. For the purpose of clarity, they are recorded here as being executive functions unless shown otherwise.

<table>
<thead>
<tr>
<th>Function</th>
<th>Decision making body</th>
<th>Membership</th>
<th>Delegation of functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any function under a local Act other than a function specified or referred to in regulation 2 or Schedule 1</td>
<td>Cabinet</td>
<td>Up to 10 members of the Council</td>
<td>Refer to the table of delegation in Section 3.3.</td>
</tr>
<tr>
<td>Any function relating to contaminated land</td>
<td>Cabinet</td>
<td>Up to 10 members of the Council</td>
<td>Refer to the table of delegation in Section 3.3.</td>
</tr>
<tr>
<td>The discharge of any function relating to the control of pollution or the management of air quality.</td>
<td>Cabinet</td>
<td>Up to 10 members of the Council</td>
<td>Refer to the table of delegation in Section 3.3.</td>
</tr>
<tr>
<td>The service of an abatement notice in respect of a statutory nuisance</td>
<td>Cabinet</td>
<td>Up to 10 members of the Council</td>
<td>Refer to the table of delegation in Section 3.3.</td>
</tr>
<tr>
<td>The passing of a regulation that Schedule 2 to the Noise and Statutory Nuisance Act 1993 should apply in the Authority’s area</td>
<td>Cabinet</td>
<td>Up to 10 members of the Council</td>
<td>Refer to the table of delegation in Section 3.3.</td>
</tr>
<tr>
<td>The inspection of the authority’s area to detect any statutory nuisance</td>
<td>Cabinet</td>
<td>Up to 10 members of the Council</td>
<td>Refer to the table of delegation in Section 3.3.</td>
</tr>
<tr>
<td>The investigation of any complaint as to the existence of a statutory nuisance</td>
<td>Cabinet</td>
<td>Up to 10 members of the Council</td>
<td>Refer to the table of delegation in Section 3.3.</td>
</tr>
<tr>
<td>The appointment of any individual:</td>
<td>Cabinet</td>
<td>Up to 10 members of the Council</td>
<td>Refer to the table of delegation in Section 3.3.</td>
</tr>
<tr>
<td>- to any office other than an office in which he is employed by the authority</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Function</td>
<td>Decision making body</td>
<td>Membership</td>
<td>Delegation of functions</td>
</tr>
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<tr>
<td>to any body other than the authority of two or more authorities or</td>
<td></td>
<td>Up to 10 members of the Council</td>
<td>Refer to the table of delegation in Section 3.3</td>
</tr>
<tr>
<td>to any committee or sub committee of such a body and the revocation of</td>
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<tr>
<td>any such appointment</td>
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</tr>
<tr>
<td>Functions relating to Audit matters and approving the Final Accounts</td>
<td>Cabinet</td>
<td>Up to 10 members of the Council</td>
<td>Refer to the table of delegation in Section 3.3</td>
</tr>
<tr>
<td>The determination of planning applications and other matters within</td>
<td>Development</td>
<td>11 members of the authority</td>
<td>Refer to Development Management Committee’s Scheme of delegation, in part 4</td>
</tr>
<tr>
<td>the terms of reference of the Planning Committees.</td>
<td>Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The obtaining of information under section 330 of the Town and Country</td>
<td>Development</td>
<td>11 Members of the Authority</td>
<td>Refer to Development Management Committee’s Scheme of delegation in Part 4</td>
</tr>
<tr>
<td>Planning Act 1990 as to interests in land</td>
<td>Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxi, gaming, food and miscellaneous licensing Functions relating to</td>
<td>Licensing, Appeals</td>
<td>15 members of the authority, of which any</td>
<td>Refer to Licensing, Appeals and Complaints Committee’s Scheme of delegation in Part 5</td>
</tr>
<tr>
<td>licensing and registration as set out in Schedule 1 to the Functions</td>
<td>and Complaints</td>
<td>3 (normally including the Chairman or</td>
<td></td>
</tr>
<tr>
<td>Regulations. See also Constitution and terms of Reference of the</td>
<td></td>
<td>Vice Chairman) will be drawn in rotation</td>
<td></td>
</tr>
<tr>
<td>Committee.</td>
<td></td>
<td>to determine individual qualification</td>
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</tr>
<tr>
<td>Functions relating to health and safety under any “relevant statutory</td>
<td>Licensing, Appeals</td>
<td>15 members of the authority, of which any</td>
<td>Refer to Licensing, Appeals and Complaints Committee’s Scheme of delegation in Part 5</td>
</tr>
<tr>
<td>provision” within the meaning of Part 1 of the Health and Safety at</td>
<td>and Complaints</td>
<td>3 (normally including the Chairman or</td>
<td></td>
</tr>
<tr>
<td>Work Act 1974, to the extent that</td>
<td></td>
<td>Vice Chairman) will be drawn in rotation</td>
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<tr>
<td></td>
<td></td>
<td>to determine individual qualification</td>
<td></td>
</tr>
<tr>
<td>Function</td>
<td>Decision making body</td>
<td>Membership</td>
<td>Delegation of functions</td>
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<tr>
<td>those functions are discharged otherwise than in the council’s capacity as employer</td>
<td></td>
<td>will be drawn in rotation to determine individual qualification</td>
<td>Part 5</td>
</tr>
<tr>
<td>Appeals</td>
<td>Licensing, Appeals and Complaints</td>
<td>15 Members of the Authority who will sit in sub committees of 3 to hear appeals and to determine applications</td>
<td>Refer to Licensing, Appeals and Complaints Scheme of delegation in Part 5</td>
</tr>
<tr>
<td>Functions relating to the Licensing Act 2003</td>
<td>Licensing and Gambling Acts Committee</td>
<td>15 Members of the Authority who will sit in sub committees of 3 to determine applications</td>
<td>Refer to Licensing, Appeals and Complaints Scheme of delegation in Part 5</td>
</tr>
<tr>
<td>The provision of a Joint Museums Service for Norfolk</td>
<td>Norfolk Joint Museums Committee</td>
<td>9 members of the County Council, 3 Members of Norwich City Council and 1 member each from Breckland, Broadland, North Norfolk, South Norfolk, Great Yarmouth and Kings Lynn and West Norfolk Councils</td>
<td></td>
</tr>
<tr>
<td>The provision of a records service for Norfolk</td>
<td>Norfolk Records Committee</td>
<td>3 members of the County Council, and Norwich City Council and 1 member each from Breckland, Broadland, North Norfolk, South Norfolk,</td>
<td></td>
</tr>
<tr>
<td>Function</td>
<td>Decision making body</td>
<td>Membership</td>
<td>Delegation of functions</td>
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</tr>
<tr>
<td>The provision of a Joint Building Control Service for participating Norfolk District Councils</td>
<td>Norfolk Building Control Joint Committee (known as CNC)</td>
<td>1 executive member each from the participating Councils.</td>
<td></td>
</tr>
<tr>
<td>The provision of a legal service for participating Norfolk Councils</td>
<td>nplaw Board</td>
<td>1 executive member from each of the participating Councils</td>
<td></td>
</tr>
</tbody>
</table>
3. CABINET MEMBERS/PORTFOLIO OF RESPONSIBILITY AND THE RESPONSIBILITIES OF SENIOR OFFICERS

3.1 Leader and External Affairs Portfolio

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Officer</th>
<th>Cabinet Policy Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications</td>
<td>Chief Executive</td>
<td>Cross-cutting CPC</td>
</tr>
<tr>
<td>Economic Development, including:</td>
<td>Chief Executive</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>➢ Broadband for the Community</td>
<td></td>
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<tr>
<td>➢ Regeneration</td>
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<tr>
<td>➢ Tourism</td>
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</tr>
<tr>
<td>Strategic Planning Policy including:</td>
<td></td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>➢ Community Infrastructure Levy</td>
<td></td>
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<tr>
<td>➢ Local Development Framework</td>
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<tr>
<td>➢ Joint Core Strategy</td>
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<tr>
<td>➢ New Homes Bonus</td>
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<tr>
<td>➢ Town Plans and Developer Guidance</td>
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</tr>
<tr>
<td>Elections and Electoral Registration</td>
<td>Chief Executive</td>
<td>Cross-cutting CPC</td>
</tr>
<tr>
<td>External Affairs</td>
<td>Chief Executive</td>
<td>Cross-cutting CPC</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Chief Executive</td>
<td>Cross-cutting CPC</td>
</tr>
</tbody>
</table>
### 3.2 Communities and Localism Portfolio

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Officer</th>
<th>Cabinet Policy Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Arts and Culture, including</strong></td>
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<tr>
<td>➢ Arts Development and coordination</td>
<td>Chief Executive</td>
<td>Localism</td>
</tr>
<tr>
<td>➢ Cultural Events/Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Culture and Heritage</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Community Empowerment including:</strong></td>
<td>Chief Executive</td>
<td>Localism</td>
</tr>
<tr>
<td>➢ Community Cohesion</td>
<td></td>
<td></td>
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<tr>
<td>➢ Community Engagement</td>
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<tr>
<td>➢ Community Grants</td>
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<tr>
<td>➢ Community Safety and Restorative Justice</td>
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<tr>
<td>➢ Community Transport</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Neighbourhood Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Youth Engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>South Norfolk Alliance</strong></td>
<td>Chief Executive</td>
<td>Localism</td>
</tr>
<tr>
<td><strong>Sport Development including</strong></td>
<td>Chief Executive</td>
<td>Localism</td>
</tr>
<tr>
<td>➢ Community Sport Network</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Leisure Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Olympic Games 2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Play Development</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 3.3 Environment and Regulation Portfolio

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Officer</th>
<th>Cabinet Policy Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Car Parks and Parking Enforcement</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>Design and Conservation including</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>- Biodiversity/Ecology</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>- Dangerous, ruinous or dilapidated buildings</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>- Listed Buildings</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>- Tree Preservation</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>Development Control including</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>- Building Control – Client Functions</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>- Planning Applications</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>- Planning Appeals</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>- Planning Enforcement</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>Drainage Improvements including</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>- Surface Water &amp; Sewerage</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>Emergency Planning and Business Continuity</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>Environmental Enforcement including</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>- Dog Control</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>- Health and Safety</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>- Neglected Sites</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>Land Charges</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>Licensing, including</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>- Alcohol Licensing</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>- Animal Licensing</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>- Gambling Licensing</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
<tr>
<td>- Regulated Entertainment Licensing</td>
<td>Director of Development &amp; Environment</td>
<td>Environment, Growth &amp; Regulation</td>
</tr>
</tbody>
</table>
Taxi Licensing

Play Site Inspection and Adoption
Director of Development & Environment

Protecting the Environment including
- Energy Advice and Assistance
- Environmental Awareness/Corporate Energy Efficiency
- Environmental Crime
- Environmental Health
- Environmental Licensing
- Pest Control

Director of Environment, Growth & Regulation

Public Conveniences
Director of Environment, Growth & Regulation

Public Health Protection including
- Communicable Disease Control
- Food Safety
- Pollution

Director of Environment, Growth & Regulation

Street Scene including
- Clean Neighbourhoods
- Countryside Management
- Grounds Maintenance

Director of Environment, Growth & Regulation

Waste including
- Domestic Recycling
- Domestic Refuse Collection
- Mini Recycling Centres
- Trade Waste

Director of Environment, Growth & Regulation
### 3.4 Housing & Public Health Portfolio

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Officer</th>
<th>Cabinet Policy Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits including</td>
<td>Deputy Chief Executive</td>
<td>Housing &amp; Public Health</td>
</tr>
<tr>
<td>- Benefit Fraud</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Council Tax Benefit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Housing Benefits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burials</td>
<td>Director of Development &amp; Environment</td>
<td>Housing &amp; Public Health</td>
</tr>
<tr>
<td>Gypsies and Travellers</td>
<td>Director of Development &amp; Environment</td>
<td>Housing &amp; Public Health</td>
</tr>
<tr>
<td>Housing advice including</td>
<td>Director of Development &amp; Environment</td>
<td>Housing &amp; Public Health</td>
</tr>
<tr>
<td>- Homelessness and Homelessness Prevention</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Leased Properties and Hostels</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Housing Advances</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Housing Advice</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Housing Register &amp; Home Options</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Standards including</td>
<td>Director of Development &amp; Environment</td>
<td>Housing &amp; Public Health</td>
</tr>
<tr>
<td>- Care and Repair</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Disabled Facilities Grants/Aids &amp; Adaptations</td>
<td></td>
<td></td>
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<tr>
<td>- High Hedges</td>
<td></td>
<td></td>
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<tr>
<td>- Home Maintenance Advice</td>
<td></td>
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<tr>
<td>- Housing Enforcement</td>
<td></td>
<td></td>
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<tr>
<td>- Renovation Grants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Supporting People</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Unfit Houses and HMOs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Older People’s Forum</td>
<td>Director of Development &amp; Environment</td>
<td>Housing &amp; Public Health</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Health Promotion</td>
<td>Chief Executive</td>
<td>Housing &amp; Public Health</td>
</tr>
<tr>
<td>-------------------------</td>
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<td>------------------------</td>
</tr>
<tr>
<td>Revenues including</td>
<td>Deputy Chief Executive</td>
<td>Housing &amp; Public Health</td>
</tr>
<tr>
<td>➢ Council Tax Collection</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ National Non Domestic Rates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Rate Relief Schemes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Housing policy including</td>
<td></td>
<td>Housing &amp; Public Health</td>
</tr>
<tr>
<td>➢ Affordable Housing</td>
<td>Director of Development &amp; Environment</td>
<td></td>
</tr>
<tr>
<td>➢ Housing Enabling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Mortgages</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Welfare Rights/Debt Advice</td>
<td>Director of Development &amp; Environment</td>
<td>Housing &amp; Public Health</td>
</tr>
</tbody>
</table>
### 3.5 Finance and Resources Portfolio

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Director</th>
<th>Cabinet Policy Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit</td>
<td>Deputy Chief Executive</td>
<td>Finance, Resources, Audit and Governance</td>
</tr>
<tr>
<td>Finance including</td>
<td>Deputy Chief Executive</td>
<td>Finance, Resources, Audit and Governance</td>
</tr>
<tr>
<td>➢ Accountancy</td>
<td></td>
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<tr>
<td>➢ Income</td>
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<tr>
<td>➢ Payments</td>
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<tr>
<td>➢ Procurement and Supply Contracts</td>
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<tr>
<td>➢ Sundry Debtors</td>
<td></td>
<td></td>
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<tr>
<td>➢ Treasury Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health and Safety at SNC</td>
<td>Deputy Chief Executive</td>
<td>Finance, Resources, Audit and Governance</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Deputy Chief Executive</td>
<td>Finance, Resources, Audit and Governance</td>
</tr>
<tr>
<td>Information Rights including:</td>
<td>Deputy Chief Executive</td>
<td>Finance, Resources, Audit and Governance</td>
</tr>
<tr>
<td>➢ Data Protection</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Freedom of Information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land and Property including</td>
<td>Deputy Chief Executive</td>
<td>Finance, Resources, Audit and Governance</td>
</tr>
<tr>
<td>➢ Asset Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Building Maintenance</td>
<td></td>
<td></td>
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<tr>
<td>➢ Commons</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Community Right To Buy</td>
<td></td>
<td></td>
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<tr>
<td>➢ Facilities Management</td>
<td></td>
<td></td>
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<tr>
<td>➢ Heritage Site Management</td>
<td></td>
<td></td>
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<tr>
<td>➢ Industrial Estate Management</td>
<td></td>
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<tr>
<td>➢ Parish Land Management</td>
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<td></td>
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<tr>
<td>➢ Sewage Works Rehabilitation Programme</td>
<td></td>
<td></td>
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<tr>
<td>➢ Street Lighting and Street Nameplates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Street Naming &amp; Numbering / GIS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reprographics including</td>
<td>Deputy Chief Executive</td>
<td>Finance, Resources, Audit</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1-07-12
The Constitution of South Norfolk Council

Part 3 Responsibility for Functions

- Post
- Printing

Members Services including:
- Committee Services
- Member Support
- Scrutiny

Legal Services

Executive and Governance

Deputy Chief Executive Finance, Resources, Audit and Governance
### 3.6 Innovation and Efficiency Portfolio

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Management</td>
<td>Chief Executive</td>
</tr>
<tr>
<td>Customer Services including:</td>
<td>Chief Executive</td>
</tr>
<tr>
<td>- Web Development</td>
<td>Cross-cutting CPC</td>
</tr>
<tr>
<td>- ICT Strategy</td>
<td>Cross-cutting CPC</td>
</tr>
<tr>
<td>- Equalities</td>
<td>Cross-cutting CPC</td>
</tr>
<tr>
<td>- Customer Insight</td>
<td>Cross-cutting CPC</td>
</tr>
<tr>
<td>Information Technology and Telephony</td>
<td>Deputy Chief Executive</td>
</tr>
<tr>
<td>Service Improvement &amp; Efficiency</td>
<td>Chief Executive</td>
</tr>
<tr>
<td>- Business Development</td>
<td>Cross-cutting CPC</td>
</tr>
<tr>
<td>- Business Improvement</td>
<td>Cross-cutting CPC</td>
</tr>
<tr>
<td>- Performance Improvement</td>
<td>Cross-cutting CPC</td>
</tr>
<tr>
<td>Shared Services</td>
<td>Chief Executive</td>
</tr>
<tr>
<td>Leisure Centres</td>
<td>Cross-cutting CPC</td>
</tr>
<tr>
<td>CNC Building Control</td>
<td>Deputy Chief Executive</td>
</tr>
<tr>
<td></td>
<td>Cross-cutting CPC</td>
</tr>
</tbody>
</table>
4. **Specific delegation of exercise of functions to officers:**

**Development Management Committee**

4.1 **Applications made under the Planning Acts**

4.1.1 The Director of Development and Environment, and such officers as that Director may approve, is authorised to approve planning applications except those where the following apply:

4.1.1.1 The Local Member has determined the application be considered by the Development Management Committee for appropriate planning reasons

4.1.1.2 The recommendation is for approval, but is contrary to planning policy

4.1.1.3 The recommendation is for approval, but is contrary to the response from a statutory agency

4.1.1.4 The application is from South Norfolk Council, a member of South Norfolk Council, or a member of South Norfolk Council staff

4.1.1.5 The proposal has potential to generate employment but the recommendation is for refusal

4.1.1.6 The Director of Development and Environment declines to exercise his delegated authority

4.1.1.7 Major Applications (see below) where there are comments from either Town / Parish Council or neighbours contrary to the recommendation

4.1.1.8 Comments have been received from the Parish Council and at least two premises which raise material planning considerations and are at variance to officer recommendation

4.1.2 Major applications are defined as those with:

4.1.2.1 5 or more dwellings

4.1.2.2 Residential development on sites of more than 0.5 ha

4.1.2.3 Buildings in excess of 1000sq m

4.1.2.4 Development on sites in excess of 1 ha

4.2 **Enforcement of Development Control**

4.2.1 The Director of Development and Environment, and such officers as that Director may approve, is authorised to undertake the following enforcement action:

4.2.1.1 To serve planning contravention notices and, subject to legal advice, to prosecute for non-compliance with such notices.

4.2.1.2 Subject to legal advice, to serve breach of condition notices and, subject to further such advice, to prosecute for non-compliance with such notices.

4.2.1.3 Where enforcement action has been authorised by a Development Management Committee in a particular case:

   (a) to serve enforcement notice (which term shall also include listed building enforcement notices and special enforcement notices);

   (b) to serve stop notices;
(c) to serve breach of condition notices;
(d) to apply for injunctions and enforce them;
(e) to arrange for the entry on land and the taking of steps required by such an enforcement notice and for the recovery of costs incurred in relation thereto;
(f) to prosecute for any breaches of such enforcement notices, stop notices, or breach of condition notices;

Unless the taking of any such step has been specifically excluded by the Committee in the particular case.

4.2.1.4 When she/he considers that it is necessary to take urgent enforcement action before the next scheduled meeting of a relevant Development Management Committee, to take any of the steps referred to in 4.2.1.3 above, after consultation with the Chairman or Vice-Chairman of the Development Management Committee or, in their absence, the relevant Cabinet portfolio holder, subject to legal advice at the time and to reporting details of the action so taken to the next following meeting of the Development Management Committee.

4.3 Other Functions Falling within the Terms of Reference of the Development Management Committee

4.3.1 To exercise all other functions falling within the terms of reference of the Planning Committee whether by the service of notices, making or confirmation of orders, directions or dispensations, issue of determinations or certificates, lodgement of comments or objections, commencement of proceedings, lodgement of appeals, withdrawal or discontinuance of any matter or action, responding to any matters served upon the Council or otherwise.

4.4 Temporary Stop Notices

4.4.1 The Director of Development and Environment, the Development Control Manager, the Area Planning Officers and the Enforcement Officer are authorised to issue and serve a temporary stop notice.

4.5 General Principles against which all Planning Delegations are to be exercised

4.5.1 Despite the availability and extent of any delegated power in any particular case, any officer exercising or advising upon the exercise of such power shall first consider whether, in his or her judgement, the matter ought nevertheless to be referred to the Development Management Committee or whether the Chairman or Vice-Chairman of the Committee ought to be consulted. The officer shall have a duty to act in accordance with his or her own judgement in that respect.
5 Specific Delegation of Exercise of Functions to Officers: Licensing and Gambling Acts, Licensing Appeals and Complaints

5.1 Licensing Act 2003

Delegation of Functions – Food, Health and Safety Manager

<table>
<thead>
<tr>
<th>MATTER TO BE DEALT WITH</th>
<th>FULL CTTEE</th>
<th>SUB CTTEE</th>
<th>OFFICERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application for personal licence</td>
<td></td>
<td>If a Police objection made</td>
<td>If no objection made</td>
</tr>
<tr>
<td>Application for personal licence, with unspent convictions</td>
<td></td>
<td>All cases</td>
<td></td>
</tr>
<tr>
<td>Application for premises licence/club premises Certificate</td>
<td>If a relevant representation made</td>
<td>If no relevant representation made</td>
<td></td>
</tr>
<tr>
<td>Application for provisional statement</td>
<td>If a relevant representation made</td>
<td>If no relevant representation made</td>
<td></td>
</tr>
<tr>
<td>Application to vary premises licence/club registration Certificate</td>
<td>If a relevant representation made</td>
<td>If no relevant representation made</td>
<td></td>
</tr>
<tr>
<td>Application to vary designated personal licence holder</td>
<td>If a police representation</td>
<td>All other cases</td>
<td></td>
</tr>
<tr>
<td>Request to be removed as designated personal licence holder</td>
<td></td>
<td>All cases</td>
<td></td>
</tr>
<tr>
<td>Application for transfer of premises licence</td>
<td>If a police representation</td>
<td>All other cases</td>
<td></td>
</tr>
<tr>
<td>Application for Interim Authorities</td>
<td>If a police representation</td>
<td>All other cases</td>
<td></td>
</tr>
<tr>
<td>Application to review premises licence/club premises Registration</td>
<td>All cases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decision on whether a complaint is irrelevant, frivolous, vexatious, etc</td>
<td>All cases, initially with discretion to refer to the sub-cttee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decision to object when local authority is a consultee and not the lead authority</td>
<td>All cases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Determination of a Police representation to a temporary event notices</td>
<td>All cases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applications for minor variations with or without representations.</td>
<td>All cases</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(a) The Food, Health and Safety Manager has delegated authority to carry out all functions associated with the Licensing Act 2003, which are not covered within the scheme of delegation referred to above.

(b) The Food, Health and Safety Manager has delegated authority to agree that a hearing in appropriate circumstances under the regulations is unnecessary, even when representations have been received and to instigate proceedings for
contravention of the provisions of the Act.

(c) The Food, Health and Safety Manager is authorised to approve applications for the grant or renewal of a permit for gaming machines in premises with a premises licence and that the Licensing and Gambling Act Committee is authorised to hold a hearing and determine applications for the grant or renewal of a permit for gaming machines in cases where an objection to the application has been received or the Food, Health and Safety Manager is minded to refuse the application. Furthermore, that the Food, Health and Safety Manager is authorised, after consultation with the Chairman of the Licensing Committee (or in his/her absence the Vice Chairman) to instigate proceedings for contravention of the relevant parts of the Gambling Act or the terms of a permit issued by or under the authority of the Committee.

5.2 Gambling Act 2005

Delegation of Functions – Food, Health and Safety Manager

<table>
<thead>
<tr>
<th>MATTER TO BE DEALT WITH</th>
<th>FULL COUNCIL</th>
<th>SUB-COMMITTEE</th>
<th>OFFICERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Three year licensing policy</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy not to permit casinos</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fee Setting - when appropriate</td>
<td></td>
<td>Where representations have been received and not withdrawn</td>
<td>Where no representations received/representations have been withdrawn</td>
</tr>
<tr>
<td>Application for premises licences</td>
<td></td>
<td>Where representations have been received and not withdrawn</td>
<td>Where no representations received/representations have been withdrawn</td>
</tr>
<tr>
<td>Application for a variation to a licence</td>
<td></td>
<td>Where representations have been received and not withdrawn</td>
<td>Where no representations received/representations have been withdrawn</td>
</tr>
<tr>
<td>Application for a transfer of a licence</td>
<td></td>
<td>Where representations have been received from the Commission</td>
<td>Where no representations received from the Commission</td>
</tr>
<tr>
<td>Application for a provisional statement</td>
<td></td>
<td>Where representations have been received and not withdrawn</td>
<td>Where no representations received/representations have been withdrawn</td>
</tr>
<tr>
<td>Review of a premises licence</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Application for club gaming /club machine permits | Where representations have been received and not withdrawn | Where no representations received/representations have been withdrawn
--- | --- | ---
Cancellation of club gaming/ club machine permits | X |  
Applications for other permits |  | X  
Cancellation of licensed premise gaming machine permits |  | X  
Consideration of temporary use notice |  | X  
Decision to give a counter notice to a temporary use notice |  | X  

### 5.3 Hackney Carriage and Private Hire

The Food, Health and Safety Manager is delegated authority to carry out all functions associated with the Local Government Miscellaneous Provision Act 1976 and the Town Police Clause Act 1847.
The Constitution of South Norfolk Council

PART 4

RULES OF PROCEDURE
PART 4 Rules of Procedure

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1 COUNCIL

1.1 Terms of Reference

1.1.1 Functions reserved for Council shall be to decide the Council’s constitution, budget and policy framework, to act as the chamber for debate and a decision making body of last resort (with the exception of Development Control and Licensing applications and enforcement issues), and in particular to decide:

(a) the Council’s structures and terms of reference;
(b) the scheme of delegations;
(c) Standing Orders and Financial Regulations;
(d) the Council’s policy framework (for details see Part 2 Article 4).

1.1.2 Appointing:

(a) the Chairman and Vice Chairman of the Council;
(b) the Leader of the Council who will be appointed for a period starting with the Annual General Meeting until the next Annual General Meeting, although Council may resolve at any time to remove the Leader and appoint another;
(c) members of the Council to the Scrutiny Committee, Standards Committee, Licensing and Appeals Committee, Neighbourhood Boards, Licensing Act 2003 Committee, Development Management Committee and other appropriate bodies;
(d) member representation on Outside organisations;
(e) Chief Executive, Deputy Chief Executive and Directors (or to make arrangements for their appointment);
(f) Chairmen and Vice Chairmen of (amongst others) the Scrutiny Committee, Development Management Committee and Licensing and Appeals Committee;

1.1.3 To:

(a) agree the Council’s corporate Business Plan;
(b) consider and make final decisions on references from other bodies;
(c) approve the Council’s Budget and set the Council Tax;
(d) approve the Pay Policy Statement
(e) agree Council borrowing limits;
(f) approve the Treasury Management Strategy;
(g) agree a scheme of members’ allowances;
(h) consider notices of motion from members;
(i) consider petitions and questions submitted by residents of the district;
(j) consider statutory reports from the Monitoring Officer and S 151 Officer;
(k) receive presentations and conduct debates on issues as appropriate;
(m) agree the Local Development Framework;
(n) agree the Statement of Licensing Policy and Gambling Policy
(o) agree any other plans and strategies which the Council decides should be adopted as a matter of local choice.
1.1.4 Together with such other functions as the law may, from time to time, require to be reserved to the Council.

1.2 Membership

1.2.1 All members of the Council may take part in meetings of Council.

1.3 Quorum

1.3.1 No decisions may be taken unless at least one quarter of the members of the Council are present – i.e. 12 (see Standing Orders for further information).

1.4 Procedures, protocols and public speaking

1.4.1 There will be an annual meeting and 4 ordinary meetings. The annual meeting will determine the appointments listed at 1.1.2 above, though the Group Leaders may change these appointments by writing to the Deputy Chief Executive, who will report any such changes to the next meeting of Council.

1.4.2 Meetings will be held in April/May, July, September/October, December, and February and at such other times as may be decided by the Council.

Extraordinary meetings can be called by:

(a) The Chairman of the Council
(b) The Leader of the Council
(c) Any 5 members

by giving notice to the Monitoring Officer not less than six clear working days before the intended date of the meeting.

1.4.3 Members of the Public will be able to submit and introduce petitions and ask questions in line with Standing Orders, but not speak on other items.

1.4.4 All other procedures and protocols are set out in Standing Orders and, except as provided there, the Chairman of the Council shall be responsible for maintaining order and the effective conduct of business at meetings of the Council.

1.5 Voting

1.5.1 Normally voting at meetings is by show of hands but, when five or more Members request it, a recorded vote must be taken.

1.5.2 The Chairman’s declaration of the number of votes cast for, or against, a motion is final.

1.5.3 Where immediately after a vote is taken any member so requests, the minutes must record whether that member votes for, against, or abstained from voting on the motion.
1.5.4 In the event of an equality of votes, the Chairman shall have a second or casting vote.
2 THE CABINET

2.1 Terms of Reference

The Cabinet shall:

2.1.1 Policy

(a) In consultation with other bodies, (as appropriate) develop and propose the overall policy framework for approval by the Council;
(b) Make recommendations for strategy documents to be approved by Council, where such approval is required;
(c) Draw up the Council's Corporate Business Plan.

2.1.2 Financial

(a) recommend a budget and the level of Council Tax to the Council;
(b) be responsible for risk management, audit and internal control.

2.1.3 General

(a) decide matters referred to it from other bodies, including the cabinet policy committees (or advise the Council on issues involving significant changes to budgets and policies);
(b) Receive reports on the performance and efficiency of the Council, recognising areas for improvement and directing cabinet policy committees to review these accordingly;
(c) Develop a work programme of policy development areas in order to influence and direct the work of the cabinet policy committees
(d) develop opportunities for partnership / shared / innovative working;
(e) determine issues within an agreed scheme of delegations referred to it for decision by the Chief Executive, Deputy Chief Executive and Directors;
(f) report to each scheduled meeting of the Council.

2.1.4 The Local Authorities (Functions and Responsibilities)(England) Regulations 2000, (as amended) includes four schedules which define which decisions may not be made by Cabinet and in what circumstances.

2.1.5 In order to discharge the functions highlighted above, cabinet may appoint task and finish groups, to be constituted of members of the cabinet or cabinet policy committees.

2.2 Membership

2.2.1 The Council will appoint a Leader, who will appoint no less than 1 and not more than 9 other members. These members (known as Cabinet members) will have special responsibilities allocated by the Leader, which shall be published.
2.2.2 The Leader must designate one of the Cabinet Members as Deputy Leader.

2.2.3 The Leader may, from time to time, make changes to the membership of Cabinet or fill any vacancies that may arise by writing to the Monitoring Officer who will report any such changes to the next meeting of Council.

2.2.4 No substitute members will be permitted.

2.2.5 The Leader shall act as Chairman of the Cabinet and the Deputy Leader as Vice Chairman.

2.3 Quorum

2.3.1 The minimum number of members of Cabinet required to transact any of its business shall be two thirds, rounded up to the nearest whole number.

2.4 Procedures, protocol and public speaking

2.4.1 The Chairman shall be responsible for maintaining order and the effective conduct of business at meetings of the Cabinet.

