

Broads Authority

17 March 2023

Agenda item number 13

Consultation on the County Deal for Norfolk

Report by Chief Executive

Purpose

This report sets out the proposed arrangements for a Norfolk Leadership Board and the principles underpinning the delivery of the County Deal for Norfolk.

Recommended decision

To consider:

- i. the 'joint working principles' that are proposed to underpin the implementation, planning and delivery of the Deal, and
 - ii. the proposal, including the draft Terms of Reference, to establish a Norfolk Leadership Board, which builds on the Norfolk Public Sector Leaders' Board.
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1. Introduction

- 1.1. Norfolk County Council is consulting residents and businesses on a proposed County Deal for Norfolk which would devolve additional responsibilities and funding from Central Government. Further information can be found at:
www.norfolk.gov.uk/norfolkcountydeal.

- 1.2. This report examines the arrangements that are proposed to underpin the Deal and the Broads Authority's role in them. It does not examine the contents and merits of the deal which is for the Government and the County Council to decide.
- 1.3. If the current Deal is implemented, there are two areas of potential benefit for the Broads Authority:
 - Firstly, the direct benefit would be the ability to influence direction and priorities, and, for those priorities related to the Broads Authority's functions, then the potential to access funding.
 - Secondly, the potential to influence further deals and policy.
- 1.4. Much of this report is taken from document prepared by Paul Cracknell, the Executive Director for Strategy and Transformation and Norfolk County Council for the Norfolk Public Leaders Board and my thanks go to him for his help.
- 1.5. The County Council is proposing that the delivery of the proposed Deal is facilitated by a cross-sector Norfolk Leadership Board, and that a set of joint working principles are 'hard wired' into the delivery of the Deal to promote strong strategic collaboration. The Broads Authority has been asked for its views on both of these aspects and they are set out below.

2. Joint Working Principles

- 2.1. The proposed principles are that:
 - We work together for what's in the best interest of Norfolk
 - We are ambitious for Norfolk
 - We build on our strong track record of respect, collaboration and delivery
 - We focus on improving outcomes for our residents and on reducing inequalities
 - We are evidence-based, intelligence-led, and build on good practice
 - We commit to mutual oversight to ensure the best outcomes are delivered
- 2.2. We agree that:
 - Statutory functions and responsibilities remain with current holders
 - We will support the principle of subsidiarity - with delivery at the most appropriate geography - and will take account of "place", recognising that there is no one-size fits-all, keeping it local and building in local insight, knowledge and engagement
 - We will work together to develop a model that supports the Directly Elected Leader with strategy and delivery, and work through any issues collaboratively

- Where there is appetite to do so, partners pool and share relevant functions, resources and funding to support delivery across the system
- We will focus on where the public sector adds most value and builds local capacity so that individuals/communities can be self-supporting
- We will ensure that the voice of business is heard and actively engaged in driving growth and value
- We will have governance that is transparent, simple, balances individual sovereignty, supports strong collaborative local leadership and fosters democratic accountability
- We use existing governance arrangements and partnerships wherever possible

3. Establishing a Norfolk Leadership Board

3.1. The Deal proposes that a cross-sector Norfolk Leadership Board builds on the foundations of the existing Norfolk Public Sector Leaders' Board (NPSLB).

3.2. The Deal sets out (in para 25):

Norfolk County Council considers the Norfolk Public Sector Leaders' Board an important vehicle through which city, district and borough councils together with other public, private and voluntary sector leaders can join in creating a renewed vision for Norfolk in the context of successful delivery of the devolution deal. Norfolk wishes to work across all sectors with a view to creating a non-statutory Norfolk Leadership Board, building on the Public Sector Leaders' Board, to contribute to the development of the County Deal strategy, and any subsequent deals, and oversee its implementation and delivery. Norfolk County Council also recognises the importance of a strong business voice in driving economic growth, and will continue to ensure they are fully represented through Business Boards, and reflected in the deal's implementation and oversight.

3.3. The Norfolk Public Sector Leaders' Board (NPSLB) was established in September 2020 to "implement more effective partnership working and whole system approaches to the challenges facing the County". The Deal for Norfolk brings with it new opportunities to catalyse this ambition, with devolved powers and funding to develop local solutions to our local challenges.

3.4. Appendix 1 sets out a draft term of reference for the Board, with the following points of note:

The role and remit of the Board

3.5. In addition to the role and remit previously agreed for the NPSLB, the Board will bring county and district council leaders, together with other public, private and voluntary sector leaders, to contribute to the development of the County Deal.

3.6. This will be an advisory Board on the County Deal for Norfolk to ensure that strong collaboration is embedded and stakeholder views are taken fully into account in

implementation (reflecting the commitment, set out in the Deal, to the pivotal role of partners in delivering the Deal and in recognition that working together will deliver the best outcomes for Norfolk).

