

**Cabinet**  
**Minutes of the Virtual Teams Meeting held on**  
**Monday 5 October 2020 at 10am**

**Present:**

Cllr Andrew Proctor	Chairman. Leader & Cabinet Member for Strategy & Governance.
Cllr Bill Borrett	Cabinet Member for Adult Social Care, Public Health & Prevention.
Cllr Margaret Dewsbury	Cabinet Member for Communities & Partnerships.
Cllr John Fisher	Cabinet Member for Children's Services.
Cllr Tom FitzPatrick	Cabinet Member for Innovation, Transformation & Performance.
Cllr Andy Grant	Cabinet Member for Environment & Waste.
Cllr Andrew Jamieson	Cabinet Member for Finance
Cllr Greg Peck	Cabinet Member for Commercial Services & Asset Management.
Cllr Graham Plant	Vice-Chairman and Cabinet Member for Growing the Economy.
Cllr Martin Wilby	Cabinet Member for Highways, Infrastructure & Transport.

**Executive Directors Present:**

James Bullion	Executive Director of Adult Social Services
Helen Edwards	Director of Governance and Monitoring Officer
Simon George	Executive Director of Finance & Commercial Services
Tom McCabe	Executive Director of Community & Environmental Services and Head of Paid Service.
Fiona McDiarmid	Executive Director of Strategy & Governance
Sara Tough	Executive Director of Children's Services

The Chairman welcomed everyone to the Cabinet meeting and advised viewers that pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020, the meeting was being held under new Regulations which had been brought in to deal with the restrictions under Covid 19. Decisions made in the meeting would have the same standing and validity as if they had been made in a meeting in County Hall.

Cabinet Members and Executive Directors formally introduced themselves.

**1 Apologies for Absence**

There were no apologies for absence.

**2 Minutes**

The minutes from the Cabinet meeting held on Monday 7 September 2020 were agreed as an accurate record.

### **3 Declaration of Interests**

There were no Declarations of Interest made.

### **4 Matters referred to Cabinet by the Scrutiny Committee, Select Committees or by full Council.**

There were no matters referred to Cabinet.

### **5 Items of Urgent Business**

5.1 The Cabinet Member for Highways, Infrastructure & Transport updated Cabinet on the latest position with the Great Yarmouth Third River Crossing, during which the following points were noted:

- In the Autumn Budget 2017, the Government had confirmed a financial contribution of £98m for the Great Yarmouth Third River Crossing, subject to successful completion of the Development Consent Order (DCO) process and final 'full' approval from the Department for Transport.
- At its meeting on 15 October 2018, Council resolved to approve the addition of the full cost of the scheme onto the capital programme. This included the £98m DfT contribution, and the 'local contribution', underwritten by the Council's prudential borrowing. The funding also included a contribution from the LEP of £2m. Council also agreed to the award of the contract to deliver the design and construction of the Scheme.
- On 24 September 2020, the Secretary of State confirmed the approval of the Development Consent Order (DCO) for the Scheme. Further to this, and in accordance with approvals already received, the Cabinet Member confirmed that the Full Business Case had been finalised and submitted to the DfT in order to obtain the necessary full and final funding approval and draw down the £98m Government Contribution towards the Third River Crossing.
- With the full approval and funding expected to be confirmed by the Government this autumn, it is intended to commence the main construction works in January 2021, with a target of completing and opening the Third River Crossing in early 2023, which remained in line with the planned delivery timescales and the agreed budget of £121m.

5.1.1 Cabinet welcomed the news.

5.1.2 The Cabinet Member for Growing the Economy agreed this was excellent news for not only the county, but also Great Yarmouth Borough Council. He wished to place on record his thanks to all the Councillors and officers who had worked together to achieve this.

5.2 The Cabinet Member for Innovation, Transformation and Performance advised that, at the Connected Britain Awards on 25 September 2020, Norfolk County Council

had been named “Digital Council of the Year”. The other shortlisted Councils were Brentwood Borough and Newcastle City Councils. The Cabinet Member congratulated the IMT Team, led by Geoff Connell and Kurt Frary, for achieving this award adding that the hard work of the team had meant that Norfolk County Council was in a good place for staff to work at home when lockdown occurred and the award recognised that, together with the fact that it had overcome considerable challenges due to Norfolk’s rural geography to be the best connected rural county in the country. It was also highlighted that there had been improved digital learning in schools; the largest LoWaRAN network in the UK had been built in less than two years; work had been undertaken with the government to take advantage of the full fibre network programme, all of which worked for the benefit of residents in the county and provided a long-term effect on the county’s digital future.

Cabinet passed on its congratulations to everyone involved in the digital achievements and on receiving this well-deserved accolade.

## **6 Public Question Time**

6.1 The list of public questions and responses is attached to these minutes at Appendix A.

### **6.2 Supplementary Question from Mr Jamie Osborn:**

Mr Osborn said that his question was about air pollution as a result of recent traffic changes in Norwich. The Council had acknowledged that there were localised temporary increases in traffic and congestion, and Mr Osborn said that air pollution was a health risk even in the short term and that some of the increases in traffic may not be temporary and would continue to be a problem when there was an insufficient public transport network getting into the city. As a supplementary question Mr Osborn asked when the County Council would make park and ride a viable alternative to driving into the city centre and what steps would be taken to reduce traffic in the city centre.