2.4.2 The Cabinet will usually meet 10 times per year. Special meetings of the Cabinet may be called by the Leader of the Council, or any 2 Cabinet members.

2.4.3 Except on grounds of urgency, or where specifically decided by the Councils, proposals for new policies or significant changes to an existing policy, should first be considered by the relevant Cabinet Policy Committee. Where requested by Cabinet, the Scrutiny Committee may review work of the Policy Committee prior to Cabinet approval.

2.4.4 Notification of decisions of the Cabinet (and decisions by the Chief Executive, Deputy Chief Executive, Director or other officers made in cases where there has been consultation with the whole cabinet) will be sent to all members of the Council within 2 working days.

2.4.5 Any member of the Council can attend the Cabinet and may speak on any issue once.

2.4.6 Members of the press and public may attend the Cabinet. General arrangements for public speaking as set out in Part 4.5 G “Public Speaking at Committees” apply.

2.5 Voting

2.5.1 Voting at meetings is by show of hands.

2.5.2 Voting members may request that their votes are recorded.

2.5.3 In the event of an equality of votes, the Chairman shall have a second or casting vote.
3 SCRUTINY COMMITTEE

3.1 Terms of Reference

3.1.1 The main roles of the Scrutiny Committee are:

- To review or scrutinise decisions made, or other action taken in connection with the discharge of any functions which are the responsibility of the Leader of the Council or Cabinet (collectively “the executive”), and to make reports or recommendations on this basis.

- To make reports or recommendations to the authority or the executive on matters which affect the authority’s area or the inhabitants of its area.

- To make reports or recommendations to a relevant partner authority in so far as the responsibilities of the partner authority affect the District, or residents of the District.

- To perform the function of the Crime and Disorder Scrutiny Committee for the District under section 19 of the Police and Justice Act 2006.

3.1.2 The Committee will specifically:

a. Assess proposed topics and scrutiny investigations for inclusion in an agreed work programme of the Scrutiny Committee, and to regularly review the work programme, taking into account the current priorities of the Council and the need for a proportionate approach.

b. In proposing and reviewing its work programme the Committee will determine the most appropriate means for undertaking this work, including the extent of involvement of the public and defining desired outcomes.

c. Review the Council’s annual budget, and in light of recommendations of the executive, report to Council;

d. Pre-scrutinise proposals for new policies, or significant changes to policies, where requested to do so by Cabinet;

e. Consider any matter referred through the Community Reference Procedure to any relevant committee, following such consultation the Chairman feels appropriate. Where such matters are considered by Scrutiny, these will be incorporated into the work programme as above.

f. Adopt the “TOPICS” principle in identifying if issues under consideration should be included within the future work programme, i.e:

(a) Is this the right time to review the issue and is there sufficient officer time and resource to conduct the review? What is the timescale?
(b) What is the reason for review; do officers have a clear objective?
(c) Can performance in this area be improved by scrutiny?
(d) Is there sufficient interest (particularly from the public)? The concerns of local people should influence the issues chosen for scrutiny.

(e) Will the review assist the Council achieve its corporate priorities

3.1.3 In discharging its role in (1) above, the Committee will consider decisions of the executive which have been “called in” for consideration under the council’s decision making process. In respect of such items, the Committee may:

(a) Endorse the executive’s decision (which will then be implemented):
(b) Refer the matter back for reconsideration by the executive; in doing so, it may suggest a different option is considered, or the executive carry out additional consultation or obtain more information;
(c) Authorise its Chairman, or one of its members, to negotiate with the responsible Cabinet member(s)

3.1.4 Once the Scrutiny Committee has considered an item called in, it will inform the members who called in the item, and the relevant executive body of the outcome.

3.1.5 It will ordinarily be the case that all such items will be considered by the Scrutiny Committee itself. However, the Scrutiny Committee may appoint one or more task and finish groups in order to discharge its functions as above. Any such task and finish group may not consider items which have not been conferred by the Scrutiny Committee.

3.2 Membership

3.2.1 The Council shall appoint eleven members of the council to the Scrutiny Committee. No member of the Executive may be a member of, or attend as a substitute of the Scrutiny Committee, and no more than two members of Scrutiny may sit on any one cabinet policy committee.

3.2.2 Named substitutes may attend and vote at the Committee in accordance with the Council’s Standing Order C7, and are considered to be members of the Committee during their attendance

3.2.3 The Chairman and Vice-Chairman of the Committee shall be elected by the Council for each civic year.

3.3 Quorum

3.3.1 The minimum number of voting members to transact the business of the Committee shall be 4.

3.4 Procedures, protocol and public speaking

3.4.1 The Chairman of the Committee shall be responsible for maintaining order and the effective conduct of business at meetings of the Committee.
3.4.2 Members of the public may attend the Committee, and speak in accordance with the provisions below, unless the press and public are excluded for consideration of confidential items.

3.4.3 When carrying out reviews, the Committee may call witnesses, which can include members of the public, members of the authority and the executive. The order of business will be in accordance with the agenda. The procedure will normally be:

(a) The Chairman will explain the procedure and will ask any member of the council or any person who also wishes to give evidence to identify themselves
(b) Introduction by the Scrutiny and Information Rights Officer;
(c) Evidence from witnesses, including the Cabinet member and officer(s) concerned;
(d) Evidence from any other persons who have identified themselves at the start of proceedings;
(e) Each witness will have up to 5 minutes to speak, after which the Committee may ask questions;
(f) At the discretion of the Chairman, any other person may put questions to the witnesses, except that no member of the public may put questions to another member of the public;
(g) Witnesses will then be given opportunity to add any other points not already covered.

3.4.4 When considering called-in items, the main evidence will be the relevant executive papers. The procedure outlined in 3 above will also operate in regards to called in items.

3.4.5 Any member of the Council will be entitled to attend the Committee and to speak and ask questions.

3.4.6 At any stage in proceedings, the Committee may resolve to exclude the press and public if there is likely to be the disclosure of exempt information as defined in Schedule 12A of the Local Government Act 1972.

3.4.7 It is the duty of any member or officer of the Council to attend the Scrutiny Committee if required to do so, and to give evidence and answer questions to the best of their knowledge and ability. No witness shall be required to give evidence which, in the opinion of the witness, would disclose confidential information, unless the press and public have been excluded.

3.5 Voting

3.5.1 Voting shall be by a simple majority by show of hands

3.5.2 Voting members may request that their votes are recorded

3.5.3 In the event of equality of votes, the Chairman shall have a second or casting vote.
4 FINANCE, RESOURCES, AUDIT AND GOVERNANCE COMMITTEE

4.1 Terms of Reference

4.1.1. To deliver appropriate work as discharged by Cabinet, in relation to the finance and resources portfolio of responsibility.

4.1.2. To review areas of the Council’s budget and performance highlighted by Cabinet in respect of the finance and resources portfolio of responsibility, utilising this review to inform future work for the Committee.

4.1.3. To specifically review, making recommendations to Cabinet where appropriate:

a. The draft statement of accounts, considering whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements that need to be brought to the attention of cabinet prior to external audit;

b. The final statement of accounts;

c. The external auditor’s report on the statement of accounts;

d. The Head of Internal Audit’s annual report and opinion;

e. The effectiveness of the Council’s internal audit service;

f. The internal and external auditor’s annual plans

4.1.4. To oversee the work of, and receive reports from, the Joint Consultative Committee

4.1.5 Undertake any other work as directed by Cabinet

4.2 Membership

4.2.1 The Committee will consist of 7 Members of the Council to be appointed by the Leader of the Council and be politically balanced. The relevant portfolio holder will attend committee meetings ex-officio.

4.2.2 No more than 2 members of the committee can also sit on the Scrutiny Committee.

4.2.3 Named substitutes may attend and vote at the Panel, in accordance with the Council’s standing order C7. Named substitutes may not be members of the Council’s Scrutiny Committee.

4.2.4 The Chairman and Vice-Chairman of the Panel shall be appointed by the Leader of the Council. The chairman of the committee will act as the deputy cabinet member for finance and resources.

4.3 Quorum

4.3.1 A minimum of three members of the Council (either members of the Panel or named substitutes) must be present to transact any business of the committee.
4.4 **Procedures, protocol and public speaking**

4.4.1 The committee shall meet on at least 3 occasions per year.

4.4.2 The Chairman of the Panel shall be responsible for maintaining order and the effective conduct of business at meetings of the committee.

4.4.3 Public speaking will be allowed in accordance with Section G of Part 4.5 of the Constitution – Standing Orders and Rights of the Public at Council Meetings.

4.4.4 At the discretion of the Chairman, any person attending the committee may speak or may put questions to any other participant.

4.4.5 Any member of the Council may attend and speak at meetings of the committee.

4.5 **Voting**

4.5.1 Voting shall be by a simple majority by show of hands

4.5.2 Voting members may request that their votes are recorded

4.5.3 In the event of an equality of votes the Chairman shall have a second or casting vote.
5. **HOUSING AND PUBLIC HEALTH POLICY COMMITTEE**

5.1 **Terms of Reference**

5.1.1 To deliver appropriate work as discharged by Cabinet, in relation to the housing and public health portfolio of responsibility.

5.1.2 To review areas of the Council’s budget and performance highlighted by Cabinet in respect of the housing and public health portfolio of responsibility, utilising this review to inform future work for the Committee.

5.1.3 Undertake any other work as directed by Cabinet

5.2 **Membership**

5.2.1 The Committee will consist of 7 Members of the Council to be appointed by the Leader of the Council, and be politically balanced. The relevant portfolio holder will attend committee meetings ex-officio.

5.2.2 No more than 2 members of the panel can also sit on the Scrutiny Committee.

5.2.3 Named substitutes may attend and vote at the Panel, in accordance with the Council’s standing order C7. Named substitutes may not be members of the Council’s Scrutiny Committee.

5.2.4 The Chairman and Vice-Chairman of the Panel shall be appointed by the Leader of the Council. The chairman of the committee will act as the deputy cabinet member for housing and public health.

5.3 **Quorum**

5.3.1 A minimum of three members of the Council (either members of the Panel or named substitutes) must be present to transact any business of the committee.

5.4 **Procedures, protocol and public speaking**

5.4.1 The committee shall meet on at least 3 occasions per year.

5.4.2 The Chairman of the committee shall be responsible for maintaining order and the effective conduct of business at meetings of the committee.

5.4.3 Public speaking will be allowed in accordance with Section G of Part 4.5 of the Constitution – Standing Orders and Rights of the Public at Council Meetings.

5.4.4 At the discretion of the Chairman, any person attending the committee may speak or may put questions to any other participant.

5.4.5 Any member of the Council may attend and speak at meetings of the committee.
5.5 Voting

5.5.1 Voting shall be by a simple majority by show of hands.

5.5.2 Voting members may request that their votes are recorded.

5.5.3 In the event of an equality of votes the Chairman shall have a second or casting vote.
(4.1 Composition, Procedures and Terms of Reference of Constituent Bodies)
6 ENVIRONMENT, REGULATION AND GROWTH POLICY COMMITTEE

6.1 Terms of Reference

6.1.1 To deliver appropriate work as discharged by Cabinet, in relation to the Environment, Growth and Regulation portfolio of responsibility, to include economic development and development of the Joint Core Strategy.

6.1.2 To review areas of the Council’s budget and performance highlighted by Cabinet in respect of Environment, Regulation and Growth portfolio of responsibility, utilising this review to inform future work for the Committee.

6.1.3 To oversee the work of, and receive reports from, the Local Planning Steering Group and Design Panel

6.1.4 Undertake any other work as directed by Cabinet

6.2 Membership

6.2.1 The committee will consist of 7 Members of the Council to be appointed by the Leader of the Council and be politically balanced. The relevant portfolio holder will attend committee meetings ex-officio.

6.2.2 No more than two members of the committee can also sit on the Scrutiny Committee.

6.2.3 Named substitutes may attend and vote at the committee, in accordance with the Council’s standing order C7.

6.2.4 The Chairman and Vice-Chairman of the committee shall be appointed by the Leader of the Council. The Chairman of the committee will serve as the deputy cabinet member for environment and regulation.

6.3 Quorum

6.3.1 A minimum of three members of the Council (either members of the committee or named substitutes) must be present to transact any business of the committee.

6.4 Procedures, protocol and public speaking

6.4.1 The committee shall meet on at least 3 occasions per year.

6.4.2 The Chairman of the Committee shall be responsible for maintaining order and the effective conduct of business at meetings of the committee.

6.4.3 Public speaking will be allowed in accordance with Section G of Part 4.5 of the Constitution – Standing Orders and Rights of the Public at Council Meetings.
6.4.4 At the discretion of the Chairman, any person attending the Committee may speak or may put questions to any other participant.

6.4.5 Any member of the Council may attend and speak at meetings of the Panel.

6.5 **Voting**

6.5.1 Voting shall be by a simple majority by show of hands

6.5.2 Voting members may request that their votes are recorded

6.5.3 In the event of an equality of votes the Chairman shall have a second or casting vote.
7. LOCALISM COMMITTEE

7.1 Terms of Reference

7.1.1 To deliver appropriate work as discharged by Cabinet, in relation to the communities and localism portfolio of responsibility.

7.1.2 To review areas of the Council’s budget and performance highlighted by Cabinet in respect of communities and localism portfolio of responsibility, utilising this review to inform future work for the Committee.

7.1.3 To oversee the work of the Neighbourhood Boards.

7.1.4 Undertake any other work as directed by Cabinet

7.2 Membership

7.2.1 The Committee will consist of 7 Members of the Council, as appointed by the Leader of the Council. This will usually be the Portfolio Holder for Communities and Localism, the Neighbourhood Board Chairmen, and a member of the opposition group.

7.2.2 No more than 2 members of the panel can also sit on the Scrutiny Committee.

7.2.3 Named substitutes may attend and vote at the Panel, in accordance with the Council’s standing order C7. Named substitutes may not be members of the Council’s Scrutiny Committee, and, where substituting for Neighbourhood Board Chairmen, must also be members appointed to the relevant Neighbourhood Board.

7.2.4 The Chairman of the Committee will be the portfolio holder for communities and localism. The vice-chairman will be appointed by the Leader of the Council.

7.3 Quorum

7.3.1 A minimum of three members of the Council (either members of the Committee or named substitutes) must be present to transact any business of the Committee.

7.4 Procedures, protocol and public speaking

7.4.1 The Committee shall meet on at least 3 occasions per year.

7.4.2 The Chairman of the Committee shall be responsible for maintaining order and the effective conduct of business at meetings of the Committee.

7.4.3 Public speaking will be allowed in accordance with Section G of Part 4.5 of the Constitution – Standing Orders and Rights of the Public at Council Meetings.
7.4.4 At the discretion of the Chairman, any person attending the Committee may speak or may put questions to any other participant.

7.4.5 Any member of the Council may attend and speak at meetings of the Committee.

7.5 Voting

7.5.1 Voting shall be by a simple majority by show of hands

7.5.2 Voting members may request that their votes are recorded

7.5.3 In the event of an equality of votes the Chairman shall have a second or casting vote.
8 DEVELOPMENT MANAGEMENT COMMITTEE

8.1 Terms of reference

8.1.1 The development management committee will meet every four weeks in order to exercise, within the policies adopted by the Council, its functions under all Town and Country Planning and Building Control legislation, in particular:

(a) To determine Planning and Building Control applications other than those delegated to Officers
(b) To decide on the enforcement of planning and building control, preservation, protection and enhancement of amenity (including forestry) listed and historic buildings and highways and traffic issues.
(c) To make observations in cases where the Council is a consultee on applications made to other bodies;

8.1.2 Before reaching a determination of any matter before it, the Development Management Committee may arrange for a site visit by itself.

8.1.3 The Development Management Committee may refer any matter to a Sites Sub-Committee (comprising not more than 6 of its Members, appointed in rotation) for subsequent visit and reporting to its next meeting (together with any observations for the benefit of the Sites Sub-committee which it may make)

8.2 Membership

8.2.1 The 11 Members of the Development Management Committee must be drawn from amongst those members as from time to time are accredited to serve.

8.2.2 The Development Management Committee Chairman and Vice-Chairmen shall be appointed by Council.

8.2.3 Membership of the Cabinet does not preclude membership of the Development Management Committee.

8.2.4 Named substitutes, chosen when possible from amongst the pool of substitutes, may attend and vote at the Committee in accordance with the Council’s Standing Orders. In any event substitutes shall only be drawn from the membership of Council currently accredited for planning purposes.

8.3 Quorum

8.3.1 The minimum number of members to transact any business of the Committee shall be 4.

8.4 Procedures, protocol and public speaking

8.4.1 The Chairman shall be responsible for maintaining order and the effective conduct of business at meetings of the Committee.
8.4.2 Public speaking will be allowed in accordance with section G1 of part 4.5 of the constitution - “Standing Orders & Rights of the Public at Council Meetings”

8.4.3 The “local member” may attend and speak at meetings of the Committee at the discretion of the Chairman, including:

(a) the local member for people affected by a proposal living in an adjacent ward to the ward in which the development is situated;
(b) where the local member is unable to attend, or has declared an interest and asked a colleague to carry out the role of the local member for that item, that colleague;
(c) where the applicant lives in a different ward to the ward in which the application site is situated and would naturally turn to the local member for the ward in which he lived, that Member.

8.4.4 Other members of the Council falling outside these categories attending meetings may only exercise speaking rights as members of the public.

8.5 Voting

8.5.1 Voting will be by a simple majority on a show of hands.

8.5.2 Any voting members may request that their votes are recorded.

8.5.3 In the event of an equality of votes, the Chairman shall have a second or casting vote.
9. SITES SUB-COMMITTEE

9.1 Terms of reference

The Site-Sub Committee shall:

9.1.1 Report to the Development Management Committee on inspections carried out of any site referred to it for inspection and consideration by the Committee;

9.1.2 Advise the Development Management Committee on matters referred to the Sub-Committee for inspection and consideration;

9.1.3 Consider and determine appeals against officer decisions with regard to Tree Preservations Orders.

9.2 Membership

9.2.1 Six Members of the Sub-Committee including either the Chairman or Vice-Chairman will be drawn by the Proper Officer from amongst membership of the Planning Committee in rotation.

9.2.2 The Chairman or Vice Chairman of the relevant Development Management Committee will chair the meetings.

9.2.3 Named substitutes, chosen when possible from amongst the members of the Development Management Committee, may attend and vote at the Sub-Committee in accordance with the Council’s Standing Orders. In any event substitutes shall only be drawn from the membership of Council currently accredited for Development Management purposes.

9.3 Quorum

9.3.1 The minimum number of members to transact any business of the Committee shall be 2 except that for the purpose of considering and determining appeals against officer decisions with regard to Tree Preservations Orders, the quorum is 3.

9.4 Procedures, protocol and public speaking

9.4.1 The Chairman shall be responsible for maintaining order and the effective conduct of business at meetings of the Sub-Committee.

9.4.2 The public shall only be allowed to speak in the case of an appeal against a Tree Preservation Order. In such cases, discussion will be permitted in accordance with procedures agreed by the Sub-Committee, as set out in the agenda.

9.4.3 For the purpose of Site Visits on planning applications, Sites Sub-Committees are intended to allow the salient features of the sites to be pointed out and inspected. There should be no discussion or debate about the merits of the
application and no sub-committee recommendation to a Development Management Committee.

9.4.5 There are no public speaking rights at Sites Sub-Committees that are not considering Tree Preservation Orders. However, if invited to do so by the chairman, the public may be asked whether there are any additional features they would wish the Committee to see. The public will have normal speaking rights on the planning applications at the Development Management Committee, which will meet at South Norfolk District Council Offices in Long Stratton, to determine the application.

9.5 Voting

9.5.1 Voting shall only be allowed on appeals against Tree Preservation Orders when it will be by a simple majority on a show of hands.
10  LICENSING, APPEALS AND COMPLAINTS COMMITTEE

10.1  Terms of Reference

10.1.1  Applications

(a) To decide all matters relating to registration (other than electoral matters) and licensing not covered by the Licensing Act 2003 or the Gambling Act 2005 and to hear and determine after a full hearing, all applications for such licenses, or registration, not the subject of delegation to officers.

(b) To determine action to be taken in respect of any breach of such licensing and registration, conditions or legislation and authorise the institution, prosecution, defence or appearance in any related legal proceedings.

(c) To advise the Cabinet on general arrangements for the exercise of the non Licensing Act 2003 licensing and registration functions, including the level of fees and charges to be made.

(d) Functions relating to health and safety under any “relevant statutory provision” within the meaning of Part 1 of the Health and Safety at Work Act 1974, to the extent that those functions are discharged otherwise than in the council’s capacity as employer.

(e) To undertake policy making as a part of judicial decision making in the first instance.

10.1.2  Appeals

(a) To hear and determine, after a full hearing, appeals on the merits of decisions and applications to the Council of any kind provided for by statute where the original decision (whether by an officer acting under delegated powers or whether by a Committee) did not result from a full hearing and did not entitle the applicant to an external appeal on the merits.

(b) To make recommendations on policy/guidance.

10.1.3 Complaints

(a) Consider and determine complaints referring to it under the Council’s Complaints Procedure other than about the conduct of elected members which shall be dealt with by the Standards Committee, or about the terms, conditions or conduct of employees, which are dealt with under the relevant HR policy or procedure.

(b) To consider the designation of serial complainants referred to it under the Council’s complaints procedure.

(c) To make recommendations as appropriate.

10.2  Membership
The Committee shall have a Membership of 15.

10.2.1 From within the full membership of the Committee, any 5 members (which should normally include either the Chairman and/or Vice Chairman) shall be drawn in rotation by Democratic Services Team Leader to consider the business of housing homelessness appeals and complaints. For all other licensing matters any 3 members shall be drawn in rotation, usually to include either the Chairman or Vice-Chairman. Named substitutes may be drawn only from the full membership of the Committee and may attend and vote at meetings of the Committee.

10.2.2 Named substitutes may be drawn only from the full membership of the Committee and may attend and vote at meetings of the Committee provided they are relevantly accredited for the business to be considered.

10.2.3 The Chairman and Vice Chairman shall be appointed by the Council.

10.2.4 Any member of the Council may attend meetings of the Committee.

10.3 Quorum

10.3.1 The minimum number of members to transact any business of the Committee shall be 3.

10.4 Procedures, protocol and public speaking

10.4.1 The Chairman shall be responsible for maintaining order and the effective conduct of business at meetings.

10.4.2 Proceedings upon applications brought before the Committee shall be by way of a full hearing. The Committee shall settle its own procedure in accordance with the general law and shall publish guidelines for the benefit of applicants, objectors and others who may appear before it.

10.4.3 After the conclusion of the hearing on an application or appeal, the deliberation shall be in private and the decisions announced in public.

10.5 Voting

10.5.1 Voting shall be by a simple majority on a show of hands.

10.5.2 Any voting members may request that their votes be recorded.

10.5.3 In the event of an equality of votes, the Chairman shall have a second or casting vote.
11 LICENSING AND GAMBLING ACTS COMMITTEE

11.1 Terms of reference

11.1.1 Committee

(a) The Committee shall exercise the general arrangements for the exercise of the Licensing Act 2003 and the Gambling Act 2005.
(b) The Committee shall advise the Council on the development of a statement of licensing policy.

11.1.2 Sub Committee

(a) The Sub Committees shall decide all matters relating to Licensing covered by the Licensing Act 2003 and the Gambling Act 2005 and hear and determine after a full hearing all applications for such licenses, which are not the subject of delegation to officers.

11.2 Membership

11.2.1 Committee

(a) The Committee shall have a Membership of 15 comprising the Members of the main Licensing and Appeals Committee.

11.2.2 Sub Committee

(a) From within the full membership of the Committee, sub committees of any 3 members (which should normally include one the Chairman or Vice Chairman of the Committee) shall be selected in rotation by the Democratic Services Team Leader to consider business. Named substitutes for sub-committees may be drawn only from the membership of the Licensing Act 2003 Committee who fulfil the training accreditation and they may attend and vote at meetings of the sub-committees.

(b) The Council shall appoint the Chairman and Vice-Chairman of the Committee. In the absence of the Chairman or Vice-Chairman at a meeting of the Sub Committee, a Chairman shall be elected from the members present.

(c) Any member of the Council may attend meetings of the Committee and sub committees.

11.3 Quorum

11.3.1 Committee

The minimum number of members to transact any business of the Committee shall be 4.
11.3.2 **Sub Committee**

The minimum number of members to transact any business of a sub committee will be 3

**11.4 Procedures, protocol and public speaking**

11.4.1 The Chairman shall be responsible for maintaining order and the effective conduct of business at meetings.

11.4.2 **Committee**

Meetings of the Licensing and Gambling Acts Committee are subject to the general rules which apply to committees established under the Local Government Act 1972.

11.4.3 **Sub Committee**

Proceedings upon applications brought before the sub Committee shall be by way of a full hearing. The Committee shall settle its own procedure in accordance with the law (including the law relating to Human Rights) and shall publish guidelines for the benefit of applicants, objectors and others who may appear before it. After the conclusion of the hearing on an application or appeal, the deliberation shall be in private and the decisions announced in public.

**11.5 Voting**

11.5.1 Voting shall be by a simple majority on a show of hands.

11.5.2 Any voting members may request that their votes be recorded.

11.5.3 In the event of an equality of votes, the Chairman shall have a second or casting vote.
12 Standards Committee

12.1 Terms of Reference

12.1.1 To promote and maintain high standards of conduct by Councillors and co-opted members through:
   - Assisting the Monitoring Officer in publicising and educating on application of the Code of Conduct;
   - Advising and supporting the Monitoring Officer in relation to investigations and allegations as requested

12.1.2 To deal with any ancillary matters relating to Standards and Conduct including replying to consultations, training etc

12.1.3 To assist when called upon to do so in deciding whether a Standards complaint should be referred for investigation

12.1.4 To hear and determine standards complaints made against the authority’s members and co-opted members.

12.1.5 To impose such sanctions as they think fit in relation to matters found to be breaches of the Code.

12.1.6 To hear and determine applications for dispensations under section 33 of the Localism Act

12.1.7 Consider and determine applications made to the Committee for exemption from political restriction, in respect of any post within the Council by the holder of that post.

12.1.9 The exercise of 12.1.1 to 12.1.7 above, in relation to the parish councils wholly, or mainly in the area and the members of those parish councils as well as in relation to South Norfolk Council:
   - Where the parish is unable or unwilling to undertake the investigation and determination of standards allegations itself;
   - Where the parish does not have a proper officer appointed to determine applications for dispensations;
   - To the extent that the Standards Committee will only recommend sanctions where parish councillors have been found to have breached the code, which the Parish Council will then endorse or agree alternative action.

12.2 Membership

12.2.1 The Committee shall be composed of 5 members, drawn from the 15 members of the Licensing Committee.
12.2.2 The Chairman, and Vice-Chairman of the Committee shall be appointed by Council.

12.3. Quorum

12.3.1 At least three voting members must be present

12.4 Procedures, protocols and public speaking

12.4.1 Except as provided below, the Chairman shall be responsible for maintaining order and the effective conduct of business at meetings of the Committee.

12.4.2 Meetings of the Committee shall be convened by the Monitoring Officer, following agreement of the Chairman.

12.4.3 Members of the press and public may attend the committee, but there shall be no public speaking. Sections 100 E/G/J/K of the Local Government Act 1972 do not apply.

12.4.4 The functions of the Standards Committee may not be delegated or discharged to any other body within the Council.

12.5 Voting

12.5.1 The Committee shall, whenever possible come to a consensus view. Where this is not possible voting shall be on a simple majority by a show of hands.

12.5.2 In the event of an equality of votes, the Chairman shall have a second or casting vote
13 EMERGENCY COMMITTEE

13.1 Terms of Reference

13.1.1 The Committee will be convened, as required, as part of the District Council’s major emergency and Emergency Planning process, during the recovery phase of an emergency.

13.1.2 The decision to convene the Committee will be made by the Chief Executive.

13.1.3 The Committee will assume all the powers of the District Council.

13.1.4 The Committee will meet as required and consider the immediate strategic issues for the District Council arising from the particular incident, having received reports from the Chief Executive and/or the Chairman of the District Council Tactical Response Team.

13.1.5 The Committee may authorise action affecting any of the District Council’s functions, if the urgency of the situation demands this, subject to such action being reported, together with the Committee’s reasons for acting, to the next meeting of the Council. The Committee must ensure that steps are being taken to provide, to members of the public and the press, regular information bulletins on the incident and the action being taken.

13.1.6 Members of the Committee are to be suitably briefed and prepared to make appropriate statements to the media.

13.1.7 The Committee should consider the longer-term implications arising from the incident and the impact these may have on the District Council.

13.2 Membership

13.2.1 The Committee shall consist of five named Members of the District Council, to include:

- Chairman of the Cabinet
- Vice-Chairman of the Cabinet
- Leader of the main Opposition Group
- The Portfolio holder for Environment and Regulation
- One other named Member to achieve a political balance

13.2.2 If there is a change of political balance on the Council, this composition will be recalculated by the Proper Officer and amended accordingly.

13.3 Quorum

13.3.1 The minimum number of members to transact any business shall be 3.
13.4 Procedures, protocols and public speaking

13.4.1 Except as provided below, the Chairman shall be responsible for maintaining order and the effective conduct of business at meetings.

13.4.2 Any member of the Council can attend and may speak on any issue once.

13.4.3 Members of the press and public may attend. General arrangements for public speaking as set out in G1 of the “Rights of the Public at Meetings” apply.

13.5 Voting

13.5.1 Voting at meetings is by show of hands.

13.5.2 Voting members may request that their votes are recorded.

13.5.3 In the event of an equality of votes, the Chairman shall have a second or casting vote.
14. LOCAL PLANNING STEERING GROUP

14.1 Terms of Reference

14.1.1 To direct and support officers undertaking work in connection with the production and implementation of a spatial planning framework that maximises the receipts from Community Infrastructure Levy and new homes bonus, promoting good design, seeking consensus, making appropriate recommendations to Cabinet.

14.2 Membership

14.2.1 The Council shall appoint 8 members. The Leader of the Council will attend meetings ex-officio. Members of the Committee will include the relevant Portfolio holder, and be politically balanced.

14.2.2 Substitutes shall not be allowed.

14.2.3 No more than 2 members of the Committee can also sit on the Scrutiny Committee. Cabinet members may be appointed to serve on the Committee.

14.2.4 The Chairman and Vice-Chairman of the Committee shall be appointed by the Leader of the Council.

14.3 Quorum

14.3.1 A minimum of three members of the Council (either members of the Committee or named substitutes) must be present to transact any business of the Committee.

14.4 Procedures, Protocols and Public Speaking

14.4.1 Committee shall meet on at least 3 occasions per year.

14.4.2 The Chairman of the Steering Group shall be responsible for maintaining order and the effective conduct of business at meetings of the Group.

14.4.3 Members of the public may only attend and speak at meetings at the invitation of the Chairman.

14.5 Voting

14.5.1 Voting shall be by a simple majority by a show of hands. Voting members may request that their votes are recorded.

14.5.2 In the event of an equality of votes, the Chairman shall have a second or casting vote.
15 GRANTS PANEL

15.1 Terms of Reference

15.1.1 To consider applications for discretionary grant funding from external bodies, and taking into account officer reports, determine the extent and terms of the award

15.1.2 Where directed to do so by Cabinet, to review and advise on the development of policy for the discretionary grant funding of external organisations

15.2 Membership

15.2.1 The Panel will consist of 5 Members of the Council to be appointed by the Leader of the Council and be politically balanced. The cabinet portfolio holders may attend meetings of the panel ex-officio.

15.2.2 No more than 2 members of the Panel can also sit on the Scrutiny Committee.

15.2.3 Named substitutes may attend and vote at the Panel, in accordance with the Council’s standing order C7. Named substitutes may not be members of the Council’s Scrutiny Committee.

15.2.4 The Chairman and Vice-Chairman of the Panel shall be appointed by the Leader of the Council.

15.3 Quorum

15.3.1 A minimum of three members of the Council (either members of the Committee or named substitutes) must be present to transact any business of the Panel.