- 3.7. The Board's role will be to work with Norfolk County Council, as the accountable body for the County Deal, to realise our ambitions for Norfolk. Functions and funding devolved through the Deal, will be exercisable by either the directly elected leader or by the Council, via the usual governance process, and where relevant, with the consent of the relevant planning authorities in whose area the function is being exercised.
- 3.8. The role of the Board will be twofold, to:
- Contribute to, and make recommendations on, the development of the County Deal strategy and implementation programme
 - Provide mutual oversight of the implementation and delivery of the Deal; holding each other to account for the delivering the best outcomes from the Deal. Noting that formal Scrutiny of the Deal will remain within the Council's normal Scrutiny processes.
- 3.9. This will include:
- creating a single, unified strategic vision and outcomes for Norfolk, in the context of the devolution deal (reinvigorating and delivering the original ambition of the NPSLB)
 - making recommendations around the strategic prioritisation of key pipelines, such as the Norfolk Investment Fund, the mechanisms for which will be developed as part of more detailed implementation planning
 - contributing to the Deal implementation plan and work programmes
 - securing the co-operation of partners to deliver the Deal, where relevant
 - providing leadership, mutual oversight and external monitoring of the delivery of the Deal in line with any published government "accountability framework", with the Directly Elected Leader bringing an annual report to the Board
 - identifying opportunities for, and contributing to, any subsequent deals
- 3.10. The intention was that NPSLB, as it matured, would move to meetings held in public. It is proposed that the Board move to being in the public domain within one year of being established so that it operates in an open and transparent environment and is visible to the public.

Membership of Board

- 3.11. The Board must be small enough to operate but take in the breadth of leadership bodies to effectively represent the Deal for Norfolk and the ambitions for the County.

- 3.12. The draft Terms of Reference propose that the membership of the NPSLB is retained with a small number of new members added to reflect the scope of the Deal, including:
- Business sector: Chair of the Business Board
 - Skills sector: Chair of the Skills Advisory Board or relevant partnership following the LEP integration, and Pro Vice-Chancellor of the University of East Anglia (or their nominated representative)
- 3.13. Wherever possible, members of the Board should provide broader representation of, and links back to, their sector.

Wider Partnership Leaders' Summit

- 3.14. It is proposed that the Board convene an annual Leaders' Summit to engage wider relevant partners in addressing the challenges and meeting the ambitions for Norfolk, and to support the Board in shaping its strategic priorities to inform its future work programme. The Summit will be an opportunity to support thought leadership, cross-sector collaboration and develop shared solutions to some of the big challenges facing the County.
- 3.15. The theme(s) for the annual Summit will be identified by the Board, and the event supported by Norfolk County Council.

Senior officer support arrangements

- 3.16. The NPSLB has links to the Norfolk Chief Executives (NCEXs) and Norfolk Leaders' Group, with topics and priorities cascaded from both groups. It has not, however, had a formal senior officer group charged with developing a work programme to drive its activity. In establishing the Board, we would formally establish this function within the existing NCEXs Group, to:
- provide joined up strategic management of the Board and oversee its work programme
 - report and make recommendations to the Board on key strategic issues impacting the economic, social and environmental potential of the County
 - respond to recommendations of the Board and ensuring that appropriate action is taken within organisations to progress matters agreed by the Board
 - establish task and finish groups where appropriate and to oversee the activity of those groups
- 3.17. The NCEXs may invite officers from other organisations to participate in these meetings, as relevant.

4. Financial implications

- 4.1. At this stage it is not possible to identify any costs to the Authority of the proposed County Deal. However, as identified above it could open the door to sources of additional funds to aid the Authority deliver its statutory purposes.
- 4.2. Under the proposed Deal, Norfolk would receive a £20 million investment fund, every year for 30 years. There would also be specific funding for integrated transport, brownfield development (£7 million), adult education, and infrastructure (£5.9 million for housing, regeneration and development, during this Spending Review period). Experience from secured devolution deals a few years ago shows that initial deals can open the door to receiving further powers and money.

5. Risk implications

- 5.1. There are no significant risks to the Authority of this proposal other than if the Authority doesn't play an active part it won't be in the position to argue the case for the Broads and its stakeholders.

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Background papers: County Deal information on Norfolk County Council's website

[Broads Plan](#) strategic objectives: N/A

Appendix 1 – Draft Norfolk Leadership Board Terms of Reference

Appendix 1: DRAFT Norfolk Leadership Board Terms of Reference

Purpose

The Norfolk Leadership Board brings together public, private and voluntary sector organisations in Norfolk to consider issues of strategic importance to Norfolk, and collectively shape and drive our strategic agenda locally, and with central government.

The Board acts as an advisory board ensuring views are taken fully into account.

Specifically, the Board will:

- provide strong and visible collective leadership of Norfolk to realise the full economic, social and environmental potential of the region
- develop a single, unified strategic vision and outcomes for Norfolk and to ensure alignment of this vision across constituent organisations' strategic plans and partnership plans
- It will make recommendations around the development of the County Deal strategy and oversee its implementation and delivery, including to:
 - o contribute to Deal implementation plans and work programmes
 - o make recommendations on the strategic prioritisation of key pipelines, where relevant
 - o secure the co-operation of partners to deliver the Deal
 - o provide mutual oversight and monitoring of the implementation of the deal in line with any published government "accountability framework" and the five-year gateway process for the investment fund, and receive an annual report from the Directly Elected Leader¹
 - o Support the Directly Elected Leader in identifying opportunities for, and contributing to, any subsequent deals
- contribute to the formulation and expression of joint views (of those organisations represented upon the Board) to central government and other bodies and organisations in respect of legislation, proposed legislation and other matters of common interest, concern or relevance to Norfolk
- seek to align resources jointly to reduce duplication and deliver better outcomes at less cost and
- promote shared understanding and analysis of needs across public services, and respond in a coordinated way
- support and oversee, where appropriate, the other key partnerships in the county.