The Cabinet Member for Highways, Infrastructure & Transport thanked Mr Osborn for highlighting the successful park and ride scheme which would continue to be effective as more people felt confident enough to return to the city centre. The Cabinet Member added that through the Transforming Cities funding, improvements to public transport, cycling and pedestrianisation were being considered to provide better connectivity throughout the greater Norwich area.

## **7 Local Member Questions/Issues**

7.1 The list of Local Member questions and the responses is attached at Appendix B.

### **7.1 Written supplementary question from Cllr Danny Douglas**

I notice that we have not included any “social rent” in this provision whose costs is set at 60% of the market rate, whereas affordable is set at 80% of rent? Labour led Norwich City Council manage to do this (and make a surplus), making life much more affordable for some of Norfolk’s families. Would the appropriate cabinet member like me to arrange a meeting with Norwich City Council to find out how they do this?

The Cabinet member for Commercial Services & Asset Management replied that approximately 50% of the houses at the Acle site would be affordable housing.

Negotiations were currently taking place with registered housing providers to move this forward. Regarding the point in the question about arranging a meeting with Norwich City Council, he said he didn't feel this was appropriate.

- 7.2 Cllr Emma Corlett had found the response to her question disappointing, particularly the claims that were made about the evidence which did not address the modal shift. As a supplementary question, Cllr Corlett asked if the Cabinet Member could tell her when the last origin and destination survey had been undertaken and if it was the intention to update that data in light of the impact of covid-19 on travel patterns.

In reply, the Cabinet Member for Highways, Infrastructure & Transport said that the current work to update the Norwich Area Transport Strategy model was using origin and destination data collected in Autumn 2019 and followed the transport analysis guidance from the Department for Transport. He added that once the work was completed, the details would be made available in the local model validation report and also in the outline business case which should be completed by the end of 2020.

## **8 Long Stratton Bypass**

- 8.1 Cabinet received the report by the Executive Director of Community & Environmental Services setting out the next phase of the process, which was to submit the more detailed Outline Business Case, following the approval from the Department for Transport for the Strategic Outline Business Case.

- 8.2 The Cabinet Member for Highways, Infrastructure & Transport introduced the report, highlighting that the Long Stratton Bypass had been a priority for Norfolk County Council for a few years. The Cabinet Member read out the following statement:

"The A140 Long Statton Bypass is a long-held infrastructure aspiration and priority to improve the centre of Long Stratton for residents and business alike, improving quality of life and local environment by the removal of the through traffic. Highways users will also see significant improvement in journey times and reliability by not having to travel through the town, especially in the morning and evening peak hours.

The successful delivery of the well-received Hempnall roundabout scheme has improved the safety record of that junction and unlocked the scope for a small part of the planned development in Long Stratton as set out in the adopted joint core strategy and area action plan. More significantly it has also provided the platform that has enabled our focus to move to the next stage, which is to see the delivery of the long-awaited bypass.

I am pleased that the bypass project has already received strategic outline business case approval from the department for transport and this report sets out the next phase of that process which is to submit a more detailed outline business case.

It is important for Norfolk County Council to work alongside South Norfolk District Council and Norfolk Homes to deliver the Long Stratton bypass as each of the

organisations involved hold responsibilities that are key to the successful delivery of the proposal.

The establishment of a Project Board and Member Steering Group for the Long Stratton bypass will enable us to work together effectively and collaboratively to bring forward this important piece of infrastructure. There is a need to ensure appropriate governance arrangements are in place for the Long-Stratton bypass so please refer to appendix A in the report for the proposed terms of reference for the member steering group.

The A140 forms part of the major road network and is the highway connecting the two largest economies of the New Anglia Local Enterprise Partnership centred between Norwich and Ipswich respectively.

I would like to thank everyone for their support for the scheme and give a special mention to Alison Thomas, the Local Member, who has been leading a campaign for many years to get this Long Stratton bypass delivered and she really has been instrumental in getting us where we are. Thank you to everyone, especially Alison”.

- 8.3 The Chairman highlighted that this was another example of good partnership working with the Greater Norwich Growth Board.
- 8.4 The Cabinet Member for Children’s Services welcomed the report, stating that he used to live in Long Stratton and still had relations living there who all welcomed the bypass.
- 8.5 The Cabinet Member for Growing the Economy added his support for the scheme, stating that, together with the Great Yarmouth Third River Crossing, the completion of the NDR and the five pieces of work to be done by Highways England along the A47, travelling around the county would become much easier, with shorter journey times and less congestion, and would also help to boost Norfolk’s economy.
- 8.6 The Chairman added that the Long Stratton Bypass, together with the Great Yarmouth 3<sup>rd</sup> River Crossing, also supported the County Council’s objective of Infrastructure First.
- 8.7 Cabinet **RESOLVED** to:
1. **Confirm** the support for the delivery of the Long Stratton Bypass and to **agree** to add this to the capital programme.
  2. **Delegate** the approval of the Outline Business case to the Cabinet Member for Highways, Infrastructure & Transport.
  3. **Agree** to form a Member Steering Group and approve the Member Steering Group Terms of Reference, as detailed in appendix A of the report.
- 8.8 **Evidence and reasons for Decision**
- Refer to section 4 of the report.
- 8.9 **Alternative Options**
- Refer to section 5 of the report.