15.4 Procedures, protocol and public speaking

15.4.1 The Panel shall meet on at least 4 occasions per year.

15.4.2 The Chairman of the Panel shall be responsible for maintaining order and the effective conduct of business at meetings of the Panel.

15.4.4 Public speaking will be allowed in accordance with Section G of Part 4.5 of the Constitution – Standing Orders and Rights of the Public at Council Meetings.

15.4.4 At the discretion of the Chairman, any person attending the Panel may speak or may put questions to any other participant.

15.4.5 Any member of the Council may attend and speak at meetings of the Panel.
15.5 Voting

15.5.1 Voting shall be by a simple majority by show of hands

15.5.2 Voting members may request that their votes are recorded

15.5.3 In the event of an equality of votes the Chairman shall have a second or casting vote.
16 JOINT CONSULTATIVE COMMITTEE

16.1 Terms of Reference

16.1.1 To consider and advise the Cabinet, (through the Finance, Resources, Audit and Governance Committee where appropriate), on the local application of terms, conditions of service and employment related matters; in particular the application of legislation and equality issues.

16.1.2 To consider any relevant matters referred to it by the Council, Cabinet or a Committee/Working Group of the Council or recognised Trade Union with membership in the employment of the Council.

16.1.3 Where, in the effective conduct of business, it is more efficient to do so, the Committee may report direct to do so, the Joint Consultative Committee may report directly to Cabinet.

16.2 Membership

16.2.1 The Leader of the Council will appoint 6 members of the Council, appointed from the political parties in proportion to the number of council members in each political group. The Trade Unions shall appoint an equal number of representatives in proportion to their membership at the Council.

16.2.2 Union representation shall be made up of 5 Unison members and 1GMB member. If the GMB member is absent at a meeting, a Unison member may take that seat and vote, for the duration of the meeting.

16.2.3 Substitutes will be allowed.

16.2.4 The Chairman will be from the Council side and the Trade Union side in alternate years, the Vice-Chairman being drawn from the other side.

16.3 Quorum

16.3.1 A minimum of 3 members of the Council and 3 Trades Union Representatives must be present to transact any business.

16.4 Procedures, protocol and public speaking

16.4.1 The Chairman of the Committee shall be responsible for maintaining order and the effective conduct of business at meetings of the committee.

16.4.2 Members of the public may only attend and speak at meetings of the committee at the discretion of the Chairman.

16.5 Voting
16.5.1 Voting shall be by a simple majority by a show of hands.

16.5.2 In the event of an equality of votes the Chairman shall have second or casting vote.
17 THE ALDERMANIC REVIEW PANEL

17.1 Terms of Reference

17.1.1 To report to the meeting following the Annual General Meeting of the Council with not more than six names recommended for conferment of the title of Honorary Alderman on those former members of the Council who rendered eminent service to the Council during their service as members.

17.1.2 To develop and publish guidelines for the application of the statutory criteria upon which they will make their recommendations.

17.1.3 To establish a nomination procedure.

17.2 Membership

17.2.1 Membership of the panel will comprise the Chairman of the Council for the current civic year, all former Chairmen of the Council who are still serving members of the Council, the Leader of the Council and the Leader of the Opposition.

17.2.2 Only the two Group Leaders will be permitted substitutes.

17.2.3 The Chairman will be the present Chairman of the Council.

17.3 Quorum

17.3.1 The quorum will be four.

17.4 Procedures, protocol and public speaking

17.4.1 The Chairman of the Panel shall be responsible for maintain order and the effective conduct of business at meetings of the Panel.

17.4.2 Any member of the Panel who makes a nomination shall be excluded from considering that nomination.

17.4.3 Members of the public may only attend or speak at meetings of the panel at the discretion of the Chairman.

17.5 Voting

17.5.1 Voting shall be by simple majority by a show of hands.

17.5.2 In the event of an equality of votes the Chairman shall have a second or casting vote.
The Neighbourhood Boards are groups of selected individuals, meeting in public at Neighbourhood Board Meetings

18 NEIGHBOURHOOD BOARD MEETINGS

18.1 Terms of Reference

18.1.1 To develop and engage communities in neighbourhoods to deliver the Big Society through “Your Neighbourhood, Your Choice”

18.1.2 To act as a champion of community engagement, encouraging organisations and residents to participate and engage with the Neighbourhood Board

18.1.2 To consider concerns about any aspects of life in its neighbourhood, raised by residents of the Neighbourhood or organisations serving the Neighbourhood.

18.1.3 To build an understanding of community profiles and neighbourhood issues and set priorities for the Board and its funding against this evidence

18.1.4 Develop responses to consultations on Your Neighbourhood, Your Choice by identifying priority initiatives for action

18.1.5 Make recommendations for the allocation of resources and deployment of funds to support priorities identified through consultations and engagement, including nominating social action projects for the area

18.1.6 Monitor performance in delivering priority initiatives, ensuring allocated resources are delivering against their aims and objectives

18.1.7 Communicate to the Council’s Localism Committee on priorities and concerns in the Neighbourhood Board area, including delivery of Your Neighbourhood, Your Choice

18.2 Membership

18.2.1 Each Neighbourhood Board will have 12 members – 5 District Councillors, 1 County Councillor, and 6 community representatives typically including: a youth representative, community groups and Town & Parish Council representatives. The Portfolio holder will sit on the Board as an ex-officio member.

18.2.2 Substitutes are allowed but only within the 4 categories listed at 20.2.1.

18.2.3 The District Council shall appoint the Chairman. The Vice-Chairman will be appointed by the Chairman.

18.2.4 Community representatives will be co-opted after discussions between the Chairman, the Vice-Chairman and the Neighbourhood Officer for the Neighbourhood.
18.2.5 District Council members will be nominated by the Leader or Leader of the Opposition.

18.2.6 Membership shall be reviewed annually.

18.3. Quorum

18.3.1 The minimum number of panel members present to transact any business shall be 2 District Councillors and 2 Community Representatives.

18.4 Procedures, protocols and public speaking

18.4.1 With the exception of special circumstances, which shall be determined by the Chairman, each meeting of a Neighbourhood Board will be held within its Neighbourhood area.

18.4.2 The Chairman shall be responsible for maintaining order and effective conduct of business at meetings.

18.4.3 The Nolan Principles of Public Life shall apply to all Neighbourhood Board meetings.

18.4.4 All members of the Board are expected to declare pecuniary or other interests in order to preserve and promote the transparency of the meeting. Where a member has a pecuniary interest in a matter, they are expected to leave the room and do not have public speaking rights.

18.4.5 All members of the Board shall be entitled to vote on advisory and non-financial matters. In the event of an equality of votes, the Chairman shall have a second or casting vote;

20.4.6 The Financial Regulations of South Norfolk Council shall apply to Neighbourhood Boards.

20.5 Public speaking

20.5.1 There will be various opportunities (at the discretion of the Chairman) when the public and representatives from parish and town councils can raise issues of interest or concern.

20.5.2 No participant shall speak for more than five minutes
Part 4 – Rules of Procedure

4.2. Access to Information Rules

1 Scope

1.1 These rules apply to all meetings of the Council, scrutiny, neighbourhood boards, the Standards Committee and regulatory committees and public meetings of the Cabinet (together called meetings).

2 Additional Rights to Information

2.1 These rules do not affect any more specific rights to information contained elsewhere in this Constitution or the law.

3. Rights to Attend Meetings

3.1 Members of the public may attend all meetings subject only to the exceptions in these rules.

4 Notices of Meeting

4.1 The council will give at least five clear days notice of any relevant meeting by posting details of the meeting outside South Norfolk House, Long Stratton.

5 Access to Agenda and Reports Before the Meeting

5.1 The Council will make copies of the agenda and reports open to the public available for inspection at the designated office at least five clear days before the meeting or, if the meeting is convened at shorter notice, from the time the meeting is convened. If an item is added to the agenda later, the revised agenda will be open to inspection from the time the item was added to the agenda (where reports are prepared after the summons has been sent out, the designated officer shall make each such report available to the public as soon as the report is completed and sent to councillors).

6 Supply of Copies

6.1 The Council will supply copies of:

(a) any agenda and reports which are open to public inspection;
(b) any further statements or particulars necessary to indicate the nature of the items in the agenda; and
(c) if the proper officer thinks fit, copies of any other documents supplied to councillors in connection with an item to any person on payment of a charge for postage and any other costs.
7 **Access to Minutes etc after the Meeting**

7.1 For six years after a meeting the Council will make available on its website, in downloadable form, copies of the following:

(a) the minutes of the meeting or records of decisions taken, together with reasons, for all meetings of the Cabinet excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information;

(b) a summary of any proceedings not open to the public where the minutes open to inspection would not provide a reasonably fair and coherent record;

(c) the agenda for the meeting; and

(d) reports relating to items when the meeting was open to the public.

8 **Background Papers**

8.1 **List of background papers**

8.1.1 The proper officer will set out in every report a list of those documents (called background papers) relating to the subject matter of the report which in his/her opinion:

(a) disclose any facts or matters on which the report or an important part of the report is based; and

(b) which have been relied on to a material extent in preparing the report

but does not include published works or those which disclose exempt or confidential information (as defined in Rule 10) and in respect of Cabinet reports, the advice of a political advisor.

8.2 **Public inspection of background papers**

8.2.1 The Council will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

9 **Summary of Public’s Rights**

9.1 A written summary of the public’s rights to attend meetings and to inspect and copy documents must be kept at and available to the public at South Norfolk House.

9.2 As the Constitution must be available to the public, these Rules constitute the written summary.

10. **Exclusion of Access by the Public to Meetings**

10.1 Where a meeting will determine any person’s civil rights or obligations, or adversely affect their possessions, Article 6 of the Human Rights Act 1998 establishes a presumption that the meeting will be held in public unless a
private hearing is necessary for one of the reasons specified in Article 6 of that Act.

10.2 **Confidential information – requirement to exclude public** - The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed.

10.3 **Exempt information – discretion to exclude public** - The public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed.

10.4 **Meaning of confidential information** - Confidential information means information given to the Council by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by Court Order.

10.5 **Meaning of exempt information** - Exempt information means information falling within the following 7 categories (subject to any condition):

(a) Information relating to any individual.
(b) Information, which is likely to reveal the identity of an individual.
(c) Information relating to the financial or business affairs of any particular person (including the authority holding that information).
(d) Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
(e) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
(f) Information which reveals that the authority proposes -
   i) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
   ii) to make an order or direction under any enactment.
(g) Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

10.6 **Qualifications**

(a) Information falling within paragraph 10.5(c) above is not exempt information by virtue of that paragraph if it is required to be registered under the Companies Act 1985; the Friendly Societies Act 1974; the Friendly Societies Act 1992; the Industrial and Provident Societies Acts
1965 to 1978; the Building Societies Act 1986; or the Charities Act 1993.

(b) Information is not exempt information if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992.

(c) Information which (a) falls within any of paragraphs 10.5 above; and (b) is not prevented from being exempt by virtue of 10.6 (a) and (b) is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

10.7 **The Public Interest test** - Information should only be exempt if it is in the public interest to make it so. The Information Commissioner has issued guidance on this issue. It gives the following examples of factors which would encourage disclosure:

(a) Furthering the understanding and participation in the public debate of the day;
(b) Promoting accountability and transparency by public authorities for their decisions;
(c) Promoting accountability and transparency in the spending of public money
(d) Allowing individuals and companies to understand decisions made by public authorities affecting their lives and in some cases assisting individuals in challenging such decisions;
(e) Bringing to light information regarding public health and safety

The main factors against disclosure are those set out in the exemptions themselves such as law enforcement. Human Rights will also need to be taken into account.

11 **Exclusion of Access by the Public to Reports**

11.1 If the proper officer thinks fit, the Council may exclude access by the public to reports which in his or her opinion relate to items during which, in accordance with Rule 10 above, the meeting is likely not to be open to the public. Such reports will be marked "Not for publication" together with the category of information likely to be disclosed.

12 **Application of Rules to the Cabinet**

12.1 Rules 13 – 24 below apply to the Cabinet and its committees. If the Cabinet or its committees meet to take a key decision then it must also comply with Rules 1 – 11 unless Rule 15 (General Exception) or Rule 16 (Special Urgency) apply. A key decision is defined in Article 13.5 in Part 2 of this Constitution.

12.2 If the Cabinet or its committees meet to discuss a key decision to be taken collectively, with an officer other than a political assistant present, within 28 days of the date according to the forward plan by which it is to be decided,
then it must also comply with Rules 1 –11 unless Rule 15 (General Exception) or Rule 3.16 (Special Urgency) apply. This requirement does not include meetings whose sole purpose is for Staff to brief members.

13  Procedure before taking Key Decisions

13.1 Subject to Rule 15 (general exception) and Rule 16 (special urgency), a key decision may not be taken unless:

(a) it has been identified as a key decision in the Cabinet’s core agenda;
(b) at least 3 clear days have elapsed since the publication of the forward plan; and
(c) where the decision is to be taken at a meeting of the Cabinet or its committees, notice of the meeting has been given in accordance with Rule 4 (notice of meetings).

14  The Core Agenda

14.1 Period of Core Agenda - Forward plans will be prepared by the Leader of the Council to cover a period of four months, beginning with the first day of any month. They will be prepared on a monthly basis and subsequent plans will cover a period beginning with the first day of the second month covered in the preceding plan.

14.2 Contents of Core Agenda - The forward plan will contain matters which the Leader of the Council has reason to believe will be subject of a key decision to be taken by the Cabinet, a committee of the Cabinet, individual members of the Cabinet, officers, area committees or under joint arrangements in the course of the discharge of an Cabinet function during the period covered by the plan. It will describe the following particulars in so far as the information is available or might reasonably be obtained:

(a) the matter in respect of which a decision is to be made;
(b) where the decision taker is an individual, his/her name and title, if any and where the decision taker is a body, its name and details of membership;
(c) the date on which, or the period within which, the decision will be taken;
(d) the identity of the principal groups whom the decision taker proposes to consult before taking the decision;
(e) the means by which any such consultation is proposed to be undertaken;
(f) the steps any person might take who wishes to make representations to the Cabinet or decision taker about the matter in respect of which the decision is to be made, and the date by which those steps must be taken; and
(g) a list of the documents submitted to the decision taker for consideration in relation to the matter.

14.3 The forward plan must be published at least 14 days before the start of the period covered. The Democratic Servicers Team Leader will publish once a year a notice in at least one newspaper circulating in the area, stating:
(a) that key decisions are to be taken on behalf of the Council;
(b) that a forward plan containing particulars of the matters on which decisions are to be taken will be prepared on a monthly basis;
(c) that the plan will contain details of the key decisions to be made for the four month period following its publication;
(d) that each plan will be available for inspection at reasonable hours free of charge at the Council’s offices;
(e) that each plan will contain a list of the documents submitted to the decision takers for consideration in relation to the key decisions on the plan;
(f) the address from which, subject to any prohibition or restriction on their disclosure, copies of, or extracts from, any document listed in the forward plan is available;
(g) that other documents may be submitted to decision takers;
(h) the procedure for requesting details of documents (if any) as they become available; and
(i) the dates on each month in the following year on which each forward plan will be published and available to the public at the Council’s offices.

14.4 Exempt information need not be included in a forward plan and confidential information cannot be included.

15 General Exception

15.1 If a matter that is likely to be a key decision has not been included in the forward plan, then subject to Rule 16 (special urgency), the decision may still be taken if:

(a) the decision must be taken by such a date that it is impracticable to defer the decision until it has been included in the next forward plan and until the start of the first month to which the next forward plan relates;
(b) the proper officer has informed the chair of the Scrutiny Committee, or if there is no such person, each member of that committee in writing, by notice, of the matter to which the decision is to be made;
(c) the proper officer has made copies of that notice available to the public at the offices of the Council; and
(d) at least 3 clear days have elapsed since the proper officer complied with (a) and (b).

15.2 Where such a decision is taken collectively, it must be taken in public.

16 Special Urgency

16.1 If by virtue of the date by which a decision must be taken Rule 15 (general exception) cannot be followed, then the decision can only be taken if the decision taker (if an individual) or the chair of the body making the decision, obtains the agreement of the chair of the scrutiny committee that the taking of the decision cannot be reasonably deferred. If there is no chair, or if the chair
is unable to act, then the agreement of the chairman of the Council, or in his/her absence the vice chairman will suffice.

17  **Report to Council**

17.1 **When the scrutiny committee can require a report** - If the scrutiny committee thinks that a key decision has been taken which was not:

(a) included in the forward plan; or  
(b) the subject of the general exception procedure; or  
(c) the subject of an agreement with committee chair, or the chairman/vice chairman of the Council under Rule 16 above;

the committee may require the Cabinet to submit a report to the Council within such reasonable time as the committee specifies. The power to require a report rests with the committee, but is also delegated to the proper officer, who shall require such a report on behalf of the committee when so requested by (the chairman or any 5 members). Alternatively the requirement may be raised by resolution passed at a meeting of the relevant scrutiny committee.

17.2 **Cabinet’s report to Council** - The Cabinet will prepare a report for submission to the next available meeting of the Council. However, if the next meeting of the Council is within 7 days of receipt of the written notice, or the resolution of the committee, then the report may be submitted to the meeting after that. The report to Council will set out particulars of the decision, the individual or body making the decision, and if the Leader of the Council is of the opinion that it was not a key decision the reasons for that opinion.

17.3 **Quarterly reports on special urgency decisions** - In any event the leader will submit quarterly reports to the Council on the Cabinet decisions taken in the circumstances set out in Rule 16 (special urgency) in the preceding three months. The report will include the number of decisions so taken and a summary of the matters in respect of which those decisions were taken.

18  **Record of Decisions**

18.1 After any meeting of the Cabinet or any of its committees, whether held in public or private, the proper officer or, where no officer was present, the person presiding at the meeting, will produce a record of every decision taken at that meeting as soon as practicable. The record will include a statement of the reasons for each decision and any alternative options considered and rejected at that meeting.

19  **Cabinet Meetings Relating to Matters which are not Key Decisions**

19.1 The Cabinet will decide whether meetings relating to matters which are not key decisions will be held in public or private.

20.  **Private Meeting of the Cabinet**

20.1 Private meetings of the Cabinet are not permitted to take decisions
21  **Decisions by Individual Members Of The Cabinet**

21.1 Decisions will not be taken by individual members of the Cabinet - see the scheme of delegations in the Decision Making Process in Part 3.

22  **Scrutiny Committee Access to Documents**

22.1 **Rights to copies** - Subject to Rule 22.2 below, the scrutiny committee will be entitled to copies of any document which is in the possession or control of the Cabinet or its committees and which contains material relating to

(a) any business transacted at a public or private meeting of the Cabinet or its committees;
(b) the scrutiny committee will be entitled to foresight of papers in relation to private decisions of the Cabinet before the decision is made.

22.2 **Limit on rights** - the scrutiny committee will not be entitled to:

(a) any document that is in draft form;
(b) any part of a document that contains exempt or confidential information, unless that information is relevant to an action or decision they are reviewing or scrutinising or intend to scrutinise; or
(c) the advice of a political adviser

23  **Additional Rights of Access for Members**

23.1 These rights of a member are additional to any other right he/she may have.

23.2 The Local Authorities (Access to Information) (Variation) Order 2006 makes amendments to s100F of the Local Government Act 1972. This clarifies the rights of Councillors to access documents held by the authority, even if they are exempt from public access. This gives members an enhanced common law right (i.e. the need to know) in certain cases. Under this provision, members may see documents that are exempt by virtue of relating to the financial or business affairs of a particular person (except to the extent that it relates to terms proposed to or by the Council as part of negotiations or because they may give rise to a notice under any enactment or to make an order or direction).

23.3 The Local Authorities (Executive Arrangements) (Access to Information) (Amendment) (England) Regulations 2006 governs the rights of members to inspect documents held by the Cabinet. The amendments reflect the changes made in the above order to give members the right to access documents in the possession of the Cabinet.

23.4 Additional clarification of the rights of members is set out in the Protocol on Staff /Member Relations set out in Part 5 of the Constitution.
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)

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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 Financial Services Manager 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 the Corporate Management Team shall mean the Chief Executive, Deputy Chief Executive and Directors.

1.6. Where these rules refer to Directors that shall not preclude the Chief Executive and Deputy Chief Executive from acting in those matters but, in so doing, they shall comply with the requirements of these rules.

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 Head of Internal Audit, the Financial Services Manager and the Monitoring Officer.

1.9. In the event of an issue requiring immediate action which would be in contravention of these rules, the Chief Executive, the Deputy Chief Executive, or any Director should take whatever action is necessary, after consulting the Head of Internal Audit, Financial Services Manager and the Monitoring Officer if 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 Financial Services Manager and the Monitoring Officer as necessary.
1.11. References in these rules to the Chief Executive, the Deputy Chief Executive, or Directors, 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, the Deputy 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 Financial Services Manager and the Monitoring Officer as appropriate, who will consult with the Head of Internal Audit as necessary (for Head of Internal Audit substitute the Deputy Chief Executive if the non-compliance involves the Head of Internal Audit) and then take action as necessary. If the officer believes non-compliance rests with the Financial Services Manager and/or Monitoring Officer, he/she must immediately notify the Head of Internal Audit or another member of the Corporate Management Team.

1.13. The Financial Services Manager, after consultation with a 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 Council's 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 Head of Internal Audit, the Financial Services Manager 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 Financial Services Manager 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 Financial Services Manager 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 Financial Services Manager or any of two other members of Financial Services staff authorised by the Financial Services Manager. 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 Financial Services Manager. Current requirements are attached (Appendix 1 - Cheque signing arrangements and authorisation for electronic payments).

3. Budget Preparation

3.1. The Financial Services Manager, in accordance with processes approved by the Cabinet, shall:-

(a) determine the form of capital and revenue budgets after consultation with the Chief Executive, the Deputy 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 Financial Services Manager shall maintain a three-year revenue (medium term plan) and capital forecast (affordable capital strategy) (to include all significant commitments in future years). It is the responsibility of Corporate Management Team to ensure that budget estimates reflect agreed Directorate 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 Financial Services Manager 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 Financial Services Manager shall consult with the Scrutiny Committee and any Council Panels as agreed by Cabinet.

3.6. The Financial Services Manager 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 Financial Services Manager 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 Financial Services Manager 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 monthly budget assurance statements relevant to the areas they manage.

(d) shall provide sufficient information to enable the Financial Services Manager to produce monthly budget monitoring information to the Corporate Management Team;

(e) shall provide sufficient information to enable the Financial Services Manager to produce regular monitoring reports on revenue, capital and key corporate projects’ budgets for the Cabinet in parallel to 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 Financial Services Manager 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 Financial Services Manager 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 Financial Services Manager 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 Financial Services Manager 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 Principal Accountant is the deputy Section 151 Officer and is authorised to act as the Section 151 Officer in the absence of the Financial Services Manager. If for any reason neither the Financial Services Manager or the Principal Accountant are available, the Senior Management Accountant will act as the Section 151 officer.
5.3. The Financial Services Manager 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 Financial Services Manager 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 Financial Services Manager 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 Financial Services Manager, in consultation with the Corporate Management 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 2003 (amended 2006);
   (d) any other operational guidelines approved by the Cabinet;
   (e) The Council’s Constitution;

5.7. Corporate Management 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 Financial Services Manager.
5.8. Directors are required to manage the resources allocated to them in accordance with these 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 Financial Services Manager 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 £10,000 -
       ⇒ 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 £10,000 -
       ⇒ by tender sought by public advertisement, by public auction or such other means as the Financial Services Manager shall approve after consultation with the Head of Internal Audit.

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. 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 Financial Services Manager, 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 Financial Services Manager 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;
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 Financial Services Manager.

7.4. Directors operating any financial systems will provide a regular and timely
reconciliation of financial transactions on a regular basis as specified by the
Financial Services Manager.

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 Head of Internal Audit.
Suspicious 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 Financial Services
Manager and the relevant Cabinet member, this to be undertaken
annually;

(c) provide the Financial Services Manager 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 Financial Services Manager 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 Financial Services Manager (and where required, the Head of
Internal Audit) for examination and certification any grant claims before
they are submitted unless he/she agrees otherwise;

9.2. The Financial Services Manager will ensure the regular monitoring reports to
Corporate Management 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 Financial Services Manager, 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 Financial Services Manager, 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) acknowledged immediately by the issue of an official receipt, licence, ticket or equivalent documentation;
(b) paid in its entirety and without delay direct to the Council’s bank account.

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. Changes to income transactions (e.g. use of credit cards) must be agreed in advance with the Financial Services Manager.

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

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

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

9.11. Towards the end of each financial year the Financial Services Manager 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 Financial Services Manager 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 Financial Services Manager 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 Financial Services Manager of any loss, damage or event likely to lead to an insurance claim and, where appropriate, inform the police;
(c) pass to the Financial Services Manager, without delay, any third party claims against the Council;

(d) consult the Monitoring Officer and the Financial Services Manager respecting the terms of any indemnity which the Council is requested to give.

10.3. Where insurance cover does not exist, the Financial Services Manager 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 Financial Services Manager will determine in consultation with Corporate Management 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 2003 (as amended 2006), 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 Head of Internal Audit. In discharging his/her responsibility the Head of Internal Audit shall regularly consult with the Financial Services Manager and the Monitoring Officer to assist them in fulfilling their roles of Section 151 Officer and Monitoring Officer.

11.2. The Head of Internal Audit 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.

11.3. 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.

11.4. Responsibility for developing and managing the Council's overall assurance framework rests with the Deputy Chief Executive, who shall consolidate the work on risk, audit, internal control and governance.

11.5. 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.

11.6. The Head of Internal Audit 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;
11.7. The Head of Internal Audit 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 Corporate Management Team, Deputy Chief Executive, Chief Executive, Cabinet and full Council.

11.8. The Head of Internal Audit shall be notified immediately by Corporate Management 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 Corporate Management Team or Director from dealing with any legal and/or disciplinary action.

11.9. 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 Financial Services Manager (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 Financial Services Manager.

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 Financial Services Manager 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 Compliance and Risk Manager.

13.3. Acquisition and disposal of any land or property shall, following consultation and agreement with the Financial Services Manager and in all cases supported by a financial appraisal providing the budgetary implications, be approved by:-

(a) the Corporate Management Team, subject to the recommendation of the Development and Investment Group, if the estimated proceeds or costs are below £250,000;

(b) the Cabinet if the estimated proceeds or costs are greater than £250,000.

(c) 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.

(d) in all cases above a report must be submitted to the Council’s Corporate Management 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 Financial Services Manager giving the budgetary implications

(b) leases of less than 5 years and/or up to a value of £10,000 per annum to be negotiated and concluded by the Corporate Property Manager;

(c) leases which are between 5 and 20 years and/or between £10,000 and £25,000 per annum to be approved by the Asset Management Group. Agreement will be required of the Council’s Management Team.

(d) leases which are longer than 20 years and/or greater than £25,000 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 Financial Services Manager;

(b) signed only by those persons authorised by the Chief Executive or Financial Services Manager in accordance with the financial limits set by the Chief Executive or Financial Services Manager, subject to a maximum limit of £100,000;

(c) countersigned by the Deputy Chief Executive, Chief Executive or Financial Services Manager 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, the Human Resources (HR) Manager and Financial Services Manager 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 Financial Services Manager 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 Financial Services Manager, 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 Financial Services Manager; 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
(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 service Director will be informed.

14.8. Ordering goods through the Council’s credit card must comply with internal procedures held by the Financial Services Manager. 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, Deputy 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:

(e) For travel expenses etc under £50 per occasion – these should be paid personally and re-imbursement claimed through salaries in the normal way.
(f) Where current corporate contracts or other arrangements exist.
(g) Where the supplier is set up as a supplier on Integra.
(h) 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 Financial Services Manager using whatever means he/she considers appropriate.
15.2. Unless the Financial Services Manager 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 or the company credit card.

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 Financial Services Manager by Directors, Deputy Chief Executive 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, Deputy Chief Executive and Chief Executive shall notify the Financial Services Manager 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, Deputy Chief Executive, or the Financial Services Manager.

15.7. Towards the end of each financial year the Financial Services Manager 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 Financial Services Manager, the Human Resources Manager and the Monitoring Officer are in agreement;

b. the Deputy Chief Executive or 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 Corporate Management Team. A recruitment assessment form must be completed by the service, which is then approved by the Financial Services Manager, the Human Resources Manager and Service Director, prior to presentation to Corporate Management Team; the form should then be certified by the Chief Executive.
16.2. Each Director shall consult the Human Resources Manager 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 Human Resources Manager.

16.4. The Human Resources Manager 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 Financial Services Manager and be certified by Directors. They shall be submitted promptly to the Human Resources Manager 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 Human Resources Manager by Directors, Deputy Chief Executive 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, Deputy Chief Executive and Chief Executive shall promptly notify the Human Resources Manager 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 Human Resources Manager shall be approved by:-

(a) the relevant Director if less than £5,000 in total;
(b) the Deputy Chief Executive or 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 twelve 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 six 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 Financial Services Manager 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 Financial Services Manager.

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 Financial Services Manager 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 Financial Services Manager 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 Financial Services Manager.

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 Financial Services Manager if he/she thinks security is defective or circumstances arise where special security arrangements may be needed;

(c) agree with the Financial Services Manager 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 Financial Services Manager;

(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 Financial Services Manager 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.
19.3. 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 Director of Change Management.

20. Stores

20.1. All records relating to stores shall be kept in a form approved by the Financial Services Manager.

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.

20.3. Where stores are no longer required arrangements for disposal shall be agreed by the relevant Director and the Financial Services Manager.

21. Treasury Management

21.1. The Financial Services Manager 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 Financial Services Manager 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 Financial Services Manager will maintain this function in accordance with CIPFA Codes of Practice.

21.2. The Financial Services Manager 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

21.3. Full Council will determine future prudential indicators having regard to affordability, capital strategy and the advice of the Financial Services Manager.

21.4. All investments of money under Council control shall be made by the Financial Services Manager, 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.

21.5. All borrowings, including operating leases or other financial instruments, shall be effected by the Financial Services Manager in the name of the Council.

21.6. The Financial Services Manager shall be the Council’s registrar of bonds and mortgages and shall maintain records of all borrowings of money by the Council.

21.7. The Financial Services Manager shall inform and advise the Cabinet upon the need and methods for the financing of all capital expenditure. He 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.

21.8. All trusts funds shall wherever possible be in the name of the Council.

21.9. 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.

21.10. 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.

22. Voluntary Funds

22.1. All voluntary funds operated by employees in connection with the work of the Council must be notified to the Financial Services Manager and be operated in accordance with his/her written instructions.

22.2. Such funds may be subject to review by internal audit as if they were official funds of the Council.

23. External Arrangements
23.1. 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.

23.2. The Financial Services Manager 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.

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

23.4. 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.

24. Variation Or Revocation

24.1. 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).

25. Virements, Supplementary Estimates and Slippage

25.1. Budget items that are considered to be controllable (as defined by the Financial Services Manager may be vired between cost centres, at CIPFA subjective classification levels.

25.2. The relevant Director, (Directors if virements are across Directorates) or in their absence the Financial Services Manager can authorise virements between codes up to an annual limit of £100,000 per individual code.

25.3. 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 Corporate Management Team.

25.4. Individual revenue or capital virements exceeding £100,000 will also require the approval of Cabinet.

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

25.6. 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.
25.7. Virement will not be allowed in respect of previous budget slippage, nor from supplementary estimates.

25.8. Where no budgetary provision exists and the scope for virement appears limited, then supplementary estimates will be sought from Corporate Management 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.

25.9. 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.

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

26. Major Incidents and Emergencies

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

26.2. 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.

26.3. 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.

26.4. The Chief Executive will advise the Financial Services Manager when authorisation to incur expenditure has been given.

26.5. An Emergency Committee, comprising five elected members as indicated in Part 4.1.16.2.1 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.