Membership (voting members)

Councillor, Leader of Norfolk County Council

Councillor, Leader of Breckland Council

Councillor, Leader of Broadland District Council

Councillor, Leader of Great Yarmouth Borough Council

Councillor, Leader of Kings Lynn and West Norfolk Borough Council

Councillor, Leader of North Norfolk District Council

Councillor, Leader of Norwich City Council

Councillor, Leader of South Norfolk Council

Chairman of the Broads Authority

Chair of the Norfolk and Waveney Integrated Care Board

¹ Noting that Norfolk County Council will be formally scrutinised and held to account for the devolution deal by the Council's Scrutiny Committee

Chair of the Norfolk and Waveney Integrated Care Partnership
Chair of the New Anglia Local Enterprise Partnership (until such time as it is integrated into the county council)
Norfolk Police and Crime Commissioner
Chief Constable, Norfolk Constabulary
Chair of Norfolk Community Foundation
Chair of the Norfolk Business Board
President of the Norfolk Chambers of Commerce
Chair of the Skills Advisory Panel
Pro Vice-Chancellor of the University of East Anglia (or their nominated representative)

Senior Officers (non-voting members)

Head of Paid Services Norfolk County Council
CEX of Breckland Council
MD of Broadland and South Norfolk Councils
CEX Great Yarmouth Borough Council
CEX Kings Lynn and West Norfolk Borough Council
CEX North Norfolk District Council
CEX of Norwich City Council
CEX of the Broads Authority
CEX, Norfolk and Waveney ICB
CEX Norfolk Police and Crime Commissioner
CEX New Anglia Local Enterprise Partnership (until such time as it is integrated into the county council)
CEX Norfolk Community Foundation
CEX Norfolk Chambers of Commerce

Terms of reference

The Norfolk Leadership Board is a voluntary meeting of organisations seeking collective and individual benefits from working together:

- It is not a formal part of the statutory local governance framework and is accountable to the member organisations that are represented on it primarily via those representatives.
- The Board will seek to reach a 'Norfolk Leadership Board' view on agenda items – but not be a formal 'joint committee'; decision-making rests with the individual constituent organisations / accountable body(s).'
- The Board's role on the County Deal for Norfolk is to work with Norfolk County Council, as the accountable body, in an advisory capacity to ensure views are taken into account.

Chair and Vice Chair

Prior to the election of the Directly Elected Leader, the Norfolk Leadership Board will appoint the leader of the County Council as the chair. Once elected, the Directly Elected Leader will be the appointed chair of the Board.

The vice chair will be appointed on an annual basis from the Board's membership.

Meetings

The Norfolk Public Sector Leaders Board shall meet a minimum of 5 times per year. The dates of these meetings will be published in advance.

Any constituent organisation may place items on the agenda. Minutes of each meeting will be circulated to all constituent members.

The quorum for meetings will be 50% of the 'voting' membership. Substitutes will represent members of the Board if their lead representative is not available.

Meetings of the Board will be held in private initially, with the intention that meetings will move into the public domain within one year.

Voting

Whilst the Board has no delegated powers to make decisions on behalf of member organisations, where a collective view is required the Board will act collaboratively and reach conclusions by consensus, wherever possible. Where a vote is required, there will be a straight vote of one per voting member, with a simple majority to carry a decision. In the event of a tied vote the Chair may have a second or casting vote.

Wider Partnership Summit

The Norfolk Leadership Board will convene an annual Summit to engage wider relevant partners.

Secretariat and Executive Support

Secretariat will be provided by Norfolk County Council.

The work of the Norfolk Leadership Board will be supported by the Norfolk Chief Executive Group, as an advisory group to the Board, to:

- provide joined up strategic management of the Board and oversee its work programme
- report and make recommendations to the Board on key strategic issues impacting the economic, social and environmental potential of the County
- respond to recommendations of the Board and ensuring that appropriate action is taken within organisations to progress matters agreed by the Board
- establish task and finish groups where appropriate and to oversee the activity of those groups

Working Together

The following principles apply to our partnerships:

- **Mutuality:** understanding our common purpose and holding ourselves collectively to account with mutual benefit for each partner
- **Commitment:** We will commit resources to the mutual endeavour
- **Clarity:** We are clear about what we are doing and who is doing it
- **Openness:** we will support mutual oversight and are prepared to raise issues concerning the quality of the working relationship
- **Added value:** we can quantify the added value of doing this together rather than doing it alone
- **Fairness:** we will not seek to profit at one another's expense