## **9 Annual Local Levy Setting for 2021-22 in the Regional Flood and Coastal Committees.**

- 9.1 Cabinet received the report by the Executive Director of Community & Environmental Services setting out a proposed position for the County Council members on the Regional Flood and Coastal Committees (RFCC) to take in relation to local levy setting for 2021-22.
- 9.2 The Executive Director for Community & Environmental Services highlighted that the recent heavy rain had provided a reminder of the need to monitor and plan to deal with, and prevent, flooding whether it was coastal, from rivers or caused by heavy rainfall. He added that the Regional Flood and Coastal Committees were a key element in the delivery of flood defence schemes and the Annual Levy was part of Norfolk's contribution to this vital work.
- 9.3 The Cabinet Member for Environment & Waste advised that, for every £1 put in, approximately £5 was received in investment. The report recommended a 1.5% increase, subject to the levy being agreed. He added that this also showed the County Council was investing and showing its support for infrastructure in terms of coastal and river protection.
- 9.4 The Cabinet Member for Adult Social Care, Public Health & Prevention added his support for the proposals as it leveraged money from central government, other committees and other grants. He also echoed the comments made in that, for every £1 raised, an extra £5 of investment could be leveraged into the county, adding that flooding and coastal erosion in Norfolk was a key issue for constituents.
- 9.5 The Cabinet Member for Growing the Economy highlighted the support in the Great Yarmouth area from the Environment Agency as well as Norfolk County Council, adding that he supported the proposals. He also highlighted that the levy funded a Liaison Officer who provided a vital link to Environment Agency funding and was a further example of partnership working to provide better services and better protection for Norfolk residents.
- 9.6 The Cabinet Member for Finance also endorsed the importance of working together with other agencies, supporting the "Working Better Together" initiative which had been prevalent throughout the covid-19 pandemic and also extended to the vital coastal committees.
- 9.7 Cabinet **RESOLVED** to:
1. **Agree** that the NCC representatives at the Regional Flood and Coastal Committees will support an increase in the Local Levy setting vote in October 2020 of up to 1.5%.

## **9.8 Evidence and Reasons for Decision**

The annual levy from NCC supports significant flood mitigation work as part of the RFCC programme and draws in approximately £5 of central government money for every £1 of local levy spend. The RFCC oversee this programme of capital and maintenance works to reduce the risk from flooding and coastal erosion. In 2019/20 Norfolk had a local levy allocation of £1,352,900 for all flood and coastal

erosion projects. County Council received an allocation of £333,900 of Local Levy contributions towards surface water projects. These allocations relate to the 6-year EA FCERM Programme from April 2015 to March 2021.

Although Local Levy is pooled for projects across the region, Norfolk has benefitted from a good return of levy supported projects and schemes. Recent major projects in Norfolk have included the river defence work in Great Yarmouth and the Bacton sandscaping project.

Local Levy is currently supporting a number of NCC surface water improvement projects including Dereham, Watton and Saham Toney, Thorpe Hamlet and Mileham. The Levy also funds the EA Liaison Officer post who is providing a vital link to enable our projects to access EA funding.

## **9.9 Alternative Options**

Cabinet could ask the County Council's representatives on the Committee to support any position in relation to the levy and a range of illustrative options are set out in Annexe 1 of the report.

## **10 Finance Monitoring Report 2020-21 P5: August 2020**

10.1 Cabinet received the report by the Executive Director of Finance & Commercial Services which gave a summary of the forecast financial position for the 2020-21 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2021, together with related financial information.

10.2 The Cabinet Member for Finance introduced the report and moved the recommendations, during which the following points were noted:

- The forecast level of overspend had reduced by £2.6m up to the end of August 2020 and was now £5.314m.
- Covid related grant funding had increased from £63.824m to £70.388m.
- Covid related financial pressures had increased to £79.285m.
- Additional government support of £3.718m had been received to control local outbreaks of covid-19 and the test and trace service support grant had enabled the Council to cover expenditure of providing an outbreak centre with a local dedicated team.
- The first claim of £2.7m for lost income up to the end of July 2020 was submitted, following the government announcement that they would compensate Local Authorities for loss of income due to the pandemic where losses exceeded 5% of planned income.
- Confirmation had been received that the remaining tranche of the infection control fund used to help care homes cover the increased costs of PPE, staff and general control of covid in their establishments would be received. Half of the £10.444m had been received on 1 October 2020.
- The impact of the pandemic on Community & Environmental Services department was mainly due to the loss of income, which would be reflected in the compensation claim for both CES and other service budgets once negotiations with the MHCLG had been completed.
- Notification had been received about increased amounts of kerbside waste collections which would add to the cost of waste disposal as well as seeing

increased costs associated with the reopening of household waste recycling centres.