26.6. 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.
Appendix 1

CHEQUE SIGNING ARRANGEMENTS AND AUTHORISATION FOR ELECTRONIC PAYMENTS

1. Cheque signing

1.1. Cheques shall bear the facsimile signature of the Financial Services Manager or be signed by the Financial Services Manager, or any of two other members of Financial Services staff authorised by the Financial Services Manager.

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 (with the exception of the Senior Management Accountant). 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.
Appendix 2

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).
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.
Part 4 Rules of Procedure

4.4 Contract Standing Orders

1. Purpose and Status

1.1 These Standing Orders are made and approved by the Council to regulate and ensure probity in all its dealings with suppliers and contractors. In following these procedures, officers of the Council must:

- Ensure value for money is achieved
- Ensure fairness in allocating public contracts
- Comply with all legal requirements
- Be consistent with highest standards of integrity
- Support the Council’s aims and policies

1.2 Compliance with these Standing Orders is mandatory for all staff employed by or on behalf of South Norfolk Council, and failure to observe them without good and sufficient reason will be treated as a disciplinary issue. Staff letting or managing contracts must ensure that all contractors are aware of their provisions and comply with them.

1.3 When commissioning work through consultants or other forms of agent, the staff concerned must ensure that the said agents adhere strictly to these same Contract Standing Orders as if they were employees of the Council. Agents or consultants must not make any decision as to whether to award a contract, or whom a contract should be awarded to. Such decisions should only be made by a Council Officer with delegated authority. This applies to any agent and consultant commissioned by the Council, be they employed directly to provide advise, support and guidance on a specific contract, or employed to fulfil a more general role within the Council.

1.4 All staff and members involved in any way in dealing with suppliers or contractors on behalf of the Council must be aware of and pay full regard to the requirements in the Council’s Constitution to declare as provided for any interests, whether pecuniary or otherwise, that they may have in any such matter. Specific guidance is included separately in Codes of Conduct for members and officers.

1.5 These Standing Orders also apply to the appointment of Consultants as they constitute the provision of a service.

1.6 These Standing Orders are the minimum standards which should be followed. Further advice is available from the procurement team or the Financial Services Manager.
2. **The contract value**

2.1 The first step is to identify what services/goods are required and to estimate the cost for these. A detailed cost estimate should be drawn up; for higher value contracts, professional estimators should be considered to ensure estimates and tenders subsequently received are realistic and provide value for money for the Council. The timeframes over which you should estimate costs apply as follows:

- If it is a construction project, the total costs over the full life-time of the project
- If it is a fixed-term service contract, the total costs over the full fixed-term of the service provided
- If it is an indefinite life service (e.g. something the Council intends to buy over a number of years, or you are not sure when it will end), the costs you would expect to pay over the first 4 years of that service being provided.

2.2 The total cost for the whole council should be considered, not just within the individual service. There are numerous permutations but they might include:

- A one off purchase
- A one off purchase which requires on-going costs such as servicing and maintenance
- A regular supply of a service
- An initial contract for particular goods / services, with options for future purchasing / add-on purchases within that same contract

**Example:** To purchase a rolling road for brake testing. The total estimate of the cost, if it was to be awarded to one supplier, would be the initial cost of the rolling road, its installation and the on going maintenance cost for the four year period.

Alternatively there could be three contracts with different suppliers; the supply of the equipment, the installation and the on-going maintenance cost for four years. In this instance all three would need to be a separate contract, however each would have to stand up to independent scrutiny without any premeditated outcome on who the supplier will be. The breaking down of a supply cannot be used to justify the circumvention of the rules.

3. **Is a new contract required?**

3.1 If an existing contract is in place under which the new supply of goods/services can be obtained then this should be used.

3.2 There is also the option of using a framework agreement. Frameworks are pre-tendered contracts, which the Council can use, providing we operate to the pre-approved terms. They have usually been commissioned by buying consortia such as ESPO or the Office of Government Commerce, and are compliant with the EU rules of procurement. There are several types of these arrangements such as:
• One supplier who has won a specific tender for a specific contract. The Council has to continue to operate to the terms and conditions set out in that contract.
• Several suppliers who have been invited to tender to meet specific terms. The Council can vary these terms, but should we do so, we must hold a “mini-competition” between the various suppliers.

3.3 The advantage of using such arrangements is to gain the benefits of bulk purchasing whilst avoiding the need to spend time setting up a tendering/quotation exercise. However there are several issues which must be considered:
• The conditions of the framework agreement must allow use by the Council.
• The goods/services being requested must be covered in full by the framework.
• The life of the framework and its end date.

4. Exceptions to tendering and quotation procedures

4.1 It shall not be necessary to invite tenders/quotations:

(a) Where effective competition is prevented by governmental control or market monopoly. The Officer must prove to the satisfaction of the Financial Services Manager that there are no alternative providers;
(b) Where purchase is made at public auction;
(c) Where procurement is made through a purchasing consortium; Officers must assure themselves and the Financial Services Manager that the contract has been subject to the appropriate tendering process and covers call off by other parties which would include the Council
(d) Where procurement is in conjunction with a third party; i.e. a shared procurement exercise; it must be conducted to the satisfaction of the Council.
(e) Where it is in the business interests of the Council not to seek formal tenders (e.g. urgent action is required); agreement from the Corporate Management Team, the Financial Services Manager, the Monitoring Officer and the Leader of the Council must be sought prior to commissioning works. A subsequent report will be made to Cabinet.

5. Tendering and Quotations

5.1 Tenders and quotations are both offers to supply goods, works and services.

5.2 A quotation is a competitive written quotation of price and any other relevant matter. This is typically used for purchasing standard items e.g. IT equipment, which are available from different sources and prices may be expressed in terms of a discount on a standard price list.
5.3 A tender will normally be used for more complex circumstances where the goods/services need to be defined in detail as they are non-standard, with bidders entering their prices for work against a schedule of separate elements.

6. **Value of Contract is expected to be under £20,000**

6.1 A minimum of three “informal” quotations/tenders must be obtained, unless agreed by the Director and Financial Services Manager.

6.2 These quotations/tenders can be obtained in a variety of ways which may include phone, internet, letter, face to face, however the information needs to be recorded. Where quotations / tenders are obtained via phone or face to face interaction, these should be confirmed in writing (e.g. send e-mail or through third party providing written quote).

6.3 Quotations/tenders will be received by the Officer commissioning the goods / services. They should ensure that any suppliers offering tenders of quotes to the Council are aware that the Council complies with the Government’s transparency agenda and in doing so will be required to publish data related to expenditure, contracts and invitations to tender.

6.4 Evaluation of quotations/tenders should take into account the whole life costing of the goods, works or services, including any maintenance requirement and their ultimate replacement where appropriate. Issues around sustainability should also be considered. The decision as to which offer should be accepted should be based on the best overall economic advantage to the Council, which does not always mean the lowest price.

6.5 Where any of the following circumstances prevail, a Director may, prior to the formal agreement of any contract, or instruction to commence works, carry out negotiations to clarify offers received or otherwise to agree the prices and other terms of the contract proposed:

(a) Where one or more offer is accompanied by alternative proposals;
(b) Where examination of offers reveals errors, discrepancies or misunderstandings which would affect the contract price;
(c) Where the relevant Director considers that the best offer presented does not represent the best Value for Money that can reasonably be obtained.

6.6 In all cases the following provisions shall apply:

- All bidders shall receive fair and equitable treatment and shall be given equal opportunity to clarify their offers or to submit alternative proposals;
- The relevant Director(s) shall ensure that all negotiations are fully documented and that this documentation and all other evidence of negotiations is collated and filed so as to be readily available for audit or other inspection as required. All such evidence shall be retained in accordance with the Council’s Document Retention Policy;
- At no time shall a bidder be informed of the detail of any other bid.
6.7 The decision on who to award the contract to shall be recorded in sufficient detail for the logic to be apparent to anyone who subsequently reviews the circumstances.

6.8 Formal contracts are not required but may be useful, depending on the circumstances. There should be a written record of the agreement, although a simple exchange of letters/emails may often suffice.

6.9 Where, during the process of tendering for the contract, it becomes clear that the nature, scope or timing of the specifications changes in such a way as to significantly alter the goods / service being tendered, the tendering process should immediately be halted. Discussion should be held with the procurement team as to the process that should be followed, although it is anticipated that significant changes will require the entire tender process to be re-started.

7. **Contract value is expected to be between £20,000 and £100,000**

7.1 A minimum of three written “formal” quotations or tenders is required before placing orders or creating contracts of this value. Formal and detailed specifications should be produced to determine the nature, scope, and timing of the goods / services to be performed.

7.2 Tenders/quotations will be based on the specification, standard pre tender qualification questionnaires (PQQ’s) and an invitation to tender setting out the terms and conditions proposed. PQQ’s may be sent out with the invitations to tenders and tender specification if there is limited time available.

7.3 The PQQ’s will be assessed as follows:

- The Health & Safety Officer will ensure compliance with Health & Safety requirements.
- Financial Services will be responsible for ensuring the viability of the organisation.
- The client service will be responsible for the quality of the service/goods tendered for.

7.4 The relevant Director will be required to:

- Approve the specification of the works, including any specifications that may restrict those parties that are invited to tender (e.g. covenants which favour local organisations)
- Approve the list of parties invited to quote or tender, where this list is restricted to several named organisations.

7.5 To enable well-considered bids to be submitted, there must be sufficient time allowed. Only for the simplest of works should a period significantly less than 40 days be assumed. All invitations to tender (ITT) or requests for quotation (RFQ) should include:

(a) A list of the criteria to be applied in bid evaluation;
(b) Details of the information required from bidders against each of the criteria;
(c) A full set of contract documentation, including where appropriate the conditions of contract, functional specification and any other document.
necessary to fully describe and specify the Council's requirements;
(d) Full details of the timescales and other conditions for return of bids;
(e) A declaration form to sign stating that the Contractor will not collude with other companies during the bidding process (excepting joint / combined bids with other parties), which clearly states that whilst tenders will be treated in the strictest confidence, they will be made available to Trading Standards, the Office of Fair Trading and other regulators when undertaking any investigations, and that legal action will be taken against false declarations
(f) A statement that the Council complies with the Government’s Transparency agenda, and, in so doing, will be required to publish data relating to expenditure, contracts and invitations to tender.

Further advice is available from the Procurement Team, including standard templates.

7.6 Where any Director wishes invitations to tender, requests for quotations or submissions in response to be in any form other than original documents on paper, that Director shall first in each case agree suitable arrangements with the Monitoring Officer and the Financial Services Manager. Any such arrangements must provide at least the same degree of anonymity, security and confidentiality until the scheduled time of opening as the arrangements specifically detailed in these Standing Orders. This provision is expressly designed to facilitate the use and development of electronic tendering procedures, where appropriate and to the benefit of the Council. Further advice and assistance is available from the Procurement Team.

7.7 All tenders and quotations shall be returned in sealed envelopes that shall be:
• Marked clearly to indicate that it contains a tender or quotation and have no means by which the bidder can be identified;
• Endorsed to identify the goods, services or works to which it relates;
• Addressed to the Monitoring Officer who shall keep them unopened in safe custody until the deadline for receipt has passed.

7.8 No tender or quotation can be considered as valid if:
• The envelope bears any mark by which the bidder can be identified;
• If it is received after the deadline for receipt set out in the ITT or RFQ;
• If for any reason the envelope has been opened prior to the deadline;
• If for any reason the bidder has failed to comply with any of the instructions contained in the invitation.
• Where there is clear evidence of inappropriate behaviour during the bidding process (fraud, corruption, bribery) on the part of the organisation submitting the bid.

7.9 Tenders and quotations shall be opened at one time in the presence of the relevant Director and the Monitoring Officer.

7.10 Evaluation of quotations/tenders should take into account:
• The whole life costing of the goods, works or services, including any maintenance requirement and their ultimate replacement where appropriate.
• Sustainability of the proposals made
• The decision as to which offer should be accepted should be based on the best overall economic advantage to the Council, which does not always mean the lowest price.
• Quotations and Tenders should be subject to critical evaluation to ensure that they are affordable; this particularly applies where any quotations / tenders show any indication of being abnormally low costed
• Ensuring bid information contains sufficient detail upon which to determine that the contractor has appropriately costed all aspects of the bid

7.11 Where any of the following circumstances prevail, a Director may, prior to the formal agreement of any contract, carry out negotiations to clarify offers received or otherwise to agree the prices and other terms of the contract proposed:

(a) Where one or more offer is accompanied by alternative proposals;
(b) Where examination of offers reveals errors, discrepancies or misunderstandings which would affect the contract price;
(c) Where the relevant Director considers that the best offer presented does not represent the best Value for Money that can reasonably be obtained.

7.12 In all cases following provisions shall apply:

• All bidders shall receive fair and equitable treatment and shall be given equal opportunity to clarify their offers or to submit alternative proposals;
• The relevant Director(s) shall ensure that all negotiations are fully documented and that this documentation and all other evidence of negotiations is collated and filed so as to be readily available for audit or other inspection as required. All such evidence shall be retained in accordance with the Council’s Document Retention Policy;
• At no time shall a bidder be informed of the detail of any other bid.

7.13 Any such negotiations shall be conducted strictly in accordance to the following rules:

• They shall take place at predetermined times and places;
• The Monitoring Officer and the Financial Services Manager must be notified of the time and venue of all negotiations;
• More than one officer of the Council shall be present at all times, including the Monitoring Officer and the Financial Services Manager, or their senior representative.
• The signed record of all meetings shall be kept on file and a copy supplied to the Monitoring Officer, the Financial Services Manager and the bidder.
• In the event of a contract being awarded, the relevant signed records of meetings shall be bound into the contract.

7.14 Acceptance of tenders/quotations shall be by the relevant Director. Provided that:

• Adequate budget provision exists for both capital and revenue expenditure.
• All relevant approvals have been obtained in accordance with the Council’s Project Management Guide.
• A proper evaluation has been carried out which clearly demonstrates that the tender/quotiation in question constitutes the best economic advantage to the
Council, taking into account quality, price and sustainability
- The tender accepted presents the most economically advantageous position for the Council.

7.15 Formal contracts will be required and may be executed under seal depending on the nature of the work and degree of protection required.

7.16 Where, during the process of tendering for the contract, it becomes clear that the nature, scope or timing of the specifications changes in such a way as to significantly alter the goods / service being tendered, the tendering process should immediately be halted. Discussion should be held with the procurement team as to the process that should be followed, although it is anticipated that significant changes will require the entire tender process to be re-started

8. Contract value is expected to be between £100,001 and £156,000 (EU threshold)

8.1 A minimum of five formal competitive tenders are required. Formal and detailed specifications should be produced to determine the nature, scope, and timing of the goods / services to be performed.

8.2 Tenders/quotations will be based on the specification, standard pre tender qualification questionnaires (PQQ’s) and an invitation to tender setting out the terms and conditions proposed. PQQ’s may be sent out with the invitations to tender and tender specification if there is limited time available.

8.3 The PQQ’s will be assessed as follows:
- The Health & Safety Officer will ensure compliance with Health & Safety requirements.
- Financial Services will be responsible for ensuring the financial viability of the organisation.
- The client service will be responsible for the quality of the service/goods tendered for.

8.4 The relevant Director will be required to:
- Approve the specification of the works, including any specifications that may restrict those parties that are invited to tender (e.g. covenants which favour local organisations)
- Approve the list of parties invited to quote or tender, where this list is restricted to several named organisations.

8.5 To enable well-considered bids to be submitted, there must be sufficient time allowed. Only for the simplest of works should a period significantly less than 40 days be assumed. All invitations to tender (ITT) or requests for quotation (RFQ) should include:

(a) A list of the criteria to be applied in bid evaluation;
(b) Details of the information required from bidders against each of the criteria;
(c) A full set of contract documentation, including where appropriate the conditions of contract, functional specification and any other document necessary to fully describe and specify the Council’s requirements;
(d) Full details of the timescales and other conditions for return of bids;
(e) A declaration form to sign stating that the Contractor will not collude with other companies during the bidding process (excepting joint / combined bids with other parties), which clearly states that whilst tenders will be treated in the strictest confidence, they will be made available to Trading Standards, the Office of Fair Trading and other regulators when undertaking any investigations, and that legal action will be taken against false declarations.
(f) A statement that the Council complies with the Government’s Transparency agenda, and, in so doing, will be required to publish data relating to expenditure, contracts and invitations to tender.

Further advice is available from the Procurement Team, including standard templates.

8.6 Where any Director wishes invitations to tender, requests for quotations or submissions in response to be in any form other than original documents on paper, that Director shall first in each case agree suitable arrangements with the Monitoring Officer and the Financial Services Manager. Any such arrangements must provide at least the same degree of anonymity, security and confidentiality until the scheduled time of opening as the arrangements specifically detailed in these Standing Orders. This provision is expressly designed to facilitate the use and development of electronic tendering procedures where appropriate and to the benefit of Council. Further advice and assistance is available from the Procurement Team.

8.7 All tenders and quotations shall be returned in sealed envelopes that shall be:
- Marked clearly to indicate that it contains a tender or quotation and have no means by which the bidder can be identified;
- Endorsed to identify the goods, services or works to which it relates;
- Addressed to the Monitoring Officer who shall keep them unopened in safe custody until the deadline for receipt has passed.

8.8 No tender or quotation can be considered as valid if:
- The envelope bears any mark by which the bidder can be identified;
- If it is received after the deadline for receipt set out in the ITT or RFQ;
- If for any reason the envelope has been opened prior to the deadline;
- If for any reason the bidder has failed to comply with any of the instructions contained in the invitation.
- Where there is clear evidence of inappropriate behaviour during the bidding process (fraud, corruption, bribery) on the part of the organisation submitting the bid.

8.9 Tenders and quotations shall be opened at one time in the presence of the relevant Director and the Monitoring Officer.

8.10 Evaluation of quotations/tenders should take into account:
- The whole life costing of the goods, works or services, including any maintenance requirement and their ultimate replacement where appropriate.
- Sustainability of the proposals made.
• The decision as to which offer should be accepted should be based on the best overall economic advantage to the Council, which does not always mean the lowest price.
• Quotations and Tenders should be subject to critical evaluation to ensure that they are affordable; this particularly applies where any quotations / tenders show any indication of being abnormally low costed
• Ensuring bid information contains sufficient detail upon which to determine that the contractor has appropriately costed all aspects of the bid

8.11 Where any of the following circumstances prevail, a Director may, prior to the formal agreement of any contract, carry out negotiations to clarify offers received or otherwise to agree the prices and other terms of the contract proposed:

(a) Where one or more offer is accompanied by alternative proposals;
(b) Where examination of offers reveals errors, discrepancies or misunderstandings which would affect the contract price;
(c) Where the relevant Director considers that the best offer presented does not represent the best Value for Money that can reasonably be obtained.

8.12 In all cases following provisions shall apply:
• All bidders shall receive fair and equitable treatment and shall be given equal opportunity to clarify their offers or to submit alternative proposals;
• The relevant Director(s) shall ensure that all negotiations are fully documented and that this documentation and all other evidence of negotiations is collated and filed so as to be readily available for audit or other inspection as required. All such evidence shall be retained in accordance with the Council’s Document Retention Policy;
• At no time shall a bidder be informed of the detail of any other bid.

8.13 Any such negotiations shall be conducted strictly in accordance to the following rules:

• They shall take place at predetermined times and places;
• The Monitoring Officer and the Financial Services Manager must be notified of the time and venue of all negotiations;
• More than one officer of the Council shall be present at all times, including the Monitoring Officer and the Financial Services Manager, or their senior representative.
• The signed record of all meetings shall be kept on file and a copy supplied to the Monitoring Officer, the Financial Services Manager and the bidder.
• In the event of a contract being awarded, the relevant signed records of meetings shall be bound into the contract.

8.14 Acceptance of tenders/quotations shall be by the Management Team (with a retrospective report to Cabinet for information). Provided that:

• Adequate budget provision exists for both capital and revenue expenditure.
• All relevant approvals have been obtained in accordance with the Council’s Project Management Guide.
• The tender accepted presents the most economically advantageous position for the Council.
8.15 Formal contracts under seal are required unless legal advice deems them not to be necessary.

8.16 All original copies of the contract are to be held by the Compliance and Risk Manager.

8.17 Where, during the process of tendering for the contract, it becomes clear that the nature, scope or timing of the specifications changes in such a way as to significantly alter the goods / service being tendered, the tendering process should immediately be halted. Discussion should be held with the procurement team as to the process that should be followed, although it is anticipated that significant changes will require the entire tender process to be re-started.

9. Contract value is over £156,000

9.1 EU procurement rules stipulate that higher value contract opportunities should be subject to additional rules and controls. Any proposed purchase of goods or contract for services where the estimated value exceeds approximately £156,000 or for works where the value exceeds approximately £3,900,000, is caught by these provisions. The terms goods, works and services have precise definitions within the legislation but these broadly follow a common sense understanding. “Works” involves works of design, construction or maintenance to any land or buildings and specifically includes anything normally defined as building or civil engineering work. The detailed provisions are set out in Directives issued by the EU administration which have been incorporated into UK law and MUST be complied with. Further details are available in the CIPFA guidance. If in any doubt, be sure to consult nplaw or the Procurement Team. The Procurement Team will provide guidance at all stages of the process.

9.2 Contracts caught by the EU provisions as described above must first be advertised in the Official Journal of the European Union (OJEU). The procedures vary with the nature of the work involved and can sometimes require you to advertise for expressions of interest well in advance of actually inviting tenders.

9.3 Sufficient time must be set aside to ensure compliance with the European Tendering regulations.

9.4 All invitations to tender (ITT) or requests for quotation (RFQ) must include:

(a) A list of the criteria to be applied in bid evaluation;
(b) Details of the information required from bidders against each of the criteria;
(c) A full set of contract documentation, including where appropriate the conditions of contract, functional specification and any other document necessary to fully describe and specify the Council’s requirements;
(d) Full details of the timescales and other conditions for return of bids;
(e) A declaration form to sign stating that the Contractor will not collude with other companies during the bidding process (excepting joint / combined bids with other parties), which clearly states that whilst tenders will be treated in the strictest confidence, they will be made available to Trading Standards, the
Office of Fair Trading and other regulators when undertaking any investigations, and that legal action will be taken against false declarations

(f) A statement that the Council complies with the Government’s Transparency agenda, and, in so doing, will be required to publish data relating to expenditure, contracts and invitations to tender.

Further advice is available from the Procurement Team, including standard templates.

9.5 Where any Director wishes invitations to tender, requests for quotations or submissions in response to be in any form other than original documents on paper, that Director shall first in each case agree suitable arrangements with the Monitoring Officer and the Financial Services Manager. Any such arrangements must provide at least the same degree of anonymity, security and confidentiality until the scheduled time of opening as the arrangements specifically detailed in these Standing Orders. This provision is expressly designed to facilitate the use and development of electronic tendering procedures where appropriate and to the benefit of the Council.

9.6 All tenders and quotations shall be returned in sealed envelopes that shall be:
- Marked clearly to indicate that it contains a tender or quotation and have no means by which the bidder can be identified;
- Endorsed to identify the goods, services or works to which it relates;
- Addressed to the Monitoring Officer who shall keep them unopened in safe custody until the deadline for receipt has passed.

9.7 No tender or quotation can be considered as valid if:
- The envelope bears any mark by which the bidder can be identified;
- If it is received after the deadline for receipt set out in the ITT or RFQ;
- If for any reason the envelope has been opened prior to the deadline;
- If for any reason the bidder has failed to comply with any of the instructions contained in the invitation
- Where there is clear evidence of inappropriate behaviour during the bidding process (fraud, corruption, bribery) on the part of the organisation submitting the bid.

9.8 Tenders and quotations shall be opened at one time in the presence of the relevant Director and the Monitoring Officer.

9.9 Evaluation of quotations/tenders should take into account:
- The whole life costing of the goods, works or services, including any maintenance requirement and their ultimate replacement where appropriate.
- Sustainability of the proposals made
- The decision as to which offer should be accepted should be based on the best overall economic advantage to the Council, which does not always mean the lowest price.
- Quotations and Tenders should be subject to critical evaluation to ensure that they are affordable; this particularly applies where any quotations / tenders show any indication of being abnormally low costed.
9.10 Where the EU procedure permits post-tender negotiations then a Director may, prior to the formal agreement of any contract, carry out negotiations to clarify offers received or otherwise to agree the prices and other terms of the contract proposed:

(a) Where one or more offer is accompanied by alternative proposals;
(b) Where examination of offers reveals errors, discrepancies or misunderstandings which would affect the contract price;

9.11 In all cases following provisions shall apply:

- All bidders shall receive fair and equitable treatment and shall be given equal opportunity to clarify their offers or to submit alternative proposals;
- The relevant Director(s) shall ensure that all negotiations are fully documented and that this documentation and all other evidence of negotiations is collated and filed so as to be readily available for audit or other inspection as required. All such evidence shall be retained in accordance with the Council's Document Retention Policy;
- Prior to the awarding of the contract, at no time shall a bidder be informed of the detail of any other bid

9.12 Any such negotiations shall be conducted strictly in accordance to the following rules:

- They shall take place at predetermined times and places;
- The Monitoring Officer and the Financial Services Manager, must be notified of the time and venue of all negotiations;
- More than one officer of the Council shall be present at all times, including the Monitoring Officer and the Financial Services Manager, or their senior representative.
- The signed record of all meetings shall be kept on file and a copy supplied to the Monitoring Officer, the Financial Services Manager and the bidder.
- In the event of a contract being awarded, the relevant signed records of meetings shall be bound into the contract.

9.13 Acceptance of tenders/quotations shall be by the Management Team, with a retrospective report to Council if less than £250,000. If greater than £250,000 then acceptance must be provided by the Cabinet. Provided that:

- Adequate budget provision exists for both capital and revenue expenditure.
- All relevant approvals have been obtained in accordance with the Council’s Project Management Guide.
- A proper evaluation has been carried out which clearly demonstrates that the tender/ quotation in question constitutes the best economic advantage to the Council, taking into account quality, price and sustainability
- The tender accepted presents the most economically advantageous position for the Council
9.14 All candidates must be notified of the full reasons of the Contract award simultaneously and as soon as possible after the decision has been made (i.e. at the commencement of the standstill period, see below). This notification must be in writing, and to ensure speed in notifying should be made via e-mail. The information sent to the unsuccessful candidates must include characteristics and relative advantage of the successful tender; identity of successful tender; the score of the tender receiving the notice and the successful tender; a copy of the standstill notice. Although consideration should be given to disclosure of confidential information when notifying, the principle that the notification should include all the information that would be necessary for the unsuccessful bidder to determine whether or not a decision is well founded must apply.

9.15 There is a statutory standstill period of 10 days which must be provided between the decision being made to appoint a contractor and the signing of the contract with the successful candidates. This is to allow the unsuccessful candidates’ time to challenge the decision. Should, at any stage of the contract or tendering process, legal challenge be made to the process, then the contracting or tendering process should immediately halt, and no further progress be made until on legal advice.

9.16 Formal contracts under seal are required unless legal advice deems them not to be necessary.

9.17 All original copies of the contract are to be held by the Compliance and Risk Manager.

9.18 Where, during the process of tendering for the contract, it becomes clear that the nature, scope or timing of the specifications changes in such a way as to significantly alter the goods / service being tendered, the tendering process should immediately be halted. Discussion should be held with the procurement team as to the process that should be followed, although it is anticipated that significant changes will require the entire tender process to be re-started.

10. **Forms of Contract**

10.1 **Exchange of Letters**

The minimum formality required to record an agreement is an exchange of letters setting out the terms of that agreement. It can be a very simple note or a more substantial document, for example to accept a written quotation on agreed terms and conditions. Where no other specific terms and conditions have been agreed, the Council’s standard terms will apply. Details are available on e-link or from the Procurement Team.

Any such exchange should set out clearly the nature and extent of the goods, works or services to be provided and the terms under which they are to be provided, including a clear statement of the price or other consideration to be paid. It should also include reference to the timescale involved and make it clear if time is to be of the essence of the contract.
10.2 Standard forms of contract

There are many different standard forms of contract, particularly in the construction and engineering industries and for professional services. When obtaining tenders or quotations for goods, works or services, be aware of and make sure you understand the terms and conditions involved. Some examples are those published by the Royal Institute of Chartered Surveyors or Institute of Civil Engineers and available on their respective websites. If in any doubt, be sure to consult nplaw.

10.3 Suppliers terms and conditions

You should never accept without critical examination any terms and conditions offered by suppliers or contractors. These can contain provisions which might seriously compromise the Council’s rights should things not go as planned and you should always ensure that the Council’s interests are properly recognised in any terms and conditions you are offered. The Council’s Standard Terms and Conditions, available on e-link, provide the basic minimum default provisions. You should not agree anything less favourable without the specific authority of the Financial Services Manager. If in any doubt, be sure to consult nplaw.

10.4 Bespoke contracts

From time to time, you may be involved in work for which few or no precedents exist and a bespoke form of contract is required. In any such case, you should always consult nplaw and the Procurement Team at the earliest possible opportunity and take their advice on the form of any contractual arrangements necessary.

10.5 Equalities and sustainability

All forms of contract need to reflect the Council’s commitment to equalities and sustainability. Copies of the Equalities Framework for Local Government and guidance on sustainable procurement are all available on e-link and all officers involved in preparing contracts or otherwise commissioning the supply of goods, works and services should familiarise themselves with these documents and ensure that their proposals take their provisions into account. All contracts should include a clause requiring compliance with good equalities practice. Specific clauses for inclusion in Council contracts are being developed. Until they are available staff should consult nplaw.

10.6 Legal Advice

If in any doubt, be sure to consult nplaw.
11. **Contract Variations**

11.1 In line with paragraphs 6.9, 7.16, 8.18 and 9.18 above, where a significant change occurs to a specification during the course of the contracting process, that process should be stopped and, ordinarily, it will be expected that the entire process should be restarted.

11.2 Contract variations during the term of the contract will be undertaken through evaluation of the terms and conditions of the variation, and approval as appropriate. Prior to any contract variation being approved, the full cost, timing and other implications should be identified, and agreed with the contractor.

11.3 Should it become clear that any contract variations would have led to the tendering process used being inappropriate (e.g. shortly after commencing the contract, additional terms are recognised which meant that an EU process should have been followed), guidance should be sought from the Financial Services Manager as to whether the contract should be halted and re-tendered.

11.4 All contract variations should be notified to all relevant parties in writing and subject to authorisation by both the Council and the Contractor. The contract should clearly identify appointed officers of both parties who have the authority to agree variations.

11.5 Council officer authority should be given in line with delegated authority levels as prescribed in the Rules of Financial Governance. Where the cost implications of a variation total between £100,000 and £500,000, then these should be approved by Corporate Management Team, with subsequent notification to Cabinet. Where cost implications total more than £500,000, then these should be notified to Cabinet for approval.

12. **Novations to contracts**

12.1 Should one party wish to novate a contract to a third party, approval to do so should be given in line with delegated levels of authority. All novations between £100,000 and £500,000 should be approved to Corporate Management Team, with notification to Cabinet, and all above £500,000 notified to Cabinet for approval.

12.2 Where service managers become aware that a contract may be subject to novation, they should notify the Financial Services Manager and the Procurement Team. The Procurement Team will undertake a qualification questionnaire on the party to whom the contract will transfer, to identify any particular risks that the novation may present to the Council, and take any necessary action as a result.
Part 4 Rules Of Procedure

4.5  Standing Orders & Rights of the Public at Meetings

Standing Order No.