- Adult Social Services had forecast an overspend of £8.162m to the end of August 2020, after utilising grant funding of £38.4m. Of the £38m, approximately £16m had been allocated from the covid-grant specifically to support the care market.
- The first recommendation was to delegate authority to the Cabinet Member for Adult Social Care, Public Health & Prevention to continue the well-received support to care providers for the remainder of this financial year.
- The emergence of a new potential pressure, if unresolved, could lead to difficulty in narrowing the budget gap later in the year and these included the basis upon which the NHS would fund the costs associated with hospital discharges, which may also have an impact on the 2021-22 budget.
- As day centres reopened travel costs could rise due to the social distancing rules.
- There had been some slippage in savings and transformation costs and some identified savings may not be achieved.
- Children's Services had forecast a break-even position at the end of August.
- Covid and other service pressures had been offset by covid grant funding, while an overspend in the High Needs Block of £9.7m was currently offset by carrying forward the deficit into future years as required in Government guidelines.
- The savings shortfalls listed in Annex 3 currently ran at £17.3m gross or 43% of the total savings required. The impact of the pandemic has had a profound effect on the timing and ability to achieve the level of savings, although spending departments remained confident that the bulk of net savings would be achieved.
- Regarding the recommendations Cabinet was being asked to consider, as set out in recommendation 1, approximately £16m to support the care market in Norfolk. This included paying additional money to residential nursing providers; to home support providers and generally providing additional financial support.
- In Children's Services, under recommendation 2, authority would be given to support short-term providers therapy and also support providers and provide additional support to meet covid related needs.
- The case management system in recommendation 3, would streamline the workload of social workers who managed the financial affairs of adults for whom they had a responsibility under the court of protection.
- Recommendation 4 – the provision of new museums service tills was self-explanatory.

10.3 The Cabinet Member for Adult Social Care, Public Health & Prevention thanked Cabinet for their continued support in ensuring Adult Social Care had the necessary funds to deal with the pressures brought about by the pandemic.

The Cabinet Member highlighted that the first recommendation Cabinet was being asked to consider was about delegating powers to the Cabinet Member for Adult Social Care, Public Health & Prevention to continue to support the care market. This was an extension of the powers given in June 2020 which had been used to support independent businesses and support and care for the vulnerable people in the county.



- 10.4 The Cabinet Member for Growing the Economy highlighted the significant uncertainty in relation to income stating that the forecasts would be reviewed and revised regularly. The Cabinet Member pointed out that the first 5% of the compensation from the loss of income claim was discounted which meant the Council would receive 75% of the remainder, so the full amount of money lost would not be received.
- 10.5 The Cabinet Member for Children's Services advised, in relation to the pressures on the high needs block and Dedicated Support Grant, lobbying of MPs and Ministers was taking place to try to resolve the issue. He added that services were being reviewed to ensure support could be given to the therapy and assessment, short break providers once the pandemic was over.
- 10.6 The Chairman commented that, although there was a funding shortfall of £9m, the substantial amount of £70m received from the government had been used wisely to support and benefit Norfolk.
- 10.7 Cabinet **RESOLVED** to:
1. **Approve** the continuation of financial support to Adult Social Care (ASC) providers as described in paragraph 5.17 of Revenue Appendix 1, including delegating authority to the Cabinet member for Adult Social Care and Public Health to make a decision, as appropriate, about the extension of any future offer relating to provider support payments and provider additional cost claims for the remainder of 2020-21 subject to those payments remaining within the remaining Covid-19 funding available for that purpose.
  2. **Approve** the continuation of financial support to Children's Services providers as described in paragraph 5.18 of Revenue Appendix 1, including delegating authority to the Cabinet member for Children's Services to make a decision relating to the ongoing measures that are still needed to support providers for the remainder of 2020-21, subject to those payments remaining within the remaining Covid-19 funding available for that purpose.
  3. **Recommend** to County Council expenditure of £0.022m to purchase and implement a Case management system for appointeeships and deputyships as set out in paragraph 4.1 of Capital Appendix 1, to be funded from additional prudential borrowing.
  4. **Recommend** to County Council expenditure of £0.039m to replace Museums Service tills as set out in paragraph 4.2 of Capital Appendix 1, to be funded from additional prudential borrowing.
  5. **Subject to approval** of recommendations in the Schools' Capital Programme report elsewhere on this agenda, to recommend to County Council the addition of £30m prudential borrowing to the capital programme.
  6. **Note** the period 5 general fund forecast revenue overspend of **£5.314m** noting also that Executive Directors will take measures to reduce or eliminate potential over-spends;

7. **Note** the COVID-19 grant funding received of **£70.388m**, the proposed use of that funding, and the related expenditure pressures.
8. **Note** the period 5 forecast shortfall in savings of **£17.307m**, noting also that Executive Directors will take measures to mitigate savings shortfalls through alternative savings or underspends;
9. **Note** the forecast General Balances at 31 March 2021 of £19.706m, before taking into account any over/under spends;
10. **Note** the expenditure and funding of the revised current and future 2020-23 capital programmes.

#### 10.8 **Evidence and Reasons for Decision:**

Two appendices are attached to this report giving details of the forecast revenue and capital financial outturn positions:

**Appendix 1** summarises the revenue outturn position, including:

- Forecast over and under spends
- Covid-19 pressures and associated grant income.
- Changes to the approved budget
- Reserves
- Savings
- Treasury management
- Payment performance and debt recovery

**Appendix 2** summarises the capital outturn position, and includes:

- Current and future capital programmes
- Capital programme funding
- Income from property sales and other capital receipts.

#### 10.9 **Alternative Options**

In order to deliver a balanced budget, no viable alternative options have been identified to the recommendations in this report. In terms of financing the proposed capital expenditure, no grant or revenue funding has been identified to fund the expenditure.

### 11 **Strategic & Financial Planning**

- 11.1 Cabinet received the report by the Executive Director of Finance & Commercial Services and the Executive Director of Strategy & Governance representing a key milestone in the development of the 2021-22 budget and providing an opportunity for Members to consider savings proposals prior to wider consultation.
- 11.2 The Executive Director of Finance & Commercial Services highlighted paragraphs 12.2 and 12.3 of the report which contained his opinions, as Section 151 Officer, on the council tax increase and the potential adult social care precept.
- 11.3 In introducing the report and moving the recommendations, the Cabinet Member for Finance highlighted the following points:

- The size of the forecast gap had increased from £39m when the budget was set in February 2020, to £45m.
- Following two rounds of budget challenge with spending departments, the gap had been reduced to £15m.
- Whilst it was a statutory duty to deliver a balanced budget, which would be achieved, it was correct during a pandemic, to make as many savings as possible without materially reducing the level of front-line services.
- A summary of the proposed new savings, for the coming year and until 2025 was set out in table 4 of the report.
- Proposals totalling approximately £43.5m had been identified across the County Council, although set against this was approximately £8.675m of savings which had been delayed or removed, mainly due to the impact of covid-19 on implementation plans.
- Departments had found new savings of £34.75m for next year, although this left a gap of £15m to bridge.
- Proposals put forward by Adult Social Care included a social care precept of 2%, which meant Norfolk residents would be asked to pay an additional 1.99% in council tax next year as well as a 2% precept for adult social care, subject to government approval and guidance. This would mean an increase of just over £1 per week for those in council tax band D.
- The Secretary of State had recently announced that he was expecting to publish the Comprehensive Spending Review in November 2020 and that he was seeking a settlement which would provide the greatest degree of certainty for the future.
- A further review of possible departmental savings would be carried out in December 2020.

- 11.4 The Chairman highlighted this was an unprecedented time of risk and uncertainty relating to national funding and added that he hoped some degree of certainty would be received which was essential for the future. He continued that the other essential element would be the further budget challenge in December 2020 and also the Executive Director's view of the budget as a platform for the future, given the risks and challenges faced in delivering services.
- 11.5 The Cabinet Member for Adult Social Care, Public Health & Prevention referred to the proposed precept of 2% to fund adult social care, which he wholeheartedly supported due to demographic changes increasing the number of over-85s as a percentage of the population in Norfolk. The focus of Adult Social Care was to look after the vulnerable people in the county and therefore it was imperative that the proposal was taken to Council for a decision, where he hoped cross-party support would be received for the budget in February 2021.
- 11.6 The Chairman reiterated that it was hoped the comprehensive spending review would provide some funding certainty for the future.
- 11.7 The Cabinet Member for Children's Services outlined how Children's Services would continue with its transformation programme, the benefits of which were starting to be seen. The Looked After Children service had been reviewed and had reduced the impact on the budget and this work would continue.

The Cabinet Member also highlighted the SEND investment programme of £120m which was beginning to show results and it was hoped, as SRBs opened later in the year, a further positive impact would be seen in the future.

Cabinet was advised that the “no wrong door” policy would be starting next year which would hopefully reduce some of the high cost placements and he also highlighted the work done to introduce new technology which had been progressed following covid, as well as the reduction in travel costs in the future.