A.  MEMBERSHIP OF THE COUNCIL AND CONDUCT OF COUNCILLORS

A1.  Acceptance of Office
A2.  Resignation
A3.  Disqualification through lack of attendance
A4.  Limitations of the Power of Individual Councillors
A5.  Declaration of Councillors’ Interests
A6.  Registration of Interests in Contracts

B.  COUNCIL DOCUMENTS

B1.  Signing Documents
B2.  Sealing Documents
B3.  Inspection of Documents

C.  COUNCIL AND COMMITTEE MEETINGS

C1.  Meetings of the Council
C2.  Notice of meetings
C3.  Chairman and Vice-Chairman of the Council
C4.  Appointment and Constitution of Committees and Standing Sub-Committees
C5.  Delegation to Officers
C6.  Ad Hoc Sub-Committees and Working Groups
C7.  Substitute Membership of Committees, Sub-Committees and Working Groups
C8.  Special Meetings of Committees and Sub-Committees and Working Groups
C9.  Quorum – Council
C10.  Quorum – Committees, Sub-Committees and Working Groups
C11.  Effect of Vacancies on Validity of Proceedings

D.  CONDUCT OF BUSINESS

D1.  Order of Business
D2.  Motions and Amendments Without Notice
D3.  Notice of Motion
D4.  Rules of Debate
D5.  Motions Affecting People Employed by the Council

D6.  Motions of Expenditure
D7.  Business of an Objectionable Nature
D8.  Reversing Previous Resolutions
D9.  Attendance by Movers of Motions at Committee or Sub-Committee
D10. Attendance of Non-Members (other than ex officio members) at Committees, Sub-Committees or Working Groups
D11. Decisions
D12. Mode of Voting
D13. Questions from Members of the Council
D14. Confidential Proceedings of Committees
D15. Smoking
D16. Photographs/relaying of proceedings at meetings
D17. Disturbance by Members of the Public
D18. Disorderly Conduct
D19. Record of Attendance
D20. Minutes

E. QUESTIONS FROM RESIDENTS TO COUNCIL

F. PETITIONS TO COUNCIL

G. PUBLIC SPEAKING AT COMMITTEES

G1. General Arrangements
G2. Policy Development Panels
G3. Scrutiny Committee
G4. Hearings

H. THE SCOPE AND STATUS OF FINANCIAL REGULATIONS AND STANDING ORDERS

H1. Financial Regulations
H2. Interpretation of Standing Orders
H3. Suspension of Standing Orders
H4. Variation and Revocation of Standing Orders

Please Note: Reference to Working Groups in this document includes, unless expressly stated to the contrary, panels of members.
A. MEMBERSHIP OF THE COUNCIL AND CONDUCT OF COUNCILLORS

A1. Acceptance of Office

A1.1 Before any member can act as a Councillor, or as Chairman or Vice-Chairman of the Council, he/she must sign and give to the Monitoring Officer a ‘Declaration of Acceptance of Office’. This must be in the form laid down by the Secretary of State and has to be made within 28 days of the date on which the member is elected to the Council. If this is not done, the office in question becomes vacant as soon as that time has expired.

A1.2 The declaration must be made in the presence of either the Monitoring Officer, two other members of the Council, a Justice of the Peace or Magistrate, or a person authorised to administer oaths in the Supreme Court.

A2. Resignation

A2.1 A Councillor may resign at any time by giving notice in writing to the Monitoring Officer. The resignation takes effect immediately the Monitoring Officer receives it.

A3. Disqualification through lack of attendance

A3.1 If a councillor fails to attend any meeting of the Council over a period of six consecutive months he/she ceases to be a member of the Council unless the reason for absence is approved by the Council before the six months expires.

A3.2 However, attendance at a meeting of any Committee or Sub-Committee, or of any joint Committee, joint Board or any other body to which the Council’s functions have been delegated or transferred, or attendance at meetings of outside organisations as a representative of the Council, counts as attendance at a meeting of the Council for this purpose.

A3.3 Members of any branch of Her Majesty’s Forces are exempt from this requirement (see Section 85(3) of the Local Government Act, 1972).

A4. Limitations of the Power of Individual Councillors

A4.1 A member of the Council must not give any orders concerning works being done for or by the Council, or claim he/she has the right to inspect or enter any land or premises which the Council has the power or duty to inspect or enter, unless he/she has been specially authorised to do so by the Council or one of its Committees.

A5. Declaration of Councillors’ Interests

A5.1 If any member of the Council has a disclosable pecuniary interest in a matter, they must announce it when requested to do so in the Committee meeting, and at least before the matter is discussed. At the time the item is reviewed on the agenda, the member must then leave the room and has no public speaking rights.
A5.2 If an issue on a meeting agenda affects, or relates to a pecuniary interest that a member has, they must again announce it when requested to do so in the Committee meeting, and at least before the matter is discussed. At the time the item is reviewed on the agenda, the member will have the same rights as a member of the public in the matter, and therefore will not take part in general discussion or voting on it.

A5.3 If a member has any other form of interest in a matter, they must declare it when requested to do so within the Committee meeting, however may participate in any discussion and/or vote on the matter. Any member has the right to remove themselves from discussion or vote in any matter if they believe, due the nature of their interest, their participation may prejudice the openness and transparency of the Council’s decision making process.

A5.4 If an executive member, when handling any matters in their executive capacity, becomes aware that they have a disclosable pecuniary interest in a matter, they must immediately remove themselves from involvement with the issue and notify the Monitoring Officer. In general, no member should seek to involve themselves or influence matters where they have a disclosable pecuniary interest.

A5.5 Should any member become aware, at a meeting, that they have a disclosable pecuniary interest in a matter which has not been included on their declaration of interest form, they must announce it at the meeting and, within 28 days, notify the Monitoring Officer.

A5.6 Any member may notify the Monitoring Officer that they wish to apply for a dispensation, allowing them to participate or vote on a matter that they would not otherwise be entitled to under A5.1 to A5.4 above. Upon receipt, the Monitoring Officer will refer the dispensation to the Standards Committee, who will determine whether or not to allow the dispensation, and the period when the dispensation may apply (to a maximum of 4 years).

A6. Registration of Interests in Contracts - Officers

A6.2 Officers of the Council believing themselves to have an interest in any contract which the Council has or is considering entering must give a written notice to the Monitoring Officer who must record it in the appropriate Register.

A6.3 All employees must comply with the “Code of Conduct for employees” approved from time to time by the Council.

B. COUNCIL DOCUMENTS

B1. Signing Documents

Any document which the Council is authorised or required to issue must be signed by either the Chief Executive, Deputy Chief Executive, Director for Development and Environment, Compliance and Risk Manager or Practice Director, nplaw, unless any Act otherwise requires or the Council has authorised someone else to do so for that purpose.
B2. **Sealing Documents**

B2.1 A decision of the Council, or any part of it, will be sufficient authority for sealing any document necessary to give effect to the decision. The Common Seal will be affixed to those documents, that, on advice of nplaw, should be sealed.

B2.2 Otherwise a document can be sealed only if the Council, or a Committee or Sub-Committee, has passed a resolution under statutory or delegated powers authorising the sealing.

B2.3 The Monitoring Officer, the Chief Executive, Compliance and Risk Manager or Financial Services Manager, or other officers authorised by a resolution of the Council must witness and certify the sealing of the document, together with an Officer from the relevant service.

B2.4 The Compliance and Risk Manager must keep the Council’s Seal in a safe place. Details of every deed or document to which the Seal is affixed must be recorded, and consecutively numbered, by the Compliance and Risk Manager in a register kept for the purpose.

B3. **Inspection of Documents**

B3.1 A member may inspect any document in the Council’s possession or control which contains material relating to business which has been or is to be considered at a meeting of the Council, its Committees or Sub-Committees, unless the document discloses information defined as “exempt” under Section 100 F (2) of the Local Government Act, 1972, when the Monitoring Officer may refuse to allow inspection.

B3.2 However, a member should not ask to inspect or call for a copy of a document about a matter in which she/he has a financial, business or professional interest, and the Monitoring Officer, the Compliance and Risk Manager or nplaw may refuse inspection of any document which, in the event of legal proceedings, would be protected by privilege arising from the relationship of solicitor and client.

B3.3 Section 23 of the Access to Information Procedure rules at Section 4 of this Constitution describes additional rights of access to information by members.

C. **COUNCIL AND COMMITTEE MEETINGS**

C1. **Meetings of the Council**

C1.1 Annual Meeting
Every year the Council must hold an Annual Meeting on a date and at a time and place the Council must decide

(a) in a year when ordinary District Council elections are being held, not before the 12th day and not later than the 25th day after the election;
(b) in any other year on any day in March, April or May.
C1.2 Ordinary Meetings
In addition to the Annual Meeting, ordinary meetings of the Council may be held with whatever frequency and whatever date, time and place the Council decides.

C1.3 Extraordinary meetings can be called by:

(a) The Chairman of the Council
(b) The Leader of the Council
(c) Any 5 members

by giving notice to the Monitoring Officer not less than six clear working days before the intended date of the meeting.

C2. Notice of meetings at least five clear days before a meeting of the Council, a Committee or Sub-Committee:

C2.1 Notice of the time, place and business of the meetings must be published at the Council’s offices at least five days before the meeting. If the meeting is called by Members of the Council, the notice must be signed by those members.

C2.2 A notice and agenda of the meeting must be sent to the normal residence of every member of the body concerned, but if any member does not receive an agenda or notice the validity of the meeting will not be affected.

C2.3 The agenda for the meeting should set out the business to be considered and, except on matters of urgency approved by the Chairman at or before the meeting, no other business may be considered at the meeting. (Also see D1.14, D2 and D3.)

C3. Chairman and Vice-Chairman of the Council

C3.1 The first business of the annual meeting of the Council must be the election, from among its members, of a Chairman and Vice-Chairman. Notwithstanding the provisions of the Local Government Act 1972 concerning the retirement of councillors following ordinary elections, the Chairman and Vice-Chairman continue to hold that office even if they have ceased to be members following those elections, until their successors take office (unless either resigns or becomes disqualified).

C3.2 The Chairman of the Council, if present, should preside at meetings of the Council. In the absence of the Chairman, the Vice-Chairman should preside. If both Chairman and Vice-Chairman are absent, the Members of the Council present must choose one of their number to preside and all powers and duties of the Chairman relating to the conduct of the meeting may be exercised by the person chosen.
C4. Appointment and Constitution of Committees, Standing Sub-Committees and Working Groups

C4.1 At any time, the Council can appoint any Committees, Standing Sub-Committees or working groups it considers necessary to carry out its work or as required by statute, but at its annual meeting it must review the range of committees and their membership.

C4.2 The Council may delegate to any non-executive Committee or Standing Sub-Committee appointed under this Standing Order, with or without restrictions or conditions, any other functions of the Council in respect of all or part of the work of the Council, except the power to levy a council tax and other matters prohibited by Law.

C4.3 Committees and Standing Sub-Committees appointed under C4.1 above may only carry out the functions and duties set out in the Terms of Reference and Authority of Committees but (subject to the consent of the Leader regarding executive functions) may delegate any or all of these functions to officers.

C4.4 Except where Statute prevents this, the Council may at any time dissolve a non-executive Committee or Standing Sub-Committee or alter its membership.

C4.5 It is the responsibility of the Leader of the Council to delegate executive functions. In that regard, he / she may appoint committees necessary to discharge this role, although is required to notify Council of the arrangements that have been made.

C4.6 Voting membership of all Committees and Standing Sub-Committees appointed under this Standing Order is restricted to members of the Council.

C4.7 The Chairman and Vice-Chairman of the Council are to be members of all Committees and Sub-Committees appointed under this Standing Order, with a right to speak, but not to vote. They may however propose or second motions or amendments.

C4.8 If the Chairman and Vice-Chairman are both absent from a Council Committee or Sub-Committee meeting, the members present must appoint a Chairman for that meeting from among those present.

C4.9 By notifying the Monitoring Officer in writing, the Leader of any Political Group may suspend any member of his/ her group from chairmanship, vice chairmanship or membership of any Committee, Standing Sub-Committee or Working Group and may nominate a replacement in accordance with the rules applicable to that body, subject to confirmation at the next meeting of the full Council.

C4.10 Every member of a Committee or Sub-Committee appointed under this Standing Order who, when appointed was a member of the Council, will cease to be a member of the Committee if they cease to be a member of the Council.

C4.10 Co-opted members nominated shall remain members only whilst nomination subsists.
C5. **Delegation to Officers**

C5.1 Except where prohibited by law, the Council, the Cabinet, and any Committee, Panel or Forum may delegate any part of its functions to officers of the Council either generally or for a particular matter. The terms of general delegations, including the responsible officers and any limiting conditions will be set out in a Scheme of Delegations approved from time to time by the Council and made available for public inspection. (see Part 3.3 to 3.5 of this Constitution)

C6. **Ad Hoc Sub-Committees and Working Groups**

C6.1 Every Committee appointed by the Council may appoint Ad Hoc Sub-Committees and Task or Working Groups for specific purposes and duration, but they cease to exist at the date of the first subsequent meeting of the committee which created them following the next Annual Meeting of the Council unless reappointed.

C7. **Substitute Membership of Committees, Sub-Committees and Working Groups**

C7.1 Where a voting member of a Committee, Sub-Committee or Working Group is unable to attend a meeting of that body, a substitute voting member, nominated by the appropriate group leader from amongst members of that group, may attend that meeting in place of the absent member, may participate in the proceedings and vote as if he/she was an appointed voting member of the Committee. Any member attending as a nominated substitute for a voting member is entitled to, travelling and subsistence allowance in accordance with the scheme approved by the Council for voting members. Members of Cabinet shall not substitute for members of Scrutiny Committee and there shall be no Substitution at Cabinet or Standards Committee. Members of the Scrutiny Committee may not substitute on a Policy Committee.

C7.2 At the Annual General Meeting, or at a subsequent meeting, the appropriate Group Leaders must nominate to the Monitoring Officer as part of their proposals for appointment of Committees any or all of the members of their group as substitute voting members on any or all committees, sub-committees and working groups where they are not appointed voting members of that body. In the case of sub-committees and working groups, the individual member to be appointed as substitute voting member on a particular occasion should, wherever possible, be a voting member of the parent committee.

C7.3 Any appointed substitute voting member must act as such for the whole of that meeting.

C7.4 Where a voting member is to be absent, that absence and the name of the substitute voting member appointed in his/her stead must be notified by the original member, substitute or Leader of the Group to the Democratic Services Team Leader (or his/her representative at the meeting) as early as possible, and in any event, before the meeting commences.
C7.5 The agenda for each meeting of a Committee, Sub-Committee or Working Group will have as its first item “To record apologies for absence and identify substitute voting members (if any)".

C7.6 In the event of a substitute voting member arriving after the commencement of the meeting, so long as he/she has, prior to the commencement of the meeting, been notified to the Democratic Services Team Leader as a substitute voting member, then he/she must identify himself/herself to the Chairman as soon as possible and the Chairman must ensure that the Committee is aware of the substitute member. Once a substitute voting member has taken his/her seat and the meeting has commenced, that arrangement will not be changed during the duration of that meeting. In the event of both the voting member and substitute voting member being present at the commencement of a meeting then the voting member shall take his/her seat. In the event of neither the voting member nor substitute voting member being present at the commencement of a meeting, the first to arrive shall take the seat for that meeting.

C7.7 Council may by resolution from time to time allow other substitution arrangements than those set out in this Standing Order. However, no substitution arrangements which would, if implemented, alter the political balance on a body otherwise required by law to be politically balanced may be approved if any member of the Council votes against such an arrangement.

C8. Special Meetings of Committees and Sub-Committees and Working Groups

C8.1 The Chairman of a Committee or Sub-Committee or Working Group, or the Chairman of the Council, may call a Special Meeting of the Committee or Sub-Committee at any time, (subject to C2 above). The agenda for the Special Meeting must be issued by the Democratic Services Team Leader and set out the business to be considered. Only business set out in the agenda can be considered at the meeting.

C9. Quorum – Council

C9.1 No decisions may be taken at a meeting of the full Council unless at least one quarter of the members of the Council are present, unless more than one third of the members of the Council are disqualified at the same time, when the quorum of the Council will be a quarter of the number remaining qualified. This applies until at least two thirds of the number of members of the Council are again in office.

C9.2 If during a meeting of the full Council the Chairman, having established the number of members present, decides that there is not a quorum, the meeting must be adjourned either to a day and hour fixed by the Chairman at the time, or to the next ordinary meeting of the Council, when any business not transacted will be dealt with.

C10. Quorum – Committees, Sub-Committees and Working Groups
C10.1 Unless especially ordered otherwise by the Council and set out in Part 4 of this Constitution, the quorum of each Committee, Sub-Committee and Working Group shall be one quarter of its voting members (fractions being rounded to the next highest whole number), with a minimum of three.

C11. Effect of Vacancies on Validity of Proceedings

C11.1 The proceedings of the Council, or any of its Committees, Sub-Committees or Working Groups will not be invalidated by any vacancy, or by any defect in the election or qualification of, any of its members.

D. CONDUCT OF MEETINGS

D1. Order of Business

Before Council meetings commence, The Council’s Prayer will be read. Following this, the content of business at any meeting of the Full Council should be as follows (but not necessarily in this order):

D1.1 To receive apologies for absence.

D1.2 To choose a person to preside if the Chairman and Vice-Chairman are both absent.

D1.3 To receive declarations of interest.

D1.4 To deal with any business required by statute to be done before any other business.

D1.5 To approve as a correct record and sign the minutes of the previous meeting.

D1.6 To dispose of any business remaining from the last meeting.

D1.7 To receive any communications the Chairman may wish to put before the Council.

D1.8 To receive any notification the Chairman may be required to give to the Council under Article 7 of the Constitution.

D1.9 To answer questions asked by members of the Council and residents under Standing Order D13 and Rights of the Public at Meetings Section E.

D1.10 To receive petitions from residents of the District.

D1.11 To receive and consider reports and recommendations of Committees and standing Sub-Committees.

D1.12 To consider motions in the order in which notice has been received.

D1.13 To consider correspondence.
D1.14 To consider other business, if any, specified on the agenda, and to deal with any business required by statute to be done.

D1.15 Except at the Annual Meeting of the Council, to consider any items of business the Chairman decides should be dealt with as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act 1972.

D1.16 Feedback from strategic outside bodies.

The Council may at any meeting vary the order of its business from that set out on the Agenda, so as to give precedence to any business of special urgency.

At the discretion of the Chairman, a short break will be taken after the meeting has been running for approximately two hours.

At Committees, Sub-Committees and Working Groups, the names of substitutes should be announced and recorded when apologies are given at D1.2 above.

D2. Motions and Amendments Without Notice

The following motions and amendments may be moved at Meetings without notice:

D2.1 Appointment of a Chairman for the meeting at which the motion is made.

D2.2 Motions relating to the accuracy of the minutes.

D2.3 That an item of business specified on the agenda should have precedence.

D2.4 That an item of business is referred to a Committee, Sub-Committee or Working Party.

D2.5 The appointment of a Committee, Sub-Committee or Working Party or its members, provided it is prompted by an item in the agenda for the meeting.

D2.6 The adoption of reports and recommendations of Committees or Officers.

D2.7 That an item from a committee report, concerning a matter within the executive powers of that Committee, but which have not yet been carried out:

(a) be referred back to the Committee for further consideration and report
(b) be received, but amended for adoption by the Council

D2.8 That a member be given leave to withdraw a motion.

D2.9 That the time limit for speeches be extended.

D2.10 That the motion now being discussed is amended.

D2.11 That the Council proceeds to the next business.

D2.12 That the question is put immediately.
D2.13 That the debate on the current items is adjourned.

D2.14 That the meeting adjourns.

D2.15 That Standing Orders be suspended in accordance with Standing Order H3.

D2.16 That a member named under Standing Order D.18 to be not further heard now leave the meeting.

D2.17 A motion under Section 100A of the Local Government Act 1972 to exclude the press and public.

A motion by the Chairman under Standing Orders D2.17 to exclude the press and public takes precedence over any other motion, needs no seconder and must be put to the meeting immediately, without discussion or question. However after the press and public have left as a consequence, a member may move that the public be readmitted. If it is seconded, it may then be discussed and voted upon.

D2.18 Subject to the consent of the meeting, a member may alter a motion which he/she has proposed (or of which notice has been given) provided the effect of the alteration is one which could have been achieved by a member proposing an amendment. (Also see D4.10 and D4.11)

D3. **Notice of Motion**

D3.1 Apart from those permitted by Standing Orders D1.14 and D2, the only motions permitted are those of which prior notice has been given in writing (signed by the proposer) to the Monitoring Officer no later than 12 noon on the 8th day before the meeting at which they are to be considered.

D3.2 The Democratic Services Team Leader must include in the agenda for each meeting of the Council all notices of motion received, unless the member giving such a notice has indicated in writing that he/she proposes to move it at some later meeting or has withdrawn it in writing.

D3.3 If a motion specified in the agenda is not moved by the person who has given it or by some other member, it should, unless postponed by the meeting, be treated as abandoned and not be moved again without fresh notice.

D3.4 At Council, any motion of which notice has been properly given which relates to the work of any Committee or Committees will, after being moved and seconded, be referred without discussion to the Committee or Sub-Committee, or whatever Committee or Sub-Committee the Council decides, for consideration and report. The Chairman may, however, if he/she considers it reasonable and appropriate, allow the motion to be dealt with at the meeting at which it is raised.

D3.5 Every motion must relate to some matter for which the Council is responsible, or which affects the District
D4. **Rules of Debate**

D4.1 A motion or amendment may not be discussed unless it has been proposed and seconded. If required by the Chairman, it must be put in writing and handed to the Chairman before it is further discussed and put to the meeting (unless it is a notice of motion under Standing Order D2).

D4.2 At Council a member, when speaking, shall, unless infirmity or disability prevents him/her doing so, stand and address the Chairman.

D4.3 At Council if two or more members rise at the same time, the Chairman will call on one to speak; the others must then sit. While a member is speaking the others must remain seated, unless raising a point of order.

D4.4 Members must keep their speeches to the question under consideration or to a personal explanation or a point of order. (Also see D4.17 and D4.18)

D4.5 No speech may exceed five minutes except by consent of the meeting.

D4.6 A member who has spoken on any motion shall not speak again whilst it is the subject of debate except:

(a) to speak once on an amendment moved by another member
(b) if the motion has been amended since he last spoke, to move a further amendment;
(c) if his/her first speech was on an amendment moved by another member, to speak on the main topic, whether or not the amendment on which he spoke was carried;
(d) in exercise of a right of reply given by Standing Orders D4.12, D4.14, D4.15 or D4.16.
(e) on a Point of Order;
(f) by way of personal explanation.

D4.7 An amendment must be relevant to the motion and shall be either:

(a) to refer a subject to debate to a committee for consideration or re-consideration;
(b) to leave out words and/or insert or add others, provided this does not have the effect of negating the original motion.

D4.8 Only one amendment may be moved and discussed at a time and no further amendment may be moved until the amendment under discussion has been disposed of, unless the circumstances suggest, and the Chairman agrees, that to discuss (but not vote on) two or more amendments together would facilitate the proper conduct of the Council’s business.

D4.9 If an amendment is lost, other amendments may be moved on the original motion. If an amendment is carried, the motion, as amended, takes the place of the original motion and becomes the motion on which further amendments may be moved.
D4.10 A member may, with the consent of the meeting (given without discussion) (a) alter a motion of which he/she has given notice; or (b) with the further consent of the seconder, alter a motion which he/she has moved if, in either case, the alteration is one which could have been made as an amendment to the motion.

D4.11 A motion or amendment may be withdrawn by the mover with the consent of his/her seconder and of the Council, which is to be indicated without discussion and no member may speak upon it until after the mover has asked permission for it to be withdrawn, unless this permission is refused.

D4.12 The mover of a motion has a right to reply at the close of the debate on it, immediately before it is put to the vote. If an amendment is moved, the mover of the original motion also has a right of reply at the close of the debate on the amendment, but cannot otherwise speak on it. The mover of the amendment has no right of reply to the debate on her/his amendment.

D4.13 When a motion is being debated, no other motion can be moved except in accordance with Standing Order D.2

D4.14 On a motion to proceed to the next business or to remit or refer back to the committee: unless, in the opinion of the Chairman, the matter before the meeting has been insufficiently discussed, he/she must first give the mover of the original motion a right of reply and then put to the vote the motion to proceed to the next business, to remit the subject of debate to a committee for consideration, or refer the subject of debate back to a committee for further consideration, as the case may be.

D4.15 On a motion that the question be now put: unless, in the opinion of the Chairman, the matter before the meeting has been insufficiently discussed, he/she must first put to the vote the motion that the question be now put, and if it is passed then give the mover of the original motion a right of reply before putting it to the vote.

D4.16 On a motion to postpone consideration of a motion or to adjourn the debate or the meeting: if, in the opinion of the Chairman the matter before the meeting has not been sufficiently discussed and cannot reasonably be sufficiently discussed on that occasion, the Chairman must put the postponement or adjournment motion to the vote without giving the mover of the original motion the right to reply on that occasion.

D4.17 A member may raise a point of order or personal explanation and is entitled to be heard immediately. A point of order can relate only to an alleged breach of a standing order or statutory provision and the member must indicate the standing order or statutory provision concerned and the way in which he/she feels it has been broken.
A personal explanation must be confined to some significant part of his/her earlier speech or some other matter personal to the member which may appear to have been misunderstood in the present debate.

D4.18 The ruling of the Chairman as to whether to allow a point of order or personal explanation is not open to discussion.

D4.19 Whenever the Chairman rises during a debate any member standing must sit down and the meeting must be quiet.

D4.20 Every committee or sub-committee or working group should carry out its business in general conformity with these rules of debate, except for Standing Order D4.2 (which refers to standing to speak).

D5. **Motions Affecting People Employed by the Council**

D5.1 If any question arising at a meeting of the Council or any Committee or Sub-Committee about the appointment, promotion, dismissal, salary, superannuation or conditions of service, or the conduct of anyone employed by the Council, the question must not be discussed until the Council, Committee or Sub-Committee has decided whether or not to exclude the public under Standing Order D2.17.

D6. **Motions of Expenditure**

D6.1 Any motion which, if carried, would materially increase expenditure upon a service under the management, or reduce the revenue under the control of, any Committee, or would involve capital expenditure, shall when proposed and seconded (unless the Council decides otherwise), stand adjourned to the next meeting of the Council. Any Committee affected by such a motion must then consider whether it wishes to report on it. This procedure does not apply, however, to any motions arising from a report or recommendation of a Committee.

D7. **Business of an Objectionable Nature**

D7.1 If at any meeting the Chairman feels that a motion, amendment or proposal is of an objectionable or undesirable nature, she/he may, having regard to the interest and duties of the Council, move and put to the vote, that the motion, amendment or business be not entertained or further permitted. No discussion can be allowed and if the motion is carried the matter must be considered at an end for that meeting.

D8. **Reversing Previous Resolutions**

D8.1 No motion to rescind any resolution passed within the preceding six months and no motion or amendment effectively the same as one which has been rejected within the preceding six months can be proposed unless a notice under Standing Order D3.1, bearing the names of at least a quarter of the members of the Council, has been delivered to the Monitoring Officer. When the motion has been disposed of by the Council, no members may propose a similar motion or amendment for a further period of six months.
D8.2 The Chairman’s ruling as to whether the motion or amendment comes within the terms of this Standing Order is final and must be accepted without question.

D8.3 This Order will not apply to motions

(a) moved in pursuance of the report or recommendation of a Committee or officer of the Council; or
(b) to carry out any statutory duty of the Council, which, in the opinion of the Chairman, is of an urgent nature.

D9. Attendance by Movers of Motions at Committee or Sub-Committee

D9.1 If a member of the Council has moved a motion which has been referred from the Council to any Committee or Sub-Committee, he/she has the right to attend the meeting at which it will be considered and if he/she attends, will have the opportunity to explain the motion.

D10. Attendance of Non-Members (other than ex officio members) at Committees, Sub-Committees or Working Groups

D10.1 Any member of the Council may attend any Committee, Sub-Committee or Working Group of which he/she is not a member and may speak with the relevant Chairman’s consent. He/she may not, however, move, second or vote on any motion.

D11. Decisions

D11.1 All questions to be settled by the Council or its committees or sub-committees are to be decided by a simple majority vote (one more than half the votes cast) of the members of the Council present and voting unless the terms of reference of the committee or the law specifies otherwise. In the case of an equality of votes, the person presiding may use a second or casting vote.

D11.2 The person presiding at a meeting of the Council, a committee or sub-committee shall have this second or casting vote, regardless of whether or not he/she has cast a vote on the matter.

D12. Mode of Voting

D12.1 Normally voting at meetings is by show of hands but, when five or more Members request it, a recorded vote or a secret ballot must be taken.

D12.2 The Chairman’s declaration of the numbers of votes cast for or against a motion, is final.

D12.2 Where immediately after a vote is taken any member so requests, the minutes must record whether that member voted for, voted against or abstained from voting on the motion.
D13. **Questions from Members of the Council**

D13.1 There will be a period of question and answer (for a time at the discretion of the chairman) to each portfolio holder, Chairmen of the Scrutiny, Planning and Licensing Committees.

D13.2 Where any information asked for or required by a questioner is contained in a convenient document (which is for the Chairman of the Council to decide) if the questioner is referred to that document, that will be deemed an adequate reply.

D13.3 Where the reply to any question cannot conveniently be given orally, it will be sufficient for the answer to be circulated to the members of the Council with, or in advance of, the minutes of the meeting at which the question is asked.

D14. **Confidential Proceedings of Committees**

D14.1 When the press and public has been excluded from a meeting of a Committee or Sub-Committee in accordance with Standing Order D2.17 the business dealt with in their absence and the relevant reports and other documents, must be treated as confidential unless the matter becomes public either:

1. upon presentation to the Council;
2. by the publication of the minutes of the meeting, or a written summary as permitted by Section 100C of the Local Government Act 1972.

D14.2 In no circumstances may the following be disclosed:

1. confidential information in breach of the obligation of confidence imposed and defined in Section 100A (3) of the Local Government Act 1972;
2. exempt information as defined in the Local Government Act 1972, so long as it continues to be exempt as defined in paragraph 12A of the Act.

D15. **Smoking**

D15.1 Smoking is not to be permitted at meetings of the Council, its Committees or Sub-Committees, or anywhere in South Norfolk House.

D16. **Photographs/relaying of proceedings at meetings**

D16.1 Unless the Chairman of the meeting gives consent, no one may make photographs, film, video or other electronic recordings or broadcasts of the proceedings at any meeting, or do anything to enable people not present to see or hear the proceedings (either at the time or later), or make any oral report on any proceedings as they take place.

D17. **Disturbance by Members of the Public**

D17.1 If a member of the public interrupts the meeting, the Chairman must warn him/her. If he/she continues the interruption the Chairman can order his/her removal from the meeting room. In the event of a general disturbance in any part of the room open to the public, the Chairman can order that it is cleared.
D18. Disorderly Conduct

D18.1 If, in the opinion of the Chairman, any member misconducts himself/herself by persistently disregarding the ruling of the Chairman, behaving improperly or effectively obstructing the business of the Council, the Chairman or any other member may move “that nothing further be heard from the member named” and the motion, if seconded, shall be put to the meeting and settled without discussion.

D18.2 If the member named continues his/her misconduct after the motion referred to in 18.1 has been carried, the Chairman can

Either

(a) move that “the member named leaves the meeting”, in which case the motion must be voted on without seconding or discussion;

Or

(b) adjourn the meeting for so long as he/she thinks necessary.

D18.3 If the named member does not then leave the meeting, the Chairman may order his/her removal.

D18.4 In case of a general disturbance, the Chairman may adjourn the meeting for so long as he/she thinks necessary.

D19. Record of Attendance

D19.1 The names of the members present at any meeting of the Council, a Committee, Sub-Committee or Working Group must be recorded and it is the duty of each member to enter his/her name on the official attendance sheet circulated by the Democratic Services Team Leader soon after the meeting begins.

D20. Minutes

D20.1 The minutes of a meeting of the Council, its Committees, Sub-Committees and working groups must be prepared and entered in the book kept for the purpose. They should be considered at the next meeting of the body concerned.

D20.2 As soon as the minutes have been read, or taken as read, the Chairman must put to the meeting that they should be signed as a true record. No motion or discussion on the minutes may take place except about their accuracy. Any question of their accuracy must be raised by a motion. If no question is raised, or once the question has been resolved, the Chairman must sign the minutes. A minute duly signed is to be regarded as definitive, without further proof.