- 11.8 The Cabinet Member for Growing the Economy highlighted the proposed savings for the Community & Environmental Services department which mainly focused on back office savings in all areas of the department, adding that he felt the public should be reassured that the Council was trying to ensure it was as efficient as possible in providing back office facilities whilst maintaining services.
- 11.9 The Cabinet Member for Innovation, Transformation & Performance highlighted the innovation and transformation aspects and the streamlining of working practices; the innovative methods of working to achieve greater efficiency and provide better ways of working which would allow the Council to continue to provide services for the people of Norfolk.
- 11.10 The Cabinet Member for Finance concurred with the remarks that had been made, adding that the largest single saving could be achieved by exiting buildings across the county in the course of the next financial year and consolidating activities within county hall to fully utilise the site, rather than having half-filled offices around the county.
- 11.11 Cabinet considered the report and **RESOLVED** to:
1. **Note** the County Council strategy as set out in section 2 and how the Budget process is aligned to the overall policy and financial framework;
  2. **Agree** for planning purposes:
    - the latest assessment of significant areas of risk and uncertainty around emerging budget pressures for the 2021-22 Budget and Medium Term Financial Strategy, which remain to be resolved and which may have a material impact on budget planning (section 10);
    - the uncertainty about national funding announcements (section 3);
    - the assumptions about the level of council tax and Adult Social Care precept for 2021-22 (section 12); and
    - that subject to the above, and the proposed savings in recommendation 3, a budget gap in the order of £15.062m remains to be closed for 2021-22 (paragraph 10.5 and table 11).
  3. **Agree** the proposed savings as set out in sections 5-9 (tables 5-10) to be taken forward in budget planning for 2021-22, subject to final decisions about the overall Budget in February 2021, noting the level of savings already included from the 2020-21 Budget process, and the anticipated changes to those existing savings (including the replacement of Business Transformation savings with service proposals) (paragraph 4.3 and table 2);
  4. **Agree** that public consultation be undertaken on the 2021-22 Budget and saving proposals, and the level of council tax and Adult Social Care precept for 2021-22, as set out in section 13;

5. **Note** the responsibilities of the Executive Director of Finance and Commercial Services under section 114 of the Local Government Act 1988 and section 25 of the Local Government Act 2003 to comment on the robustness of budget estimates as set out in section 11;
6. **Agree** the proposed next steps in the Budget planning process for 2021-22, including the actions in paragraph 10.6 required to develop further saving proposals in light of the significant uncertainty about the overall financial position, and the remaining Budget planning timetable (Appendix 1); and
7. **Note** and thank Select Committees for their input, and agree to seek to provide earlier opportunities for Select Committees to support the Budget development process for 2022-23 (section 21).

## 11.12 **Evidence and Reasons for Decision**

The County Council faces an unprecedented financial and public health crisis which has the potential to have significant implications for future budget setting. It remains essential to continue to engage with Government, MPs and other stakeholders to campaign for adequate and sustainable funding for Norfolk to continue to deliver vital services to residents, businesses and visitors. It is also important that Government issues guidance on financial planning assumptions, particularly indicative funding allocations for 2021-22, as soon as possible. Otherwise there is a significant risk that the Council will be obliged to reduce service levels. The Council's MTFS planning builds on the position agreed in February 2020 and this continues to be updated as more reliable information about cost pressures and funding impacts emerges through the process. The report confirms that further savings are expected to be required to close the underlying gap.

The proposals in the report reflect a prudent response to the challenges and uncertainties present in the 2021-22 planning process and will ultimately support the Council to develop a robust budget for the year.

## 11.13 **Alternative Options**

This report forms part of the framework for developing detailed saving proposals for 2021-22 and at this stage no proposals have been agreed, meaning that a range of alternative options remain open.

In addition, there are a number of areas where Cabinet could choose to consider different parameters for the budget setting process, such as:

- Considering alternative approaches to the development of savings from those proposed.
- Adopting an alternative allocation of targets between services, or retaining a higher or lower target corporately.
- Considering an alternative timetable within the time constraints required to develop proposals, undertake public consultation, and meet statutory deadlines for the setting of council tax.
- Changing assumptions within the MTFS (including the level of council tax) and therefore varying the level of savings sought.

Final decisions about the overall shape of the 2021-22 Budget, savings, and council tax will not be made until February 2021, when they will be informed by Local Government Finance Settlement figures, forecasts supplied by District Councils, and the findings of EQIA and public consultation activity.

The deliverability of all saving proposals will continue to be kept under review by the Section 151 Officer as further detailed implementation plans are developed and up until final budget setting proposals are presented to Cabinet in February 2021.

## **12 Disposal, acquisition and exploitation of property**

- 12.1 Cabinet received the report by the Executive Director of Finance & Commercial Services setting out proposals aimed at supporting Norfolk County Council priorities by exploiting properties surplus to operational requirements; pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the county.
- 12.2 The Cabinet Member for Commercial Services & Asset Management in introducing the report and moving the recommendations highlighted that Cabinet's approval was being sought to declare four properties surplus to NCC requirements. This was in line with Norfolk County Council's Strategy to proactively release property to generate capital receipts and reduce maintenance costs by rationalising the estate.
- 12.2.1 **Former Library building in Connaught Road, Attleborough.**  
The library service had relocated into Attleborough Enterprise Centre in 2019 and since then the site had been used as a library book store housing part of the book store from county hall. Planning was underway to relocate all the books currently stored at Connaught Road into dedicated facilities for the library and school library service. The process to dispose of the property would commence which would allow Breckland District Council, Attleborough Town Council and any local community groups to express an interest and be considered as potential bidders.
- 12.2.2 **Land east of Langham Road, Blakeney**  
This was one of several projects being considered, with Broadland Housing and North Norfolk District Council as exception sites which could provide much needed social and affordable housing in the north of the county.
- 12.2.3 **Former Woodside Primary and Infant School, Firs Road, Hethersett**  
Following a review with the Corporate Property Strategy Group, it had been confirmed that the site was no longer required for Norfolk County Council service use. Subsequently, Adult Social Services had identified the site as having the potential to provide extra care housing and work was being undertaken with the Independent Living Team to consider the option. If the extra-care scheme was not viable, it was proposed to dispose of the site through open market sale, auction or tender.
- 12.2.4 **Land at Burlingham Road, South Walsham.**  
The County Farms team had reviewed this piece of county farms land and deemed it was not required for operational use, nor Norfolk County Council service use. It had subsequently been successfully promoted through the

Broadland District Council Local Development Framework for residential development.

- 12.3 The Cabinet Member for Communities & Partnership advised that, regarding the move of the Attleborough Library, members of the public had welcomed the move to the new building as people had previously found it difficult to access the library as they were required to cross a dual carriageway road. The new library was more accessible and nearer to car parks, schools and housing.
- 12.4 The Cabinet Member for Innovation, Transformation & Performance endorsed the proposal for Blakeney, where there was a shortage of housing and land which could be used to provide affordable homes for local people.
- 12.5 The Cabinet Member for Adult Social Care, Public Health & Prevention welcomed the proposals, adding that this highlighted how Norfolk County Council was using its assets to help protect services.
- 12.6 Cabinet **RESOLVED** to:
1. **Formally declare** the Former Library building, Connaught Road, Attleborough (3002/017) surplus to County Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
  2. **Formally declare** the Land East of Langham Road, Blakeney (part of 102/011A) surplus to County Council requirements and instruct the Director of Property to conclude negotiations with Broadland Housing Association and dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
  3. **Formally declare** the Former Woodside Primary & Infant School site, Firs Road, Hethersett NR9 3EQ (7054/012) surplus to County Council requirements and:
    - (i) Instruct the Director of Property to dispose of the site to an extra care housing provider, or
    - (ii) In the event of no satisfactory agreement instruct the Director of Property to dispose of the property on the open market.In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
  4. **Formally declare** the Additional Land at Burlingham Road, South Walsham (5051/109 (part)) surplus to County Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet

Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.

#### **12.7 Evidence & Reasons for Decision.**

Declaring the sites and land holdings at the former Library, Connaught Road, Attleborough, former Woodside Primary & Infant School site, Firs Road, Hethersett and the additional Land at Burlingham Road South Walsham surplus to County Council use means that the Corporate Property Team can consider options for the disposal and exploitation of these sites.

The declaring of the Land East of Langham Road, Blakeney surplus supports an opportunity to provide affordable housing in this location.

#### **12.8 Alternative Options**

Declaring sites and land holdings surplus is a result of the sites no longer being required for service delivery. The alternative would be to retain resulting in incurring holding costs for an asset that is not contributing to service delivery.

### **13 White Paper: Planning for the Future Norfolk County Council Response**

13.1 Cabinet received the report by the Executive Director of Community & Environmental Services setting out the County Council's response to the Government's consultation on the proposed reforms to the planning system as set out in the White Paper – Planning for the Future.

13.2 The Cabinet Member for Highways, Infrastructure & Transport introduced the report which set out Norfolk County Council's response to the Government's consultation on proposed reforms to the planning system as set out in the White Paper "Planning for the Future".

The stated aims of the White Paper were to make the planning system simpler, cleaner and quicker to navigate; encourage sustainable and well-designed developments and make it harder for developers to dodge their obligations to improve infrastructure. It also aimed to give a greater say to local communities on what would be built and deliver more homes and jobs.

The Cabinet Member said that the White Paper was welcomed, together with many of the aims. However, there were some issues and concerns affecting the County Council and its various statutory roles and responsibilities.

Further clarification was needed from Government about primary and secondary legislation to ensure the County Council, as an infrastructure provider, and having a statutory role in the preparation of other authority's local plans, particularly around proposed growth areas where infrastructure would be critical to deliver key strategic infrastructure such as new roads and schools to support housing and employment growth.

Norfolk County Council currently received funding through Community Infrastructure Levy (CIL) in the Greater Norwich area and from Section 106 money across the county to support funding infrastructure. It was therefore key that we continued to receive that funding in the future to deliver infrastructure.



13.3 The Cabinet Member for Environment & Waste added that the proposed response was fair and robust, highlighting that there were some proposals such as energy efficiency ones which should be welcomed. He also highlighted that the White Paper appeared to be trying to streamline aspects of planning and risks which would not work, as house prices in London and Reading did not reflect areas such as Great Yarmouth and that all areas were unique. He felt the White Paper would be better by targeting developers and landowners who held unrealistic expectations.

13.4 The Chairman highlighted that there were approximately 18-20k undelivered planning permissions in the greater Norwich area, therefore the aims, although laudable, should be aimed at the delivery rather than planning aspect.