D20.3 Unless it is proved otherwise, a meeting of the Council, Committee or Sub-Committee for which minutes have been made and signed will be regarded as properly qualified, properly constituted and having the power to deal with the matters referred to in the minutes.
D20.4 The minutes of the Council, Cabinet and Committees and Standing Sub-
Committees must be published on the Council’s website and made available to 
all members of the Council by this means.

D20.5 The signed copies of all such minutes must be entered in a book and retained by 
the Democratic Services Team Leader.

E  QUESTIONS FROM RESIDENTS TO COUNCIL

E1 Councillors and members of the public may put questions to portfolio holders 
and to other councillors holding positions of responsibility, either under an 
agenda item for this purpose or, at the discretion of the Chairman, at other 
points in the order of business. An answer will be given either immediately or as 
soon as information is available. A representative of a town or parish council or 
of any member of the South Norfolk Alliance may make a statement on an 
agenda item, not exceeding a duration determined by the Chairman.

A question may not be asked.

(a) about any matter where there is a right of appeal to the Courts, a Tribunal or 
to a Government Minister;

(b) about any matter which has been the subject of a question to another 
meeting of a Committee or the Council, or of an issue raised by a petition to 
the Council within the previous six months;

(c) which relates to an undetermined planning application;

(d) which contains any defamatory, confidential or exempt material.

F  PETITIONS TO COUNCIL

F1 A petition may be presented at any ordinary meeting of the Council, provided it 
is received by the Democratic Services Team Leader by midday one working 
day before the day of the meeting and it is signed by at least ten people living in 
the District. The subject of the petition must be entered in a register kept by the 
Democratic Services Team Leader and open for public inspection. Each petition 
must be about a matter for which the Council has responsibility or which affects 
the District.

F2 The Democratic Services Team Leader must not accept a petition for 
consideration by the Council:

(a) about any matter where there is a right of appeal to the Courts, a Tribunal or 
to a Government Minister;

(b) which relates to an undetermined planning application;

(c) which contains any defamatory, confidential or exempt material.
F3 No more than five petitions will be received at a meeting. They will be heard in the order in which they were delivered to the Democratic Services Team Leader. The names of the organisations or people attending and the subject of each petition will be circulated to members, the press and the public present at the meeting.

F4 Any petitions which are not received because of the limit on numbers will be heard at the next meeting or subsequent meetings in the order in which they were received.

F5 No more than five people may take their place on the floor of the Council Chamber to present the petition. No more than five people may speak to the meeting and the combined speeches (including reading any written material) must not last longer than five minutes.

F6 At the meeting, the Chairman will move that the petition is received. After being seconded, the motion will be voted on.

F7 Up to ten minutes discussion may be permitted by the Chairman on the issue raised by the petition, but any member may move that the petition is referred to the appropriate committee, sub-committee or to another body. Once seconded, the motion will be voted on without further discussion.
G PUBLIC SPEAKING AT COMMITTEES

G1 General Arrangements for Public Speaking

G1.1 With the exception of any Committee in respect of which the right is from time to time removed by Council and in respect of enforcement matters and confidential or exempt business at any Committee, and generally subject to other paragraphs of this document and of the Council’s Standing Orders, the public may speak at Committees of the Council provided they first identify themselves, say where they live and whom they represent.

G1.2 Early in the meeting or before each item, the Chairman will invite people who wish to speak on any item to identify themselves and indicate whether they wish to support or oppose the officer recommendations. Alternatively anyone wishing to speak should indicate this to the Chairman when the particular item is reached by raising her/his hand and where appropriate saying clearly “I wish to speak for/ against the officer recommendation (or to the application if that is what is being discussed) on this item.”

G1.3 The Chairman will invite those who are to speak to move to a point set aside for public speaking.

G1.4 Representatives from parish councils will together, be allowed 5 minutes to speak on the item in question.

G1.5 The objectors to the officer recommendation (or to the application, as the case may be) will, together have 5 minutes to speak on the item. Unless those wishing to speak collectively indicate that they wish otherwise, the person who first indicated her/his wish to speak will be invited to speak first within the 5 minutes allocation.

G1.6 Supporters of the officer recommendation (or of the application, as the case may be) will be allocated 5 minutes in total. Unless those wishing to speak collectively indicate that they wish otherwise the person who first indicated her/his wish to speak will be invited to speak first within the 5 minute allocation.

G1.7 Any member or officer of the District Council may ask questions of any speaker but they should be confined to points of clarification or material consideration. No member of the public may question any other speaker.

G1.8 The Chairman has discretion to increase the time allowed and the number of speakers in cases of exceptional interest.

G1.9 The failure of any person to attend and exercise the right to speak will not by itself affect the right to speak for any other person.

G1.10 After the item has been resolved, all speakers for that item should leave the public speaking area.

G1.11 The right of the public to speak (or indeed to attend) does not apply to business in respect of which a resolution to exclude the press and public for the consideration of confidential or exempt business has been carried.
G2  Public Speaking at Overview Sub Committees  
G2.1 At the discretion of the Chairman, any person attending a sub committee may speak or may put questions to any other participant.

G3  Public Speaking at Scrutiny Committee  
G3.1 At Scrutiny Committee members of the public may speak in accordance with the procedures, protocol and public speaking provisions for that Committee, which are extracted as follows:

G3.2 Members of the public may attend the Committee, and speak in accordance with sections 3.3 and 3.4 below, unless the press and public have been excluded for consideration of confidential “called in” item(s) under Standing Order D2.17.

G3.3 When carrying out a scrutiny investigation, the order of business shall normally be in accordance with the programme of witness appearances as set out on the Committee’s agenda. The procedure will normally be:

a) The Chairman will explain the procedure and will ask any person who also wishes to give evidence to identify themselves;

b) Introduction by scrutiny support officer(s);

c) Evidence from witnesses, including the Cabinet member(s) and Director(s) or appropriate officer(s);

d) Evidence from any other persons who have identified themselves at the start of the proceedings.

G3.3.1 Following the evidence of each witness, members of the Committee may ask questions.

G3.3.2 Following questions from members of the Committee, at the discretion of the Chairman, any other person may put questions to witnesses, except that no member of the public may put questions to another member of the public.

G3.4 When considering a matter which has been “called in” for scrutiny under the Council’s decision-making process, the Committee will normally consider the papers on that matter which were considered by the Cabinet when making its proposed decision. The main witness evidence will normally be given by the Cabinet member(s) and Director or appropriate officer(s).

G3.4.1 The three members of the Council who asked for the item to be “called in” for scrutiny, if not members of the Committee, will be entitled to attend the Committee and to speak and ask questions on that item.

G3.4.2 The procedure for “called in” items will normally be:
(a) The Chairman will explain the procedure and identify the main witnesses, and will ask any person who also wishes to speak or give evidence to identify themselves;

(b) The members of the Council who “called in” the item, if not members of the Committee, will be entitled to speak for a maximum of five minutes in total;

(c) Evidence from witnesses, including the Cabinet member(s) and Director or appropriate officer(s);

(d) Evidence from any other persons who have identified themselves at the start of the proceedings.

G3.4.3 Following the evidence of each witness, members of the Committee may ask questions, followed by questions from the members of the Council who “called in” the item.

G3.4.4 Following questions from members of the Council, at the discretion of the Chairman, any other person may put questions to witnesses, except that no member of the public may put questions to another member of the public.

G3.5 At the end of witness evidence and questions, the Committee will withdraw to discuss the evidence and decide how to progress the matter, with the assistance of scrutiny support staff. On returning, the Chairman will announce the Committee’s decision.

G4 Hearings

G4 The Licensing and Appeals Committee, the Licensing Act 2003 Committee, and the Complaints Panel, the Standards Committee and all other bodies holding hearings settle their own procedures in relation to hearings in accordance with the general law (including the law relating to human rights).

H THE SCOPE AND STATUS OF FINANCIAL REGULATIONS AND STANDING ORDERS

H1. Financial Regulations

In so far as they relate to business in Council, or a Committee or Standing Sub-Committee, the Standing Orders relating to Contracts and Financial Regulations approved from time to time by the Council are to be regarded, and take effect as part of these Standing Orders. (See Part 4.3 and 4.4 of this document)

H2. Interpretation of Standing Orders

The ruling of the Chairman about the interpretation or application of any of these Standing Orders, or any proceedings of the Council, Committees, Sub-Committees or Task Groups are final in so far as that meeting is concerned.

H3. Suspension of Standing Orders

In any case of urgency, or if a motion is passed after notice has been duly given,
Standing Orders may be suspended at and in respect of any meeting, provided at least half of the members of the Council are present and two-thirds of those present vote in favour of suspending them (fractions rounded up if necessary).

**H4. Variation and Revocation of Standing Orders**

Any motion to change or revoke these Standing Orders, once proposed and seconded, must be adjourned without discussion to the next ordinary meeting of the Council, unless it is moved as part of a report of the Cabinet.

For the avoidance of doubt, it is the intention of the Council that Standing Orders should be fully compliant with current Local Authorities (Standing Orders)(England) Regulations and those regulations will always take precedence over the wording above.
Part 4 Rules of Procedure

4.6 Officer Employment Rules

1 Recruitment and appointment

1.1 Declarations

(a) The Council will draw up a statement requiring any candidate for appointment as an officer to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing councillor or officer of the Council; or of the partner of such persons.

(b) No candidate so related to a councillor or an officer will be appointed without the authority of the relevant Director or an officer nominated by him/her.

(c) All decisions relating to the salary or remuneration of Council officers must be made in line with the approved pay policy statement.

1.2 Seeking support for appointment.

(a) Subject to paragraph (c), the Council will disqualify any applicant who directly or indirectly seeks the support of any councillor for any appointment with the Council. The content of this paragraph will be included in any recruitment information.

(b) Subject to paragraph (c), no councillor will seek support for any person for any appointment with the Council.

(c) Nothing in paragraphs (a) and (b) above will preclude a councillor from giving a written reference for a candidate for submission with an application for appointment.

2 Recruitment of Head of Paid Service, Deputy Chief Executive and Directors

2.1 Where the Council proposes to appoint to posts at this level, and it is not proposed that the appointment be made exclusively from among their existing officers, the Council will:

(a) draw up a statement specifying:

i. the duties of the officer concerned; and

ii. any qualifications or qualities to be sought in the person to be appointed;

(b) make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and
(c) make arrangements for a copy of the statement mentioned in paragraph (1) to be sent to any person on request.

The following sections are a summary of the procedures laid down by statute and should be used as general guidance only with any decisions being made in accordance with Statutory Instrument 2001 3384.

3 Appointment, Dismissal and Disciplinary Action against the Head of Paid Service, Deputy Chief Executive and Directors

3.1 Staff may only be appointed and dismissed and have disciplinary action taken against them by the Chief Executive (or his nominated officer) on behalf of the Council except if s/he is a:

(a) Chief Executive
(b) Deputy Chief Executive or Director (statutory or non-statutory)
(c) Political Assistant

3.2 An offer of employment as an officer in categories a-c must not be made until the Proper Officer has notified every member of the Cabinet of the name of the proposed appointee, any relevant particulars and a period during which objections may be made and following this the Leader has (within the specified period) notified the appointer that no member of the Cabinet has any objections, or the Proper Officer has notified the appointer that no objection was received within the timescale or the appointer is satisfied that any objection received by the Leader is not material or well founded. A similar arrangement is also to be followed for the dismissal of staff in this category.

3.3 Where a committee/sub committee/officer is undertaking the function of appointment or dismissal of the Chief Executive, the Council must approve either the offer of appointment before an offer is made or approve dismissal before a notice of dismissal is issued.

3.4 Where a Committee or Sub Committee is undertaking the function of appointing or dismissing an officer in categories a-c (above), at least one member of the Cabinet must be a member of the Committee or Sub-Committee.

3.5 When recruiting, dismissing or evaluating staff, all decisions on remuneration must be made in line with the approved Pay Policy Statement.

4 Other appointments

4.1 Appointment of officers below the levels in 3.1 above, and assistants to political groups is the responsibility of the Head of Paid Service or his/her nominee, and may not be made by councillors.

4.2 Appointment of an unpaid assistant to a political group shall be made in accordance with the wishes of that political group.
5 Disciplinary action

5.1 The Head of Paid Service, Monitoring Officer and Chief Financial Officer may be suspended whilst an investigation takes place into alleged misconduct. That suspension will be on full pay and last no longer than two months.

5.2 Independent person. No disciplinary action may be taken in respect of any of those officers except in accordance with a recommendation in a report made by a designated independent person. The independent person must be a person agreed between the authority and the relevant officer, or if there cannot be an agreement, nominated by the Secretary of State.

5.3 Councillors will not be involved in the disciplinary action against any officer below Director level, except where such involvement is necessary for any investigation or inquiry into alleged misconduct, though the Council’s disciplinary, capability and related procedures, as adopted from time to time may allow a right of appeal to members in respect of disciplinary action.

6 Dismissal

6.1 Councillors will not be involved in the dismissal of any officer below Director level except where such involvement is necessary for any investigation or inquiry into alleged misconduct, though the Council’s disciplinary, capability and related procedures, as adopted from time to time may allow a right of appeal to members in respect of dismissals.

Notes

(a) "Chief Financial Officer", "disciplinary action", "Head of the Authority's Paid Service" (Chief Executive) and "Monitoring Officer", have the same meaning as in regulation 2 of the Local Authorities (Standing Orders) (England) Regulations 2001 and "designated independent person" has the same meaning as in regulation 7 of those Regulations.

(b) No disciplinary action in respect of the Head of the Authority's Paid Service (unless he is also the council manager of the authority), its Monitoring Officer or its Chief Financial Officer, except action described in paragraph c (below), may be taken by the authority, or by a committee, a sub-committee, a joint committee on which the authority is represented or any other person acting on behalf of the authority, other than in accordance with a recommendation in a report made by a designated independent person under regulation 7 of the Local Authorities (Standing Orders) (England) Regulations 2001 (investigation of alleged misconduct).

(c) The action mentioned in paragraph b (above) is suspension of the officer for the purpose of investigating the alleged misconduct occasioning the action; and any such suspension must be on full pay and terminate no later than the expiry of two months beginning on the day on which the suspension takes effect.
6.2 A fuller explanation of the requirements for appointment, dismissal, discipline and suspension of Directors, Chief Financial Officer and Monitoring Officer are to be found in the Local Authorities (Standing Orders) (England) Regulations 2001, which are to take precedence at all times.
Part 5 – Codes and Protocols

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Part 5 Codes and Protocols

5.1 Protocol for Member / Staff Relations

1 General Principles

1.1 Members and Officers will abide by the provisions of their respective Codes of Conduct. The shared object to these Codes is to ensure that the integrity of local government is (and is seen to be) maintained and enhanced.

1.2 This Protocol reflects the principles underlying the respective Codes of Conduct, and good practice. It aims to provide an open and honest working relationship between Officers and Members that ensures the delivery of the Council’s statutory and other proper functions in a transparent and accountable fashion.

1.3 Mutual respect and high standards of courtesy are essential to this relationship. Neither Members nor Officers should seek to take unfair advantage of their position.

1.4 A relevant extract from an earlier National Code of Local Government Conduct Guidance for Members is produced below:

23. Both Councillors and Officers are servants of the public and they are indispensable to one another. But their responsibilities are distinct. Councillors are responsible to the electorate and serve only so long as their term of office lasts. Officers are responsible to the Council. Their job is to give advice to Councillors and the Council, and to carry out the Council’s work under the direction and control of the Council, the Committees and Sub-Committees.

24. Mutual respect between Councillors and Officers is essential to good local government. Close personal familiarity between individual Councillors and Officers can damage this relationship and prove embarrassing to other Councillors and Officers.

1.5 For the avoidance of doubt, unless stated otherwise, any reference in this protocol to a Committee includes the Cabinet and any sub-committee, panel, forum or working party established under the Council’s Constitution.

1.6 Officers are accountable to their Director and, whilst Officers will seek to assist any Member, they must not be asked by Members to go beyond the bounds of whatever authority they have been given by their Director.

1.7 Any dispute over any provision of this protocol should be referred in the first instance to the responsible Director, Deputy Chief Executive or the Chief Executive. If agreement cannot be reached, the Chief Executive will seek to resolve the issue in conjunction with the Leader of the Council and/or the leader of the appropriate Party Group. Issues relating to Officer conduct will be dealt with under disciplinary procedures. Any unresolved dispute relating to Member conduct will be decided by the Standards Committee in accordance with Article 9 of the Council’s Constitution.
2 Officer Advice to Party Groups

2.1 There is statutory recognition for Party Groups, and Officers must support these groups impartially and equally. (It is recognised that some weighting of demand is likely to reflect the relative group strengths but this must not be to the disadvantage of service to all Members and the electorate that they represent.) Support can range from briefings to presentations at group meetings.

2.2 Members will not expect or receive any support on party matters, but only on approved or authorised Council business. If Officers are to be present, Party groups will divide their agenda, so that Officers can leave when the group discusses party business, and will inform the Officers concerned in advance if the meeting will include non-Members who would not be bound by this protocol or any National Codes.

2.3 Officers will respect Party confidentiality but will be bound by their statutory obligations and so should not be placed in any position of potential conflict by Party groups.

2.4 Support to Party groups is only proper and legal if used on Council matters; use for private or Party benefit is unlawful.

2.5 Party group meetings form part of the preliminaries to Council decision making and are not empowered to make decisions on behalf of the Council. Conclusions reached at such meetings do not therefore rank as Council decisions. Members must not ask Officers to implement a Party Group decision unless and until that decision has been properly taken in accordance with Article 3 of the Council’s Constitution.

2.6 Where Officers provide information and advice to a Party group meeting in relation to a matter of Council business, this cannot act as a substitute for providing all necessary information and advice to the relevant meeting of Cabinet or a Committee when the matter in question is considered.

2.7 Any particular cases of difficulty or uncertainty in this area of officer advice to party groups should be raised with the Chief Executive who will discuss them with the relevant group leader(s).

3 Support Services to Members and Party Groups

3.1 The only basis on which the Council can lawfully provide support services (e.g. stationery, typing, printing, photocopying, transport, etc) to Members is to assist them in discharging their role as Members of the Council. Such support services must therefore only be used on Council business. They should never be used in connection with party political or campaigning activity or for private purposes.

4 Members’ Access to Information, Council Documents and Officer Advice

4.1 Members will need in the discharge of their duties to access information from Officers. This will usually be most efficiently achieved through the Directors who are able to provide an overview or direct the Member to the most appropriate Officer. For individual cases, Members may approach case officers, but junior staff are entitled to refer the Member to the responsible Senior Officer(s) or Director.
4.2 Members who wish to obtain information from Officers should request it as early as possible, recognising that Officers may require reasonable time to collate or research the information. Members will state any deadline for the provision of information. This also applies where a Member wishes to obtain information to supplement an Officer report after the agenda for a meeting has been issued.

4.3 Officers will make every reasonable effort to provide Members with accurate factual information and professional advice in a timely manner, unless this would exceed the Officer’s authority or there are lawful reasons to prevent disclosure of the information.

4.4 Members have the same statutory right as any member of the public to inspect any Council document, which contains material relating to any business which is to be transacted at a Council or Committee meeting, and any relevant background papers. This right applies irrespective of whether or not the Member is a Member of the Committee concerned, or acting as a substitute. This right does not however apply to documents relating to items containing information which is exempt from publication. Correspondence held by the Monitoring Officer in relation to his duties is similarly exempt, unless released by him in the interests of furthering any enquiry.

4.5 The common law right of Members is much broader and is based on the principle that any Member has a prima facie right to inspect Council documents so far as his/her access to the documents is reasonably necessary to enable the Member to perform properly his/her duties as a Member of the Council. This principle is commonly referred to as the “need to know” principle, and will be determined in the first instance by the particular Director, Deputy Chief Executive or Chief Executive whose department holds the document in question.

4.7 A Member who requests to inspect documents which contain personal information about third parties will normally be expected to justify their request in specific terms.

4.8 A Member of one party group will not have a “need to know”, and therefore does not have a right to inspect, any document which forms part of the internal workings of another party group and is in the possession of the Council or an individual Officer.

4.9 More detailed advice regarding Members’ rights to inspect Council documents may be obtained from the Monitoring Officer.

4.10 Any Council information is provided to a Member on the basis that it must only be used by the Member in connection with the proper performance of the Member’s duties as a Member of the Council. This forms part of the Council’s data protection requirements. This point is emphasised in paragraph 26 of the National Code of the earlier Local Government Conduct.

5 Relationships between Officers and Cabinet Members/Chairmen

5.1 It is important to the efficient discharge of the Council’s functions that there should be a good working relationship between Cabinet Members and the Management Team and between the Chairman of a Committee and the Lead
Officer and other Senior Officers who deal with matters within the terms of reference of that Committee. However, such relationships should never be allowed to become so close, or appear to be so close, as to bring into question the Officers’ ability to deal impartially with other Members and other party groups.

5.2 The Chairman of a Committee will routinely be consulted as part of the process of drawing up the agenda for business to be transacted at a forthcoming meeting. Members must accept that in some situations an Officer will be under a duty to submit a report on a particular matter. Similarly, an Officer will always be fully responsible for the contents of any report submitted in his/her name.

5.3 Where an Officer wishes to consult a Cabinet member or Chairman as part of the preparation of a report to a decision-making body within the Council’s Constitution, the following principles will apply.

5.4 The Cabinet member or Chairman may ask the report author (subject to the professional opinion of the officer):

(a) to include particular options;
(b) to clarify the report by expanding, simplifying or rephrasing any part of the report, or by including particular information;
(c) to check or correct any error or omission of any matter of fact, including statements or summaries of policy or budget;
(d) to check or correct any typing errors, omissions or duplications;
(e) to check any estimate of costs or savings.

5.5 The Cabinet member or Chairman may not ask Officers:
(a) to exclude any option contained in the draft report;
(b) to exclude or alter the substance of any statement in the draft report of any Officer’s professional opinion;
(c) to alter the substance of any recommendation;
(d) to exclude any statement that a course of action would be a “key decision” or would be contrary to policy or budget, or to exclude any statement regarding legality, fairness or financial prudence, made by Officers exercising their designated functions under Article 12 of the Council’s Constitution;
(e) to exclude any reported comments or representations arising from consultations, publicity, or supply of information to the community.

6 Correspondence

6.1 Correspondence between an individual Member and an Officer should not normally be copied by the Officer to any other Member. Where it is necessary in the opinion of the Officer, the Member will be informed. In other words, there will not be “silent copies”.

6.2 Members are entitled to send out correspondence in their own names, but should check with officers if they are concerned that they may be committing the Council to any form of action, or create obligations or give instructions on behalf of the Council. Officers will mention the involvement of a member if that member has raised the matter (eg as part of their casework) or has asked the officer to write to a constituent.
7 Involvement of Ward Councillors

7.1 South Norfolk Council believes that members need to be aware of significant developments in their ward in order for them to be fully effective in representing their electors and acting as community leaders.

7.2 It also recognises that in order for officers to give the best possible service to our residents, members need to make officers similarly aware.

7.3 Senior Officers as well as the Leader, Cabinet Members, Chairmen and Vice-Chairmen of Committees have a responsibility to ensure that local members are kept informed of significant matters that are not the subject of formal committee reports. Significant matters will be those that are likely to be of interest to local residents, the media and to the member concerned. Officers will use their judgement as to what matters should be reported but should consider the “need to know” of the local member concerned. Local members do not have the right to all information, only that which is reasonably necessary to perform their duties. Members’ entitlement to information is defined more fully in the Council’s “Access to information Rules, which are set out in section 4.2 of the Constitution. The Director concerned will determine this initially. The general presumption is that if Directors are in doubt, then the local member should be informed. But if the Director indicates that the information they pass on is confidential, Members must respect that confidentiality.

7.4 Members are in a unique position to act as a link between the Council and its communities and are a very valuable source of local information to the Council as they are closest to their communities. They have a responsibility to ensure that information is passed to relevant officers in order that they can give the best possible service to individuals and communities.

7.5 Where the issue concerns a specific ward or wards and is the subject of a committee report, then the author must ensure that the local members are consulted as part of that process. The report preparation template prompts officers to ensure this is undertaken. The Scheme of Delegation in Part 3 of the Constitution (para 1.11.2) makes it clear to officers that in the exercise of their delegated powers, they should carefully consider the necessity of consulting the local member.

7.6 Ward members are routinely made aware of and given the opportunity to comment on planning applications, alcohol premises licensing applications and applications for neighbourhood grants relating to their wards. Officers should consider whether they should at least inform ward members about other potentially controversial applications or licence changes.

7.7 Whenever a public meeting is organised by the Council to consider a local issue, all Members representing the Ward or Wards affected should, as a matter of course, be invited to attend the meeting. This will not apply to circumstances where an officer is simply making administrative arrangements for a public meeting on behalf of another organisation.

7.8 When the Council undertakes any form of consultation on a local issue, the Ward Member(s) should be notified. This similarly applies to official events where the Chairman of the Council, the Leader or Chief Executive is attending.
7.9. Officers should give careful consideration as to whether local members should be invited to other meetings. If, for whatever reasons they decide not to involve the local member, or if the local member having been invited does not wish to attend, then the officer should inform the local member of any significant outcome from the meeting. Likewise, Members who arrange public meetings in their ward should consider whether it would be helpful to invite appropriate officers. If they decide not to, then they should advise relevant officers of any significant outcomes from the meeting.

7.10. Ward Members will only kept informed of correspondence between the Council and local MPs that concern their constituents, if it is clear to the officers that the constituent has raised the same issue with both the Ward Member and the MP, or where the constituent has given her/his consent, and then only on a strictly confidential basis.

7.11. It is hoped that by formalising the expectations/responsibilities of officers and members, a more consistent flow of information should be achieved. If Members feel that this protocol has not been abided by, then it should be reported to the relevant Director in the first instance.

8 Publicity

8.1 This Council will abide by the provisions of the Local Authority Publicity Code.

8.2 Information on council services will be produced in collaboration with the Communications Manager and will be impartial, reflecting council approved policy.

8.3 All news releases will be written and issued by the Communications Manager or nominated deputy following approval of the Lead Officer and/or Member where appropriate.

8.4 Publicity will not be party political and will report on and reflect Council policy

8.5 Media requesting political comments will be referred to the political group leaders.

8.6 All news releases are available on the web-site to both the public and Members at the time of issue to the media.

8.7 As resources permit we will make public information provided by the Council available on the website accessible to Members and residents.
5.2 Code of Conduct for Employees

1 Introduction

1.1 South Norfolk Council aims to be businesslike, efficient and customer aware. It recognises the value of well trained and motivated staff, by offering them good conditions of service and career prospects. It expects and encourages the highest standards of conduct from every employee. It requires them to conduct themselves in a way that ensures high standards of service and that the good reputation of the Council is maintained.

1.2 This code has been issued as a guide to the standards of behaviour the Council expects. It sets out principles which will help maintain and improve standards and protect both employees and the Council from misunderstanding or criticism. To maintain public confidence, it refers both to work and private activities in so far as the Council’s reputation could be adversely affected and/or such activities could affect an employee’s ability to undertake their Council work. Furthermore, all paid employment is captured through this Code.

1.3 The Code applies to all employees, although inevitably some of the issues covered will affect senior employees more than it will others. Those employees who are members of a professional body will be bound both by their professional codes of conduct and the Council’s. If any employee experiences any conflict between the Council’s and their profession’s codes of conduct, they are to make their Director aware immediately.

1.4 In accordance with the Council’s disciplinary procedure, a breach of this Code may give rise to disciplinary action. A breach which is so serious as to undermine public confidence in the Council could be held to be gross misconduct.

2 Standards

2.1 The public is entitled to demand the highest standards of conduct from the employees of South Norfolk Council. The public’s confidence in the integrity of the Council would be damaged if the actions of any employee allowed suspicion to arise that they would be influenced in any way by improper motives.

2.2 The Council espouses the following five values and expects employees to reflect them in their behaviour:

- **Pride in South Norfolk** – in the place and the Council. We are committed to improving the quality of life in our district.
- **Community Focus** – working with partners to help meet the aspirations of our community by empowering and leading them.
- **Valuing People** – respecting people, being honest with them and putting them at the heart of what we do.
- **Responsive and Accountable** – communicating clearly and openly our decisions and actions and delivering on promises.
- **Ambitious and Resourceful** – being innovative, creative and flexible in the way we change to anticipate the needs of our community.
Standards of personal behaviour

2.3 Employees are expected to use their knowledge and expertise to give the highest possible standard of service to the public, and where it is part of their duties, to provide appropriate advice to councillors and fellow employees with impartiality.

2.4 Although the Nolan Committee on Standards in Public Life established its seven principles primarily with elected members in mind, they apply equally to employees in the public service. All staff are therefore expected to conduct themselves in accordance with those principles, which are:

**Selflessness:** Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

**Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

**Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

**Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**Openness:** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

**Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

**Leadership:** Holders of public office should promote and support these principles by leadership and example.

2.5 The Council is committed to promoting equal opportunities, so employees must treat all members of the local community, suppliers, customers and other employees fairly, and promote a positive working environment where trust and integrity are part of the way we operate.

2.6 Employees must ensure that they use public funds entrusted to them in a responsible and lawful manner. They should strive, within the policies of the Council, to ensure value for money for the local community and to avoid legal challenge to the Council.

2.7 All employees must be clear about their contractual obligations to the Council and must not take outside activities, which conflicts with the Council's interests, or which is of such a nature as to raise concerns that the employee's work for the Council, or the Council's reputation may be adversely affected. All employees must accordingly obtain their Director's permission before undertaking any
outside activities which could be considered conflicts with the Council’s interests, or which is of such a nature as to raise concerns that the employee's work for the Council, or the Council’s reputation may be adversely affected. Details of the activity and the permission will be recorded on the employee's personal file.

2.8 Furthermore, all employees will be required to obtain permission from their Director in advance of any paid work being sought externally. For very senior posts, authority or permission may be required from Council rather than the Director.

2.9 Employees must take reasonable care for their health and safety and this duty extends to other people who may be affected by their actions or omissions.

**Standards of services to the public**

2.10 Employees must always remember their responsibilities to the community and ensure courteous, knowledgeable, timely and impartial service delivery to all groups and individuals within that community.

2.11 Employees should ensure they are familiar with all relevant Council policies and procedures which apply to their role, and act in line with these. This includes the Rules of Financial Governance and Contract Standing Orders.

2.12 South Norfolk Council endeavours to deliver a high standard of services to the public. Employees are therefore expected, without fear of recrimination, to report any deficiency in the provision of services to the public for which they are directly responsible or for those outside their remit where they know there has been a deficiency, in accordance with the Council’s Whistleblowing Policy.

2.13 The Council’s Whistleblowing Policy provides staff with guidance and support as to how concerns can be raised within the organisation (usually through their line manager or the Monitoring Officer), and provides the opportunity to raise concerns outside of the Council where necessary. The policy is aimed to ensure no staff suffer victimisation or harassment as a result of raising their concerns.

2.14 In addition, the Council has a Counter-Fraud and Corruption Policy and recognises its employees as an important element in its fight against fraud and corruption. Employees are therefore positively encouraged to raise any concerns that they may have. These may relate to the internal activities of the Council, or to its dealings with suppliers or customers.

3. **Disclosure of information**

3.1 The law requires that certain types of information must be made available to councillors, auditors, government departments and the public. This is largely governed by the Local Government (Access to Information) Act 1985. The Council itself however, might decide to make available other types of information.

3.2 Employees must be aware of the restrictions imposed upon them by the Data Protection Act 1998. Each employee is responsible for the security of personal data that they may use in the course of their job. Such data must not be
disclosed to any unauthorised person or organisation, even inadvertently, and includes both electronic and hard copy information. Management must therefore keep employees informed as to which information is open and which is not, and adequately trained in understanding the restrictions of the Data Protection Act. In cases of doubt, employees should withhold information and consult the Data Protection Officer.

3.3 Employees must not use any information obtained in the course of their employment for personal gain or benefit, nor may they pass it on to others who might use it in such a way. This is especially relevant to employees who are privy to confidential information on tenders or costs for either internal or external contractors.

3.4 Any particular information received by an employee from a councillor which is personal to that councillor and is not the property of the Council must not be divulged by the employee without the prior approval of that councillor, except where disclosure is required or sanctioned by the law. If an employee has concerns about the propriety of withholding any such information received, they can discuss the matter in confidence with the Monitoring Officer.

3.5 On occasions an elected member could make an enquiry about a specific item of Council business. Elected members are entitled to information which is necessary to enable them to carry out their duties as councillors but a member may not be entitled to confidential information. Advice should be sought from the Solicitor to the Council regarding any request from a member, for the disclosure of apparently confidential information. Employees are expected to disclose information already in the public domain.

3.6 Only the Chief Executive, the Communications Manager, the Content and Communications Officer, the Branch Secretary of UNISON or another nominated UNISON representative are authorised to initiate or respond to enquiries from the mass media and all such enquiries should be referred to one of them.

3.7 Employees must also be very careful about their work or domestic use of websites and social networking technology which could damage their own or the Council’s reputation, and they must comply with the Council’s current policies on the use of information technology which may be reviewed from time to time.

4. Party Political Impartiality

4.1 Employees serve the Council as a whole. They must follow every lawful decision and policy of the Council and must not allow their personal or political opinions to interfere with their work. They must therefore serve and respect the rights of all councillors equally, irrespective of the member’s political affiliation.

4.2 Employees must declare to the Chief Executive or Monitoring Officer membership of any organisation which is not open to the public without formal membership, has a commitment of allegiance and which has secrecy about its rules, membership or conduct. This information will be recorded in a Register of Interests held by the Chief Executive.
4.3 Some employees will be in “politically restricted posts” The restrictions limit their political activity outside of their employment at the Council. These employees must be mindful of the strictures of the Local Government and Housing Act 1989, Local Government Officers (Political Restriction) Regulations 1990 and Local Government (Politically Restricted Posts) (No 2) Regulations 1990.

4.4 Directors may, on occasions, be requested to attend political group meetings to give information. Their conduct at such meetings must not compromise their political neutrality. An employee always has the right, without fear of recrimination, to decline to address a political group. There is more guidance on the relationship between councillors and employees in the Protocol for Member/Staff Relations.

5 Relationships

Relationships with councillors

5.1 Mutual respect between employees and councillors is essential to good local government. Close personal familiarity between employees and individual councillors can prove embarrassing to other employees and councillors and should be avoided. In general, employees and councillors should always consider the way others may view the potential conflicts arising from social connections, especially concerning confidentiality and bias. Employees and Members must comply with the Protocol on Member / Employee Relations.

Relationships with contractors

5.2 Orders and contracts must be awarded on merit, by fair competition in accordance with Contract Standing Orders. Employees must disclose all relationships with current or potential contractors.

5.3 Employees involved in the tendering process and dealing with contractors must be clearly aware of the need to separate client and contractor roles within the Council. Senior employees who have both a client and contractor responsibility must be aware of the need for accountability and openness.

5.4 If there is the slightest possibility of a conflict between an employee's duties to the Council and their relationship with the contractor, lessee, or benefit claimant etc., then the employee must report that relationship to the appropriate Director. In cases where the employee concerned is a Director, then the Chief Executive or Monitoring Officer must be informed and arrangements made for the separation of duties.

Relationships with potential employees

5.5 Employees involved in appointment of staff must ensure that these are made on the basis of merit. It would be unlawful for an employee to make an appointment which was based on anything other than the ability of the candidate to undertake the duties of the post. Employees making appointments must be aware of equal opportunities legislation.
5.6 In order to avoid any possible accusation of bias, employees must not be involved in any appointment where they are related to an applicant, or familiar with him or her outside work. Neither must they be involved in decisions relating to discipline, promotion or pay adjustments for any employee with whom they are related or otherwise closely involved.

Other Relationships

5.7 No special favour may be shown to friends, partners, relatives or to current or former employees. Employees must therefore disclose to their Director all relevant relationships, whether of a business or private nature, which might have the potential to bring about a conflict with the Council’s interests. Such relationships will include those with lessees, benefit claimants and grant applicants for example. If employees have doubts over the relevance of a particular relationship, they are advised to disclose it anyway. This information will be recorded in a Register of Interests held by the Monitoring Officer.

5.8 Employees should promote a positive working environment by not discussing their colleagues or personal matters relating to them in a negative way. Where there is a concern, this should be dealt with through the Council’s formal policies and procedures.

6. Gifts, hospitality and sponsorship

6.1 S117(2) of the Local Government act 1972 states that an employee shall not accept any fee or reward whatsoever other than their proper remuneration. The Bribery Act 2010 makes it an offence for employees to receive a bribe to perform their duties improperly, or to attempt to bribe another person to perform their duties improperly.

6.2 Employees must be aware that corruption is a serious criminal offence. The law states that if an allegation is made it is for the employee to demonstrate that any gifts have not been corruptly obtained. Corruption is defined by both CIPFA and the Audit Commission as 'the offering, giving, soliciting or acceptance of an inducement or reward which may influence the action of any person'.

Gifts, tips and privileges

6.3 Employees must not accept personal gifts, tips or special privileges for themselves or their families from contractors, customers or outside suppliers, except for items of token value, (i.e. less than £25) such as pens, diaries, calendars etc, and then if only for use in the course of their Council duties.

6.4 If gifts offered are of value and cannot be refused without causing offence, the recipients must hand them over to the Chief Executive’s Secretary, after noting them in a Register of Gifts, Hospitality and Sponsorship held by the Chief Executive. If they are perishables they will be used in civic hospitality or distributed among the staff. If they are not perishables they will be raffled by the Sports & Social Club.

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Hospitality

6.5 Employees and their families must only accept offers of hospitality if there is a genuine need to impart information or represent the Council in the community. Invitations to attend purely social or sporting functions on advantageous terms must only be accepted when these are part of the life of the community, or where the Council should be seen to be represented. All such invitations must be reported to the Director who can sanction attendance and, irrespective of whether the invitation is accepted or not, it must be recorded in a Register of Gifts, Hospitality and Sponsorship.

6.6 When receiving authorised hospitality, employees shall give only relevant and factual information and must be particularly sensitive as to the timing of the event in relation to decisions which the Council may be taking which could affect those providing the hospitality.

6.7 Where visits to inspect equipment etc are required, employees should ensure that the Council meets the cost of such visits to avoid jeopardising the integrity of subsequent purchasing decisions. This rule should be applied unless there is a specific decision of the Council to the contrary.

6.8 When hospitality has to be declined, the person who made the offer should be courteously, but firmly informed of the procedures and standards operating within the Council.

Sponsorship

6.9 Where an outside organisation offers to sponsor a Council activity, the basic conventions concerning acceptance of gifts or hospitality apply. In the first instance the employee must inform their Director who will give guidance as to whether the Council will accept the offer. However particular care must be taken when dealing with contractors, potential contractors and commercial tenants. Only in very exceptional circumstances should sponsorship be accepted when only one company or organisation has had the opportunity to offer it. Whether the sponsor approaches the employee or the employee approaches potential sponsors, employees must adhere to the Council’s protocol on sponsorship. Irrespective of whether the offer of sponsorship is accepted or not, it must be recorded in the Register of Gifts, Hospitality and Sponsorship.

6.10 Where the Council wishes to sponsor an event or service or charitable activity, neither an employee nor any partner, spouse or relative must benefit from such sponsorship in a direct way without there being full disclosure to their Director and the fact being noted in the Register of Gifts, Hospitality and Sponsorship.

6.11 Employees should never seek sponsorship for charitable ventures from suppliers, customers or service users, but sponsorship from these sources up to the value of £25 may be accepted provided it is not solicited and it must be recorded in the Register of Gifts, Hospitality and Sponsorship.

6.12 Where the Council through sponsorship, grant aid, financial or other means gives support in the community, employees must ensure that impartial advice is given and that there is no conflict of interest involved.

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5.3 Code Of Conduct For Members

5.3.1 You are a member or co-opted member of South Norfolk District Council and hence you shall have regard to the following principles:
   
   i. selflessness,
   ii. integrity,
   iii. objectivity,
   iv. accountability,
   v. openness,
   vi. honesty, and
   vii. leadership.

5.3.2 Accordingly, when acting in your capacity as a member or co-opted member:

5.3.3 You must act solely in the public interest and should never improperly confer an advantage or disadvantage on any person or act to gain financial or other material benefits for yourself, your family, a friend or close associate.

5.3.4 You must not place yourself under a financial or other obligation to outside individuals or organisations that might seek to influence you in the performance of your official duties.

5.3.5 When carrying out your public duties you must make all choices, such as making public appointments, awarding contracts or recommending individuals for rewards or benefits, on merit.

5.3.6 You are accountable for your decisions to the public and you must co-operate fully with whatever scrutiny is appropriate to your office.

5.3.7 You must be as open as possible about your decisions and actions and the decisions and actions of your authority and should be prepared to give reasons for those decisions and actions.

5.3.8 You must declare any private interests, both pecuniary and non-pecuniary, that relate to your public duties and must take steps to resolve any conflicts arising in a way that protects the public interest, including registering and declaring interests in a manner conforming with the procedures set out in paragraph 3 below.

5.3.9 You must, when using or authorising the use by others of the resources of your authority, ensure that such resources are not used improperly for political purposes (including party political purposes) and you must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.

5.3.10 You must promote and support high standards of conduct when serving in your public post, in particular as characterised by the above requirements, by leadership and example.

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Registering and declaring pecuniary and non-pecuniary interests

5.3.11 You must, within 28 days of taking office as a member or co-opted member, notify your authority's monitoring officer of any disclosable pecuniary interest as defined by regulations made by the Secretary of State, where the pecuniary interest is yours, your spouse's or civil partner's, or is the pecuniary interest of somebody with whom you are living with as a husband or wife, or as if you were civil partners.

5.3.12 In addition, you must, within 28 days of taking office as a member or co-opted member, notify your authority's monitoring officer of any disclosable pecuniary or non-pecuniary interest which your authority has decided should be included in the register.

5.3.13 If an interest has not been entered onto the authority's register, then the member must disclose the interest to any meeting of the authority at which they are present, where they have a disclosable interest in any matter being considered and where the matter is not a sensitive interest.

5.3.14 Following any disclosure of an interest not on the authority's register or the subject of pending notification, you must notify the monitoring officer of the interest within 28 days beginning with the date of disclosure.

5.3.15 Unless dispensation has been granted, you may not participate in any discussion of, vote on, or discharge any function related to any matter in which you have a pecuniary interest as defined by regulations made by the Secretary of State. Additionally, your must observe the restrictions your authority places on your involvement in matters where you have a pecuniary or non pecuniary interest as defined by your authority.

5.3.16 A sensitive interest is described in the Localism Act 2011 as a member or co-opted member of an authority having an interest, and the nature of the interest being such that the member or co-opted member, and the authority's monitoring officer, consider that disclosure of the details of the interest could lead to the member or co-opted member, or a person connected with the member or co-opted member, being subject to violence or intimidation.
5.4 Code of Practice on Planning Matters and Judicial Matters

1. PLANNING

1.1 Lobbying

1.1.1 In general, lobbyists from outside a member's ward should be encouraged instead to use the public speaking system.

1.1.2 If pre-application discussions or post-application lobbying do occur, it is strongly advised that members do not commit themselves to a particular viewpoint before hearing all the evidence, and make it clear that any views they express are provisional pending a fully knowledge of the circumstances, officers' views, consultees' views and policy issues. Members who have taken any position or prejudged the outcome of a planning application or enforcement report should seek advice of the Monitoring Officer, Deputy Monitoring Officer or of any Solicitor in attendance at the relevant Planning Committee because they may need to withdraw from any decision making role on the matter at a planning committee. Whilst, in accordance with s.25 Localism Act 2011, the mere expression of a view by the member might mean that the member can still take part in decision making on the matter, a more emphatic expression of opinion or the existence of a vested interest, such as membership of a support or protest group is more likely to debar a member from such a decision making role. However, even this would not normally debar a local member from speaking in the capacity of local member at the meeting.

1.1.3 Where a member has been lobbied and/or has viewed a site in the company of an applicant or objector, he/she is expected to say so before speaking at a planning committee.

1.1.4 Members should ensure that written lobby material is seen by officers and placed on file so that the officers, members and the public can respond to any new issues raised. If substantial new evidence is produced at or close to a planning committee meeting, it may be necessary to defer the application.

1.1.5 Members should not put undue pressure on junior officers for a particular recommendation, and should themselves exercise care in engaging in lobbying or advocacy activities other than in a planning committee.

1.1.6 At any group meetings information publicly available may be shared but the outcome of an application or the ways members may vote should not be discussed. At Committee members should avoid referring to other members of their particular Group collectively, since that may convey the impression that the contrary has occurred.

1.2 Site Inspections

1.2.1 Site inspections should be used solely to acquire information about the nature of the application, the nature of the site and the possible impacts.
1.2.2 During site inspections, members should endeavour to keep together as a group and not engage in discussion with applicants or objectors.

1.2.3 During site inspections, members should endeavour not to express their personal opinions in relation to the application, the contents of the officer’s report or the officer recommendation. Where members in attendance at a Site Inspection cannot subsequently attend the Planning Committee, they should ensure that a formal written note setting out their views is submitted to the Chairman of the Committee.

1.2.4 The public should not be permitted to speak at site inspections except where invited by the Chairman to clarify points of information. They should not be permitted to promote their opinions since the correct place for this is the public speaking section of the relevant committee meeting. They should, however, always be asked if there are any additional features or geographical viewpoints they wish the panel to see.

1.3 Decisions Contrary to Officer Recommendation or Policy or to Local Responses or Statutory Consultees

1.3.1 When making decisions which are:

(a) Contrary to policy
(b) Contrary to officer recommendations or
(c) Contrary to comments from local objectors, Town or Parish Council or to local responses or statutory consultees,

a full, clear and convincing statement of the reasons for these decisions should be recorded in the minutes. Having voted against officer recommendation or policy, it is the responsibility of members to state reasons for the decision for minuting. The personal circumstances of an applicant will rarely provide such grounds.

1.3.2 If it is the professional opinion of the officers that the reasons given for a refusal are not capable of being satisfactorily supported by the officers in view of their genuinely held opinions, members should accept the need to employ consultants and/or appear themselves in order to promote the case if subsequently challenged.

1.4 Declarations of Interest and Member Applications

1.4.1 Where members of a Planning Committee are also members of the Cabinet of the Council, or of a public body (for example, a Parish, Town or the County Council), responsible for a planning application within the District, either directly or in collaboration with another body, they should declare an interest in the application and leave the room.

1.4.2 Where members are themselves submitting planning applications or development plan proposals, this should be reported to the Director. For significant applications (for example, erection of a house or houses, or a prominent extension to a listed building) or situations where a member is a
developer, direct negotiations with officers should be avoided, for example by the
appointment of an architect/agent.

1.4.3 Members should take great care to refrain from using their position as members
to influence officers or other members to support their applications/ proposals or
those of their family and friends in respect of whom they would have been
required to declare an interest at a meeting. Applications by members should
always be determined by a Planning Committee and not under delegated
powers.

1.4.4 Members who are making regular planning applications within the District or
promoting Local Plan sites as developers should not serve on the Planning
Committee.

1.4.5 Members should not act as agents for planning applicants within the District.

1.4.6 Whenever a member is required to withdraw from a meeting or leave the room
he/she shall not remain or return in any other capacity for that item, and for the
avoidance of doubt “room” includes any public gallery or public speaking facility.

1.4.7 Whenever a member anticipates that the need to withdraw from a meeting would
effectively leave a ward unrepresented, it is good practice for the member
debarred to make arrangements for another member to represent the interests
of the ward as “honorary local member”, where there is time to do so. The
member debarred should pass all information in his/her possession to the other
member but should not seek to influence the judgment of the other member.”

1.4.8 Members may always send to the Director written comment on a planning
application. Any such comment will be placed on the public file in the usual way.
Any letters from Members should contain declaration of all matters, which would
be required to be declared at a Committee meeting. Where a member would be
debarred as local member from taking part in a meeting, he/she should not as
local member purportedly make any written comment nor use Council letterhead
for any comment made.

2. CODE OF PRACTICE ON JUDICIAL MATTERS RELATING TO SITTING
JUDICIA LLY AS COUNCILLORS

2.1 General

2.1.1 This Code of Practice on Judicial matters supplements and does not replace the
nationally prescribed and adopted Council’s Code of Conduct and which applies
to all members of the Council.

2.1.2 This Code is intended to apply to members appointed by the Council to sit on a
Council body where they are required to sit judicially for the full hearing of an
application or appeal. Those members who are appointed to serve, for example,
on the Licensing, Appeals and Complaints Committee, or disciplinary hearings or
appeal hearings fall into this category. However, other such instances may arise
from time to time.
2.1.3 It is also intended to govern the behaviour of other Council members, including local members, who may be concerned with any cases to be heard, in relation to their own conduct.

2.1.4 Members appointed by the Council to a Council body sitting judicially have an important role where objectivity, an understanding of but independent stance from the rest of the Council and freedom from interference are crucial. They are liable to be scrutinised both within and beyond the Council as to their fulfilment of their role.

2.1.5 No member should seek or accept appointment to a Council body sitting judicially when it is likely that they will have a conflict of interest with the type of work to be undertaken or where their own background may prove an embarrassment having regard to the type of business to be dealt with.

2.1.6 A member who believes he/she may have a conflict of interest arising out of a particular case should always declare that interest and seek the guidance of the Solicitor to the Council as to whether he/she should sit. Such guidance should be sought in good time before the hearing in order that a replacement member may be empanelled, if necessary.

2.1.7 In particular, no member should sit judicially on any case arising from or relating to a person living in or to premises situated in his/her ward (or division in the case of a member who is also elected to the County Council).

2.1.8 Any member not sitting on a particular case must not communicate with any member who is or might sit on that case whether privately or otherwise for the purpose of influencing his/her decision in that particular case or on cases generally. Any such communication which occurs must be reported promptly to the Monitoring Officer or to the Solicitor to the Council.

2.2 Hearings In Private Session And Local Members

2.2.1 In all hearings or appeal hearings to be held in private session (homelessness appeals, Members Complaints Panels and most other personal appeal matters) the matters are confidential between the Council and the individual applicant/appellant, unless the applicant/appellant authorises the Council to release information concerning the case to the local member or to anyone else, whether as advisor or “friend at the hearing”. Therefore the local member has no automatic right to access to the details of the particular case, nor any other privileges in this respect.

2.2.2 However, Council departments will endeavour to alert applicants/appellants to the possibility that they might approach their local member for help. Where consent has been given, the relevant department will release to the local member at the time the Panel receives it, all the evidence which it has prepared for presentation at the hearing.

2.2.3 If before the time that the evidence is released or later, the local member feels sufficient concern about the case or about the way it has been conducted that he/she wishes to discuss the matter with the relevant Director (or nominated deputy for that purpose) then that dialogue may take place at a mutually convenient time. The member may ask for whatever information he/she thinks
may be helpful or may express any concerns he/she may have. How much the Director is prepared to release is a matter for their discretion.

2.2.4 Members shall not have an automatic right to speak to the case officer, as he/she might be a junior employee. A member shall not be given access to the personal file of the applicant/appellant unless the applicant/appellant has previously given his/her authority in writing.
5.5 Members’ Roles and Responsibilities

1 All Members

This section applies to all members of the Council.

1.1 As a member of the Council

Members should:

a. participate in the governance and management of the Council through attendance at Council meetings

b. take part in committees, panels and working groups of the Council to which they have been appointed.

c. become involved in representation on outside bodies as appointed by Council and referring back relevant issues, e.g. via Scrutiny and/or the Cabinet/Council;

d. act as an ambassador for the Council at all times

1.2 Constituency Role

Members should represent the local community in the District by:

a. attending meetings of key stakeholders in the District where possible, including meetings of or with town or parish councils, residents’ and tenants’ associations;

b. attending appropriate meetings in their Ward, including meetings with local business people and voluntary organisations;

c. being accessible to members of the community (individually or in groups) and acting as a facilitator to meet local needs;

d. keeping informed on key issues and promoting their community;

e. representing the interests of their ward and of individual constituents and responding to enquiries and representations, fairly and impartially.

f. consulting their community on the development and implementation of policies.

1.3 Key Role

Members should:

a. maintain the highest standards of conduct and ethics and act within the law (including the Council’s Standing Orders and Rules for Financial Governance) at all times.
b. observe the Member’s Code of Conduct and the Protocol on Member/Officer relations and the local code of practice on planning and judicial matters set out in the Constitution at all times, and

c. accept a personal responsibility to undertake training and development opportunities to enable them to carry out their responsibilities as a member.

2. **The Chairman of the Council**

The Chairman of the Council should:

1.1 Promote South Norfolk as its First Citizen and to act as ambassador for the District
1.2 Preside over meetings of the Council
1.3 Nominate and campaign for the Chairman's theme for the year.
1.4 Act as a host to civic visitors to the District
1.5 Represent the Council at events to which s/he is invited throughout the year
1.6 Defend the democratic rights of the Council

3. **The Vice Chairman of the Council**

3.1 In the absence of the Chairman, the Vice Chairman should carry out the above roles and responsibilities.

4. **The Members on the Scrutiny Committee.**

Members should:

4.1 carry out their functions in accordance with the constitution and the "working style" of the Committee.
4.2 impartially challenge and evaluate the actions of the Cabinet both before and after decisions are taken by:
   a. questioning the basis for decisions;
   b. ensuring the policies proposed are consistent with the Council’s aims and objectives and the needs of the community;
   c. ensuring that the views of members who are not on the Cabinet and the wider community are taken into account by the Cabinet;
   d. making recommendations for further action or amendments to the Cabinet or full Council.
4.3 proactively seek information about and be aware of:
   a. all Council activities, including existing and new policies, procedures and key issues;
   b. the formulation and management of the Council’s budget.
4.4 be aware of national developments and best practice relating to scrutiny and to keep the scrutiny process under review.
4.5 consider and investigate broad policy issues and make recommendations to the Cabinet or the Council.
4.6 review and monitor performance and operational effectiveness in key service areas or themes including their own effectiveness and work schedule.

5. **The Members of Licensing, Appeals & Complaints Committee or Planning Committee**

Members of Planning or Licensing, Appeals and Complaints Committee, should:

5.1 carry out their functions in accordance with the Constitution.
5.2 consider and determine issues, keeping informed of any changes in law and guidance and Council policy, taking account of the guidance in the Code of Practice on Planning Matters and Judicial Matters, as the case may be.
5.3 be sufficiently knowledgeable in these areas to enable them to take proper informed decisions, participating in training organised by the Council.
5.4 co-operate fully in any appeals or inspections following decisions.

6. **The Members of the Standards Committee**

Standards Committee members should:

6.1 maintain an independent and unbiased view in assessing matters before the Committee.
6.2 ensure they are fully versed in the ethical principles and codes which relate to the Committee’s terms of reference.
6.3 approach relevant points of the Committee’s work in a quasi-judicial capacity.
6.4 support the Committee’s role in training Parish Councillors in the requirements of the Code of Conduct.

7. **The Members of the Cabinet (collectively)**

The Leader and the Cabinet Members (Portfolio holders) should, collectively, provide clear leadership for the community and in particular:

7.1 lead the Sustainable Community Planning process with input and advice from the Scrutiny Committee and other bodies as appropriate.
7.2 lead the preparation of policies and budget and regularly review and monitor performance.
7.3 be the focus for forming partnerships with other local public, private, voluntary and community sector organisations to address local needs and ensure good links with national, regional and local levels of government.
7.4 take decisions on resources and priorities within the policy and budget framework set by Council in order to deliver and implement the budget and the policies decided by full Council.

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7.5 respond to any recommendations from the Scrutiny Committee and other members who are not on the Cabinet.
7.6 respond to the needs of local communities, seeking to resolve conflict through clear leadership.
7.7 be collectively accountable for decisions taken by the Cabinet.

8. The Leader

In addition to the above, the Leader should:

8.1 chair the Cabinet and ensure that it achieves its objectives in a timely and effective way.
8.2 champion and be accountable for the work of the Cabinet to the Council and the community.
8.3 ensure the Cabinet fully considers the scrutiny process when taking decisions.
8.4 actively communicate with the Cabinet Members and senior management of the Council to secure service delivery, whilst observing and following the protocol for officer member relations.

9. The Members of Cabinet as Portfolio Holders

In addition to their collective Cabinet Roles the Portfolio Holders should:

9.1 co-ordinate activity within their portfolio.
9.2 be responsible for the budgets within their Portfolio.
9.3 maintain a strategic overview of their Portfolio and suggest strategies to Cabinet to carry out the policy framework.
9.4 review policies and suggest changes to Cabinet.
9.5 attend any appropriate meetings (internal or external) and/or provide written or verbal information as necessary.
9.6 attend Scrutiny Committee meetings as required and assist the Scrutiny process.
9.7 assist officers in monitoring performance within the Portfolio and make service improvements as required, whilst observing and following the Officer/Member protocol at all times.
9.8 involve themselves in representation of cross-agency boundaries within the remit of their Portfolio and as appointed by Council.
9.9 liaise with and attend appropriate Cabinet Policy Committees

10. The Deputy Cabinet Portfolio Holders

10.1 Act as chair of the relevant cabinet policy committee, ensuring its functions allocated by Cabinet are discharged in line with the working style for policy committees;
10.2 Liaise with the Cabinet Portfolio Holder on issues relevant to the Portfolio, and feeding back on the work of the Policy Committee;
10.3 Operate in a collaborative manner with key officers relevant to the Cabinet Portfolio to develop policy, maintaining oversight of the relevant Cabinet and Policy objectives;
10.4 Undertake work, where requested, to support the Cabinet Portfolio Holder in discharging their functions outlined in 9.1-9.9 above
The Constitution of South Norfolk Council

PART 6

MEMBERS’ ALLOWANCES
AND
APPROVED DUTIES
PART 6 - Members’ Allowances & Approved Duties

1. **Basic Allowance**

1.1 A basic allowance per annum is automatically paid on a monthly basis to all members. For 2012/13 this is £4,463. This is deemed to include incidental expenses such as heating, lighting, telephone, stationery and postage. No form of claim is required from the member.

1.2 Instead of claiming the basic allowance, members on income related benefits are entitled to claim such expenses as are wholly, exclusively and necessarily incurred in pursuance of their duties as District Councillors, up to the amount of basic allowance, regardless of excess expenditure nevertheless incurred. Such expense claims must be evidenced.

2. **Special Responsibility Allowance**

2.1 In addition to the basic allowance a further payment, a Special Responsibility Allowance (SRA) is paid to members exercising special responsibilities where each payment reflects the level of responsibility. These are paid monthly. No form of claim is required from the member.

2.2 Special Responsibility Allowances will be paid as follows:

<table>
<thead>
<tr>
<th>Tier</th>
<th>Position</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier 1</td>
<td>Leader of the Council</td>
<td>9,712</td>
</tr>
</tbody>
</table>
| Tier 2 | Cabinet Members  
Chairman of the Council  
Chairman of the Development Management Committee | 4,856 |
| Tier 3 | Chairman of the Scrutiny Committee | 3,885 |
| Tier 4 | Chairman of:  
The Licensing Committees  
Leader of the Main Opposition Group  
Neighbourhood Boards  
Deputy Cabinet Members | 2,428 |
| Tier 5 | Chairman of:  
Standards Committee,  
Vice-Chairmen of the Development Management Committee | 1,214 |
| Tier 6 | Chairman of:  
Local Planning Steering Group  
Grants Panel  
and  
Vice-Chairman of Scrutiny Committee  
Vice-Chairman of the Council | 971 |
2.3 Members are permitted to claim up to two SRAs (this includes any allowance received from an outside body). Where any member is entitled to be paid more than one SRA, they should be paid the highest of these SRAs, plus any additional SRA to which they are entitled, subject to the total sum payable not exceeding 90% of the basic allowance.

3. Carers’ Costs

3.1 The Council will reimburse the costs of care for young children and other dependents if a councillor has inescapable domestic responsibilities. The period covered will be in line with the total absence for approved duties including travelling time each way. A receipt signed by the carer is required. Members are also entitled to claim in respect of up to a maximum of 8 hours per week or 2 meetings per week, whichever is the lesser for council business that relates to their work as a District councillor both in their parishes or on District Council business. This allowance should not be generally payable to members of the Councillor’s family, but in exceptional circumstances there may be no alternative, and in such cases, it is delegated to the Monitoring Officer to decide if it is reasonable or not.

3.2 The maximum allowance is £6.69 per hour.

4. IT Expenses

4.1 Members are entitled to claim £12.50 per month (or £150 per annum) as a contribution towards their Broadband Provision. Proof of broadband connection is required.

4.2 The Council will provide all members with a lap top (unless as a “twin hatter” that member has already been provided with a lap top from Norfolk County Council), a printer if required, paper and ink cartridges. Cabinet members are entitled to a form of mobile communication, for example a Blackberry.

5. Travelling Allowance

5.1 A member may use a car if such use results in substantial saving of time, is in the interests of the Council, or is otherwise reasonable:

<table>
<thead>
<tr>
<th>Rates applicable in 2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motor car</strong></td>
</tr>
<tr>
<td><strong>Motor-cycle</strong></td>
</tr>
<tr>
<td><strong>Cycling</strong></td>
</tr>
</tbody>
</table>

5.2 Members are advised that, as a general rule, mileage claims should be made on the basis of a ‘nearest available route’ between start and finish of each journey.

25-07-2011
for attendance at any approved duty. Travel should normally be claimed from the members’ home address, but if for unavoidable reason this should not be possible, then the claim for mileage should only be for any additional miles incurred by virtue of a different starting place. Claims should be accompanied by relevant VAT receipts for fuel purchased.

5.3 For travel by public transport, all members are entitled to travel first class but it is hoped that, in most cases, standard class will be used. In all cases, advantage should be taken of any facilities for reduced fares which may be available. Members are advised to enquire of the differing fares and train times available, especially for meetings in London.

6. **Subsistence Allowance**

6.1 **Day Subsistence Allowance**

These allowances are paid at the same rate as for officers. For 2012/13 the rates are:

<table>
<thead>
<tr>
<th>Description</th>
<th>Allowance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BREAKFAST</strong></td>
<td>£6.88</td>
</tr>
<tr>
<td>(more than 4 hours away from normal place of residence before 11 am.)</td>
<td></td>
</tr>
<tr>
<td><strong>LUNCH</strong></td>
<td>£9.50</td>
</tr>
<tr>
<td>(more than 4 hours away from normal place of residence including the lunch–time between 12 noon and 2 pm.)</td>
<td></td>
</tr>
<tr>
<td><strong>TEA</strong></td>
<td>£3.76</td>
</tr>
<tr>
<td>(more than 4 hours away from normal place of residence including the period 3 pm. to 6 pm.)</td>
<td></td>
</tr>
<tr>
<td><strong>EVENING MEAL</strong></td>
<td>£11.77</td>
</tr>
<tr>
<td>(more than 4 hours away from normal place of residence ending after 7 pm.)</td>
<td></td>
</tr>
</tbody>
</table>

6.2 **Overnight Subsistence Allowance**

<table>
<thead>
<tr>
<th>Description</th>
<th>Allowance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absence overnight</td>
<td>£88.02</td>
</tr>
<tr>
<td>For London and the Conference of the LGA</td>
<td>£100.39</td>
</tr>
</tbody>
</table>

**Notes:**

(a) These sums are maxima and amounts claimed should have actually been spent. The declaration on the claim form emphasises this point.

(b) Accommodation at conferences etc is often booked by an officer and paid directly by the Council and the above limits are to apply. Officers will consult members before the arrangements are made.
(c) If you need to book accommodation yourself, the above limits apply and must cover all expenses in any 24 hour period.

(d) When claiming day and overnight subsistence, members must provide receipts to support the amount claimed.

(e) In calculating the amount of subsistence the length of all approved duties (including travelling time) will be aggregated together each day and treated as if they were one approved duty.

7. Approved Duties for Payment of Travelling and Subsistence Allowances

7.1 Travelling and subsistence allowances at the levels set out in Sections 5 and 6 from time to time agreed by the authority will, except when a body to which the Council makes appointments or nominations agrees to make its own payment direct to the member, be paid to Councillors undertaking the following appointed duties:

7.1.1 Attending a meeting* of

(a) the Council;
(b) the Cabinet*;
(c) a committee of the Cabinet*;
(d) a meeting of a committee or sub-committee, Panel or Working Party or Neighbourhood Board of the authority*;

*For this purpose, “meeting” means a formally constituted public meeting of the body concerned.

(e) a pre agenda meeting with officers as a Cabinet member, chairman or vice chairman of any committee;
(f) a meeting of some other body to which the authority makes appointments or nominations;
(g) local authority association of which the authority is a member;
(h) committee or sub-committee of a body to which the authority makes appointments or nominations;
(i) Cabinet as a representative of a minority group;
(j) Scrutiny Committee as a Cabinet member for items called in from a Cabinet decision;
(k) Cabinet, a Committee or sub-committee to raise any item on the agenda as a non-member.
(l) which has both been authorised by the authority, a committee, or sub-committee of the authority or a joint committee of the authority and one or more other authorities, or a sub-committee of a joint committee and to which representatives of more than one political group have been invited (if the authority is divided into several political groups) or to which two or more councillors have been invited (if the authority is not divided into political groups);
7.1.2 Attendance of any meeting with and or initiated by:

(a) The Chief Executive or Deputy Chief Executive;
(b) A Director;
(c) The Monitoring Officer or the Section 151 Officer;
(d) The Compliance and Risk Manager
(e) The Head of Internal Audit;
(f) The Scrutiny Officer;
(g) The Development Control Manager; or an Area Planning Officer
(h) The Economic Development Manager
(i) The Planning Policy Manager

Where members are undertaking duties:

(a) on behalf of the authority in pursuance of any standing order requiring a member or members to be present while tender documents are opened;
(b) on behalf of the authority in connection with the discharge of any function of the authority conferred by or under any enactment and empowering or requiring the authority to inspect or authorise the inspection of premises;
(c) approved by a Director in connection with discharging the duties of the authority or its committees or sub-committees.

Will be classified as an approved duty.

7.1.4 Attendance at training events for members, convened by the Council, or external training sessions / conferences authorised by the Monitoring Officer will be an approved duty.

7.1.5 In addition to the above, members of the Council who are not on the Cabinet can claim up to two visits a month to South Norfolk House to undertake Council business. Cabinet members can claim for all visits to South Norfolk House to undertake Council business.

7.1.6 Up to 12 ward-business-related return journeys to meetings to or within their ward each month.

7.1.7 Expenses incurred in participating in official duties undertaken by the Chairman or Vice Chairman and reported to Council shall, unless Council specifically disapproves, be reimbursed at the rates set out in Part 6 of this constitution.

7.1.8 In exceptional circumstances, other duties not included above can be designated as approved duties for the purposes of travelling and subsistence allowances, with prior approval from the relevant Director or Monitoring Officer.

7.2 Undertaking Duties for the Local Government Association (LGA)

7.2.1 The application of the sections on attendance allowance, travelling and subsistence for meetings of the LGA means that any member appointed to an executive panel, or task group of the LGA may claim the allowance fixed by the LGA. The claim for allowance should be made to South Norfolk Council; it will then be reclaimed from the LGA on a quarterly basis. Travelling and subsistence allowances can be claimed from South Norfolk in accordance with
the Council’s scheme. Any member involved in any of these activities should speak to the Monitoring Officer to ensure the correct allowances are claimed;

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

- Attendance at political group meetings
- Meetings attended by a single group, with no officers present
- Attendance at civic receptions and Chairman’s receptions
- Attendance at meetings of outside bodies on which members have not been appointed by the Council
- Visits outside of South Norfolk House that are outside of a member’s own ward (e.g. Saffron)
- Any Social Events

8. Renunciation

8.1 A Councillor may forego all or any part of his/her allowances under this scheme by giving notice to that effect to the Monitoring Officer.

9. Part year entitlements

9.1 On basic or special responsibility allowances where entitlements are affected by changes in membership or changes in responsibilities during the year, the entitlement is calculated by taking the proportion of days entitlement to a full year. In attendance and other allowances the sum payable is that in force on the day the duty was undertaken.

10. General

10.1 The basic and special responsibility allowances are paid in the current month. Travelling, conference and other expenses are paid in arrears.

10.2 Members are required to submit their claims by the fifth working day each month so that payment can be made to their bank/building society no later than 25th of the month.

10.3 Councillors who fail to submit a claim within 3 months of carrying out the duty or incurring the expense, will be deemed, automatically, to have waived their right to claim.

10.4 If any member is in doubt about entitlement to any item, the Payroll Manager should be consulted prior to submitting a claim.

10.5 Whenever a member appointed to a conference or course or is unable to attend, the Monitoring Officer must be notified of the substitute member before he/she attends the conference or course. Failure to do so will result in no payment being made.

10.6 Members must take full responsibility for the accuracy of claims made and sign declarations to that effect.
11. Withholding allowances

11.1. In certain circumstances, the council will use its powers to withhold or recover allowances from members

If you have any queries or questions or want advice on any particular points or issues, contact the Monitoring Officer.
The Constitution of South Norfolk Council

PART 7

COMMITTEE AND MANAGEMENT STRUCTURE
Sandra Dinneen
Chief Executive

Andy Jarvis
Director of Development and Environment

Andy Radford
Deputy Chief Executive and Director of Resources
The Constitution of South Norfolk Council

PART 8

CODE OF CORPORATE GOVERNANCE
Part 8 Code of Corporate Governance

1. Background

1.1 Parliament has entrusted South Norfolk Council with considerable powers and duties. But the powers of government should only be exercised with the consent of the governed. To be worthy of that consent, the Council must conduct itself according to high principles and standards which are set out here as a Code of Corporate Governance.

1.2 South Norfolk Council’s Code of Corporate Governance is based on guidance published jointly by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) “Delivering Good Governance in Local Government” and its predecessor “Corporate Governance in Local Government: A Keystone for Community Governance”.

1.3 The Council recognises the need for sound and effective corporate governance arrangements and over the years has put in place policies, structures, systems and procedures designed to achieve this end. The Council has adopted this code as a means of drawing together all the elements of corporate governance which it has already put in place and as an expression of its commitment to ensure that whatever changes take place externally or internally, its arrangements will continue to reflect the values, principles and dimensions which underline good governance.

1.4 Each year, the Council undertakes a review of its system of internal control, through production of an Annual Governance Statement.

2. Vision and Priorities

2.1 Working with its partners, the Council has developed and articulated a clear vision for the area and a set of four priorities. Our Corporate Priorities are:

(a) Promoting a thriving local economy.

(b) Enhancing our quality of life and the environment we live in.

(c) Supporting communities to develop their potential.

(d) Driving services through being businesslike, efficient and customer aware.

2.2 The Council reviews each year its corporate plan and a matrix of directorate strategies and a number of major projects that will ensure those objectives are met. All critical activities have SMART targets. (Specific, measurable, achievable, realistic and time bound), defined in response to community needs. But these commitments are meaningless unless they are informed by sound democratic values.
3. **Values**

3.1 Good Corporate Governance is founded on the fundamental values of:

   (a) Effectiveness  
   (b) Integrity  
   (c) Openness  
   (d) Inclusivity  
   (e) Accountability

The application of these fundamental values offer a necessary assurance that the aspirations set out above, will be achieved.

3.2 The Council will measure its **effectiveness** in the sustainable use of resources to deliver services, by reviewing and reporting its performance in public using accurate data and accountancy;

3.3 The Council will demonstrate **integrity** in its efforts to build effective relationships and partnerships with other public agencies and the private and voluntary sectors, with Councillors and Officers operating under strict codes of conduct monitored by a standards committee including independent members;

3.4 The Council will demonstrate **openness** and **inclusivity** by communicating and engaging with all sections of the community to encourage active participation in all its dealings using all forms of media, engagement with young and older people and action panels and forums at neighbourhood level, all informed by a commitment to equal opportunities; and

3.5 The Council will facilitate **accountability** to citizens, customers, employees and the wider community by providing opportunities for scrutiny at Council, portfolio and neighbourhood level.

4. **Dimensions of the Corporate Governance Framework**

4.1 It is important that these values are reflected in each dimension of the Council’s business. CIPFA / SOLACE has defined the six dimensions of its Corporate Governance Framework as:

   (a) Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area

   (b) Members and officers working together to achieve a common purpose with clearly defined functions and roles

   (c) Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour

   (d) Taking informed and transparent decisions which are subject to effective scrutiny and managing risk
(e) Developing the capacity and capability of members and officers to be effective

(f) Engaging the local people and other stakeholders to ensure robust public accountability

The remainder of this code demonstrates how South Norfolk Council addresses these six dimensions

5. **Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area**

5.1 Exercising strategic leadership by developing and clearly communicating the authority’s purpose and vision and its intended outcomes for citizens and service users;

5.2 Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning;

5.3 Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money;

<table>
<thead>
<tr>
<th>Requirement:</th>
<th>Compliance can be demonstrated by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure that a vision for our local communities is developed in consultation with local people and other stakeholders. The vision will include priorities and targets that are measurable.</td>
<td>• The Council's Corporate Business Plan&lt;br&gt;• Directorate plans&lt;br&gt;• South Norfolk Alliance Sustainable Community Strategy&lt;br&gt;• Annual budget consultation&lt;br&gt;• Community Engagement Scheme – participatory budget</td>
</tr>
<tr>
<td>Review on a regular basis the vision for the local area and its impact on the authority's governance arrangements</td>
<td>• Sustainable Community Strategy&lt;br&gt;• This Local Code of Corporate Governance&lt;br&gt;• The Annual Governance Statement&lt;br&gt;• Audits of Governance</td>
</tr>
<tr>
<td>Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties</td>
<td>• Sustainable Community Strategy&lt;br&gt;• The Code of Corporate Governance&lt;br&gt;• Partnership register&lt;br&gt;• Assessment of partnerships in contribution to policy development through Cabinet Policy Committees</td>
</tr>
<tr>
<td>Ensure that financial and activity performance reports are produced in a timely and understandable manner.</td>
<td>• Annual Statement of Accounts&lt;br&gt;• Summary Statement of Accounts&lt;br&gt;• Quarterly financial, performance and half yearly project reporting</td>
</tr>
</tbody>
</table>
Put in place arrangements for the independent review of financial and operational reporting processes.

- Finance, Resources, Audit and Governance Policy Committee
- Scrutiny Committee Terms of Reference
- Annual audit letter and audit reports
- Internal Audit Plan and Annual report

Put in place effective arrangements to identify and deal with failure in service delivery

- Complaints procedure
- Procedures for identifying and reducing unnecessary customer contact (Lean).

Decide how value for money is to be measured and make sure the Council or the partnership has the information needed to review value for money and performance effectively.

- Corporate Business Plan
- Directorate plans
- Performance plans
- Benchmarking Information

Assess the environmental impact of policies, plans and decisions.

- Environmental implications paragraphs on committee reports.

6. **Members and officers working together to achieve a common purpose with clearly defined functions and roles**

6.1 Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function;

6.2 Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of authority members and officers are carried out to a high standard;

6.3 Ensuring relationships between the authority and the public are clear so that each knows what to expect of the other.

**Requirement:**

<table>
<thead>
<tr>
<th>Set out a clear statement of the respective roles and responsibilities of the executive and South Norfolk Council's approach towards putting this into practice.</th>
<th>Compliance can be demonstrated by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and senior officers</td>
<td>• The Constitution</td>
</tr>
<tr>
<td></td>
<td>• Rules for Financial Governance</td>
</tr>
<tr>
<td></td>
<td>• Protocol for Member/Officer Relations</td>
</tr>
<tr>
<td></td>
<td>• Members' Roles and Responsibilities</td>
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<td></td>
<td>• Minutes of meetings</td>
</tr>
<tr>
<td></td>
<td>• Publication of schedule of decisions</td>
</tr>
<tr>
<td>Task</td>
<td>Delegation and Power Scheme</td>
</tr>
<tr>
<td>---------------------------------------------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the authority, taking account of relevant legislation, and ensure that it is monitored and updated when required</td>
<td>Schemes of Delegation in Part 3 of the Constitution</td>
</tr>
<tr>
<td>Ensure that the Chief Executive is made responsible for all aspects of operational management as Head of Paid Service, with an effective system of delegation and performance monitoring.</td>
<td>Scheme of Delegation, Job Description/Person Specification, Terms and Conditions of Employment, Performance Management system, Staff performance review processes and Training Plans</td>
</tr>
<tr>
<td>Develop protocols to ensure that the Leader and Chief Executive negotiate their respective roles early in the relationship and that a shared understanding or roles and objectives is maintained</td>
<td>Regular weekly meetings, Job description of Chief Executive, Role description of Leader, Protocol for Member/Staff Relations</td>
</tr>
<tr>
<td>Ensure that the Section 151 Officer is made responsible for the financial affairs of the Council, including financial advice, financial records and systems of internal control.</td>
<td>Scheme of Delegation, Constitution, Job Description/Person Specification, Terms and Conditions of Employment, Rules for Financial Governance, Performance Management system, Financial Strategy, Budget Book, Reports to Cabinet and full Council</td>
</tr>
<tr>
<td>Ensure that the Monitoring Officer is made responsible for ensuring that the agreed procedures are followed and that all statutes, regulations and other statements of good practice are complied with so far as possible.</td>
<td>Scheme of Delegation, Job Description/Person Specification, Terms and Conditions of Employment</td>
</tr>
<tr>
<td>Develop protocols to ensure effective communication between members and officers in their respective roles</td>
<td>Protocol for Member/Staff Relations, Scheme of Delegation, Codes of Conduct</td>
</tr>
<tr>
<td>Set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process, including an effective remuneration panel. Ensure that effective mechanisms exist to monitor service deliver</td>
<td>The Constitution, Members Remuneration Panel, Members Allowance Scheme, Terms &amp; conditions of Employment, Job Evaluation and Grading Scheme</td>
</tr>
</tbody>
</table>
Ensure that South Norfolk Council’s vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with local community and other key stakeholders, and that they are clearly articulated and disseminated

<table>
<thead>
<tr>
<th>When working in partnership ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>When working in partnership: Ensure that there is clarity about the legal status of the partnership</td>
</tr>
<tr>
<td>Ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions</td>
</tr>
</tbody>
</table>

When working in partnership:
- Protocols for partnership working. For each major partnership there is:
  - A clear statement of the partnership principles and objectives;
  - Clarity of each partner’s role within the partnership;
  - Definition of roles of partnership board members;
  - Line management responsibilities for staff who support the partnership;
  - A statement of funding sources for joint projects and clear accountability for proper financial administration;
  - A protocol for dispute resolution within the partnership.

7. **Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour**

7.1 Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance;

7.2 Ensuring that organisational values are put into practice and are effective.

<table>
<thead>
<tr>
<th>Requirement:</th>
<th>Compliance can be demonstrated by:</th>
</tr>
</thead>
</table>
| Ensure that the authority’s leadership sets a tone for the organisation by creating a climate of openness, support and respect | • Constitution  
• Codes of Conduct  
• Website information  
• Learning Hours  
• Joint Consultative Committee  
• Staff Forum  
• Managers’ Forum |

| Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols | • Codes of conduct  
• Performance appraisal  
• Complaints procedure  
• Counter Fraud and Corruption Strategy  
• Protocols for Member/Staff Relations  
• Directorate Plans |
| Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice | Codes of conduct  
Standing orders  
Financial procedure rules  
Contract Procedure Rules  
Counter Fraud and Corruption Strategy  
Equalities Policies |
|---|---|
| Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations and communicate these with members, staff the community and partners | Codes of Conduct  
Corporate Priorities  
South Norfolk Alliance Vision |
| Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice | Induction training for Members and Employees  
Codes of conduct  
Ethical Standards training  
Equalities Standard |
| Develop and maintain an effective Standards Committee | Standards Committee Terms of Reference  
Periodic Reports to the Council  
Training |
| Use the organisation’s shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority | Decision making practices  
Whistleblowing Policy |
| In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners’ behaviour both individually and collectively | Protocols for partnership |

8. **Taking informed and transparent decisions which are subject to effective scrutiny and managing risk**

8.1 Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny;

8.2 Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs;

8.3 Ensuring that an effective risk management system is in place;

8.4 Using their legal powers to the full benefit of the citizens and communities in their area
<table>
<thead>
<tr>
<th>Requirement:</th>
<th>Source documents/good practice/other means that may be used to demonstrate compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and maintain an effective scrutiny function which encourages</td>
<td>• Scrutiny Committees</td>
</tr>
<tr>
<td>constructive challenge and enhances the authority’s performance overall</td>
<td>• Terms of Reference – Scrutiny Committee</td>
</tr>
<tr>
<td>and that of any organisation for which it is responsible</td>
<td>• Scrutiny Committee Working Style</td>
</tr>
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<tr>
<td>Develop and maintain open and effective mechanisms for documenting</td>
<td>• Publication of schedule of meetings</td>
</tr>
<tr>
<td>evidence for decisions and recording the criteria, rationale and</td>
<td>• Minutes of meetings</td>
</tr>
<tr>
<td>considerations on which decision are based</td>
<td>• Agendas, reports and minutes all published on the Council website and held for at least six years.</td>
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<tr>
<td>Put in place arrangements to safeguard members and employees against</td>
<td>• Codes of conduct</td>
</tr>
<tr>
<td>conflicts of interest and put in place appropriate process to ensure that</td>
<td>• Local Protocols on Planning and Licensing</td>
</tr>
<tr>
<td>they continue to operate in practice</td>
<td>• Register of Disclosure of Interests</td>
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<td></td>
<td>• Register of Gifts and Hospitality</td>
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<td>Develop and maintain an effective Accounts and Audit Committee which</td>
<td>• Finance, Resources, Audit and Governance Committee</td>
</tr>
<tr>
<td>is independent of the executive and scrutiny functions or make other</td>
<td>• Member Training</td>
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<tr>
<td>appropriate arrangements for the discharge of the functions of such a</td>
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<td>committee</td>
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<td>Ensure that effective, transparent and accessible arrangements are in place</td>
<td>• Complaints procedure</td>
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<td>for dealing with complaints</td>
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<td>Ensure that those making decisions whether for the authority of the</td>
<td>• Members’ induction scheme</td>
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<td>partnership are provided with information that is fit for the purpose –</td>
<td>• Training for committee chairs</td>
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<td>relevant, timely and gives clear explanations of technical issues and</td>
<td>• Member Training Plan and Strategy</td>
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<td>their implications</td>
<td>• Officer Reports</td>
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<td>Ensure that professional advice on matters that have legal or financial</td>
<td>• Job Description/Person Specification</td>
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<td>implications is available and recorded well in advance of decision making</td>
<td>• Reports are signed off by the relevant officers</td>
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<td>and used appropriately</td>
<td>• IIP Bronze Standards</td>
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<td>Ensure that risk management is embedded into the culture of the</td>
<td>• Risk management Strategy and Policy</td>
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<td>authority, with members and managers at all levels recognising that</td>
<td>• Reports on risk control</td>
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<td>risk management is part of their jobs</td>
<td>• Internal control framework</td>
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<td>• Performance management system</td>
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<td>• Overall Assurance Framework</td>
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<td>Ensure that arrangements are in place for whistle-blowing to which staff</td>
<td>• Whistle blowing policy</td>
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<td>and all those contracting with the authority have access</td>
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Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise powers to the full benefit of their communities

- Constitution
- Monitoring officer provisions
- Statutory provision

Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law

- Monitoring officer provisions
- Qualified solicitors are available to attend regulatory committees where required

Observe all specific legislative requirements place upon them, as well as the requirements of general law, and in particular the integrate the key principles of good administrative law – rationality, legality and natural justice – into their procedures and decision making processes

- Monitoring officer provisions
- Job description/Person specification
- Statutory provision

9. Developing the capacity and capability of members and officers to be effective

9.1 Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles;

9.2 Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group;

9.3 Encouraging new talent for membership of the authority so that best use can be made of individuals’ skills and resources in balancing continuity and renewal

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<th>Requirement:</th>
<th>Compliance can be demonstrated by:</th>
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| Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis | - Members Training Plan  
- I&DeA Charter on Member Development  
- Induction programme  
- Update courses/information |
| Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the authority | - Job description/ personal specifications  
- Management structure and reporting lines |
| Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively | - Member & Officer Training plans  
- Training Budget  
- Learning Hours |
Develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed

| • Training plans reflect the requirement of a modern councillor including:  
  - The ability to scrutinise and challenge  
  - The ability to recognise when outside advice is required  
  - Advice on how to act as an community leader  
  - Leadership and influencing skills |

Ensure that effective arrangements are in place for reviewing the performance of the executive as a whole and of individual members and agreeing an action plan which might, for example, aim to address any training or development needs

| • I&DeA Charter on Member development |

Ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority

| • Community reference/call for action  
• Rights of the public at meetings  
• Public Engagement Strategy (in preparation)  
• Neighbourhood Boards |

Ensure that career structures are in place for members and officers to encourage participation and development

| • Performance Appraisal  
• Succession planning |

10. **Engaging with local people and other stakeholders to ensure robust public accountability**

10. Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships;

10.2 Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning;

10.3 Making best use of human resources by taking an active and planned approach to meet responsibility to staff.

| Requirement: Make clear to themselves, all staff and the community to whom they are accountable and for what  
Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required | Compliance can be demonstrated by:  
• Sustainable Community Strategy  
• Rights of public to attend Scrutiny Meeting  
• Invitation of external witnesses to give evidence and comment at Scrutiny  
• South Norfolk Alliance |

| Produce an annual report on the activity of the scrutiny function | • Annual Report of Scrutiny Committee |
| Ensure that clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements to ensure that they operate effectively | • Sustainable Community Strategy  
• Joint Working groups with other bodies  
• Communications Strategy  
• Citizens Panel  
• Assistance to Parish Councils to develop Parish Plans  
• Neighbourhood Boards  
• Petitions Procedure  
• Good public website |
| Hold meetings in public unless there are good reasons for confidentiality  
Ensure that arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands |  |
| Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users about including a feedback mechanism for those consultee to demonstrate what has changed as a result | • Communication Strategy  
• Citizens Panel feedback reports  
• Link Magazine  
• Website |
| Performance plan giving information on the authority’s vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period. | • Corporate plan  
• Annual Statement of Accounts  
• Summary of Accounts  
• The Link Magazine |
| Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so | • Constitution  
• Forward Plan  
• Agendas, reports and minutes published website  
• All staff related policies on Intranet (eLink) |
| Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making | • Constitution  
• Joint Consultative Committee  
• Staff Forum  
• Union representation on the Health &Safety Group |
Report of the Leader of the Council

This report covers the items discussed at the 11 June 2012 Cabinet meeting and a verbal update will be given on the Cabinet meeting of 16 July 2012.

Cabinet member(s): Cllr John Fuller
Ward(s) affected: All

Contact Officer, telephone number, and e-mail: Sandra Dinneen 01508 533603 sdinneen@s-norfolk.gov.uk

CABINET – 11 June 2012

1. **South Norfolk Council’s Site Specific Policies and Allocations Development Plan Document: Preferred Options (Part 3)**

1.1. We considered and agreed the sites shown as the third phase of the Council’s preferred options for settlements in the service and other villages, Norwich Fringe, growth locations and strategic employment locations. We also noted that these sites will be included in the preferred options consultation document, which will be published in September 2012.

2. **Development Management Policies Document**

2.1. We considered the results of the public consultation which attracted nearly 1000 responses. The scope and purpose of the Development Management policies were agreed along with the details of all the topics and policies to be included in the Development Management Policies Document.

3. **Wymondham 2026 – Shaping the Future Development of your Town Vision and Objectives**

3.1. The Area Action Plan for Wymondham, which is an opportunity to plan for houses, jobs, services, infrastructure and community benefits for Wymondham, has been out for public consultation. We considered the results of that consultation which was used to develop the Vision and Objectives. We agreed officers should now proceed with production of the Preferred Options document.
4. **Response to the publication of the Norfolk Minerals and Waste Local Development Framework**

4.1. We agreed a response to be sent to Norfolk County Council on the Pre-Submission versions of its Minerals and Waste Site Specific Allocations Development Plan documents.

5. **Cabinet Policy Committees – Future Work Programmes**

5.1. In May, Council approved a new Committee structure which included Cabinet Policy Committees under the Chairmanship of the Deputy Cabinet members. Their main role will be to primarily support the development of policy and undertake an in depth review of performance issues. We agreed the proposed working style and also the initial work programmes for these Committees which we will review and update throughout the year.

John Fuller  
Leader
Report of the Scrutiny Committee Chairman

This report is to update members on the work of the Scrutiny since the last Council meeting on 21 May 2011.

Cabinet member(s): All
Ward(s) affected: All
Contact Officer, telephone number, and e-mail: Emma Nangle 01508 533747 enangle@s-norfolk.gov.uk

1. Scrutiny Committee

1.1. Scrutiny Committee met on 15 May 2012 to consider reports regarding re-introducing a welcome booklet for new residents, a review of scrutiny, the Development Management Policy Document and a recommendation of the Localism and Neighbourhoods OSC regarding the setting up of a Scrutiny Task and Finish Group.

1.2. The Committee first considered the proposal to re-introduce a welcome pack that was sent to new residents moving into the District. The aim was to ensure that residents were aware of services and amenities provided by the Council such as details about their refuse collection, which would encourage take up and more effective methods of payment, e.g. direct debit forms. Members noted that the booklet would be produced and printed in-house meaning that the document could be easily and regularly updated. Members debated whether to include advertisements and concluded that this would not be appropriate or cost effective. Members concluded that the proposed welcome booklet would be of benefit to residents when they moved house, and would benefit the Council in the long term and endorsed the re-introduction of the booklet.

1.3. Members next considered a report advising members of the improvements made to the scrutiny process in the last year. Members were advised that the new report template had been successful and that officers had been praised for the quality of their reports. Members noted that the Council would shortly be launching a round of report writing training for officers to address some of members’ concerns, to focus officers on why their report had been asked for, and to avoid the situation where reports had to be re-written, which members welcomed.

1.4. Members considered a recommendation from the Localism and Neighbourhoods Overview Sub-Committee regarding the setting up of a Scrutiny Task and Finish Group to review the Neighbourhood Boards. Members considered a draft Terms of Reference and were supportive of the idea of setting up a Task Group to look
into the issues facing the Neighbourhood Boards. Members concluded by setting up the Task and Finish Group. Details of the achievements of the Group so far are detailed below.

1.5. Finally, the Committee considered a report on the progress made so far on the Development Management Policy Document. Members’ attention was drawn to the list of draft policies within the report, and were asked for their thoughts and comments on these. Members were informed that the next stage would be to present the draft policies to the Cabinet in June 2012. Members were reminded of the importance of clear, precise policies to ensure future consistency in decision making. Members made a number of comments to officers and recommendations to Cabinet.

2. Neighbourhood Board Review Scrutiny Task and Finish Group

2.1. The Neighbourhood Board Review Scrutiny Task and Finish Group consists of Councillor Dewsbury (chairman), Allen, Billig and Blowfield. The Group has been set up to review the workings of the Neighbourhood Boards and formulate recommendations to improve the Boards in the future. The Task Group is reviewing the membership of the Boards, the promotion of the meetings, and looking at how involvement and engagement with the public can be increased; amongst others.

2.2. To date, the Group has had four meetings and has heard from a number of witnesses, including Neighbourhood Board Chairmen, Neighbourhood Officers and community Representatives. The views of attendees at meetings have also been sought. The Group is currently formulating its recommendations and will present its findings to the Scrutiny Committee on 5 September 2012.

3. Recommendation

3.1. That Members note the work of Scrutiny as detailed in this report.
Report to Council, Monday, 16th July 2012, of the Chairman of the Licensing Committee

Since last Council, the Licensing Committee has met once. The Committee was required to conduct a review of a housing decision. At the hearing, the panel was advised of new information that the appellant had recently successfully bid to rent a property under the Home Options scheme. The decision was to postpone the review which would be reinstated at the appellant’s request.

Recent training sessions on the new Home Options scheme were well attended and very informative.

Robert Savage
Chairman
Council 16 July 2012

The Report of the Chairman of the Development Management Committee (DMC)

At the Annual General Meeting of the Council on 21 May it was resolved to move from two Planning Committees to a single Development Management Committee.

The intention was to review the committee meetings to make them more focused and customer friendly with a smaller dedicated cohort of members trained, following the NPPF and local policy, more intensively than before.

Aim to have:

- Meetings at intervals that support the timely consideration of planning applications,
- Members are trained and supported to make planning decisions that are consistent and based on policy and material considerations.
- Committee sits for a reasonable time, runs more efficiently, applicants are clearer about when their application will be heard and Council/Applicant/Resident costs are reduced.

Under the transitional arrangements the DMC met on 6 and 20 June with a special meeting on 22 June to consider the Carpenters Barn application. Under the new arrangements the committee will meet at generally 4 weekly intervals – dates already advised to members.

The Pre –Committee Group meeting will no longer take place, instead there now are pre-committee Members Question Time sessions at which Members will be able to meet a Senior Planning Officer.

Members at the above session may use the opportunity to seek clarification on any item that appears on the DMC agenda.

Quality Tour review/training session to be held with Members (David Edleston organising) dates to be confirmed.

Although it is early days in the life of the new Committee it has already dealt with some significant applications. The new arrangements especially the changes that we have made to the order of the agenda are working well.

All that remains for me to do now is to thank all members of the Committee and our Planning Officers for the contribution that they have made to the smooth running of the new arrangements.

Cllr Joe Mooney
Chairman
**NORFOLK POLICE AND CRIME PANEL**

**Police:** the regulation and government of a city or country, so far as regards the inhabitants.
Samuel Johnson, *Dictionary of the English Language* (8th edn, 1799), vol. II.

**Posse comitatis:** the power of the county. An assemblage of the able-bodied inhabitants of a county to defend the county against the Queen’s enemies or to enforce the Queen’s writ.

1. As members will recall I have been appointed the Council’s representative on the Police and Crime Panel for Norfolk appointed under the Police Reform and Social Responsibility Act 2011. Cllr Mrs Lisa Neal is the Council’s duly appointed substitute.

2. The Panel holds its first meeting on Friday 20th July 2012. Several further meetings have been scheduled for the remainder of the calendar year with a training session for members and substitutes arranged for September.

3. There has been much criticism of the Act and in particular the introduction of directly elected Police and Crime Commissioners. It is said that this amounts to the politicisation of the Police.

4. As the quotations demonstrate, such criticism is ill-founded. The police service is an instrument of government. Since the police service was instituted in the nineteenth century its evolution has paralleled the extension of the franchise. The police service should rightly be an instrument of popular democracy. On first principles, those who provide and direct that service should be accountable to those who pay for it and for whose benefit it is provided.

5. The word *police* shares its origin with words such as *policy* and *politics*, all of which are ultimately derived from the Greek word which we render as *polis* or *polity*, a city-state which having a mixed government (i.e.: with elements of monarchy, aristocracy and democracy working together in harmony) enables its citizens to live a sufficient life and which was recommended by Aristotle as the model for the ideal constitution.

6. All police officers (but not police and community support officers) are the direct holders of the ancient crown office of constable which itself dates back to the Anglo-Saxon *tithe* system. The word constable comes from the late Roman Imperial Army which had middle-ranking commanders called *comes stabularis* (or keeper of the stables).

7. The introduction of Police and Crime Commissioners and of their companion Police and Crime Panels can thus be seen as a step in that centuries-long evolutionary process. Power is being returned to the people from whence it and the resources to exercise it came in the first place.

C J Kemp,
06/vii/2012