It was also queried how funding for infrastructure could be received if Section 106 and CIL money was no longer available.

The Chairman also highlighted the duty to cooperate that appeared to have been omitted from the consultation.

13.5 The Cabinet Member for Adult Social Care, Public Health & Prevention welcomed the constructive criticism in the response to the proposals. He also raised the concerns of residents in his area about the recently launched government proposals for large amounts of development in rural districts.

13.6 The Cabinet Member for Growing the Economy mentioned that, in the Great Yarmouth area over 5.5k approved planning permissions had been given for properties that had not been built. He added that he would prefer to see developers being given 2 years to commence a development once planning permission had been received and if they hadn't done so they should be taxed at normal business rates which would give them an incentive to build. Another possibility was withdrawing planning permission if the development was not commenced within a set period of time.

13.7 Cabinet considered the report and **RESOLVED** to:

1. **Agree** the comments in the report and in the appendix as the County Council's formal response to the Government's White Paper: Planning for the Future.

### 13.8 **Evidence and Reasons for Decision**

While many of the proposed reforms to the planning system as set out in the Government's White Paper are to be welcomed, there are a number aspects to these reforms which require further clarity and ultimately changes in the primary and secondary legislation to ensure the effective delivery of County Council infrastructure and services to support environmental enhancement and housing and employment growth.

The comments in this report and those set out in the Appendix will form the basis for the County Council's formal response to the White Paper.

### 13.9 **Alternative Options**

The recommendation in this report is to agree the comments set out in the report and accompanying appendix. The alternative is to remove and/or add additional comments/representations on the Government's White Paper, however, this is not considered appropriate.

## **14 Adult Social Services Winter Resilience Planning**

14.1 Cabinet received the report by the Executive Director of Adult Social Services setting out the work in progress and the approach in collaborating across the health and social care system, which had been strengthened by the need to respond to covid-19. The report highlighted the main challenges, learning and themes which were being addressed.

14.2 The Executive Director of Adult Social Services highlighted that the National Plan had been published on 18 September and required Norfolk County Council to agree its plan for submission by 31 October. Therefore in addition to the recommendation to note and agree the Plan, the recommendation would also be used for the national submission.

The Executive Director highlighted that, as well as the usual pressures this winter, the fragility of the care market as a result of the first wave of covid-19 and the potential second wave would also need consideration. He added that the report outlined the issues faced, adding that the County Council worked well with the NHS to integrate the approach.

14.3 The Cabinet Member for Adult Social Care, Public Health & Prevention highlighted that by working together with other providers in the health and social care network, a better result would be achieved for residents through this important work.

The Cabinet Member drew attention to the key points of the framework:

- Meeting people's needs.
- Supporting the provider market.
- Reducing pressures on the NHS.
- Supporting a resilient and functioning system.

14.4 The Cabinet Member for Growing the Economy said it was imperative that Norfolk residents should continue with the covid-19 guidance to ensure they didn't add pressure to the NHS and care systems in the winter. He implored residents to ensure they followed the guidance in keeping themselves and their families safe.

14.5 The Chairman asked the Cabinet Member for Adult Social Care, Public Health & Prevention if this was the commencement of the winter planning process, or if Cabinet would be receiving a further iteration in the future.

14.5 The Cabinet Member replied that this was the start of the process, which he had wanted to flag up as early as possible as it demonstrated to Partners that Norfolk County Council was taking the situation seriously and also flag up that Partners were working on a Plan to move forward together. The Cabinet Member commended the report to Cabinet.

14.6 Cabinet considered the report and **RESOLVED** to:

1. **Endorse** the emerging winter planning arrangements as set out in the report and at Appendix 1.

## **15 Norfolk County Council in an Integrated Care System (ICS)**

15.1 Cabinet received the report by the Executive Director of Adult Social Services and the Executive Director of Children's Services which aimed to draw together the developing picture regarding future local Integrated Care System and the opportunities for NCC within in ICS, and identify key principles for NCC in an ICS to improve outcomes for our residents and meet wider NCC aims.

15.2 The Cabinet Member for Children's Services stressed that working with the NHS, Adult Social Services and Children's Services was the most efficient way of providing services and a future Integrated Care System was the right way forward.

15.3 The Cabinet Member for Adult Social Care, Public Health & Prevention supported the recommendations, not only as Cabinet Member for Adult Social Care, Public Health & Prevention, but also as Chair of the Health and Wellbeing Board for Norfolk. He added that the proposals would affect the whole of the public health and social care bodies in Norfolk, including the NHS, independent Trusts, the ambulance service, adult and children's social care at Norfolk County Council, District Councils and would create a structure where everyone worked together to provide services in the health and social care sector.

The Health and Wellbeing Board had been established in 2012 when the Care Act came into effect and considered the broader determinants across health in Norfolk. The proposal would put the Integrated Care System within the remit of the Strategy set by the Health and Wellbeing Board, which included representatives from the District Councils, Norfolk County Council, acute hospitals, the CCGs and other health bodies.

The Cabinet Member continued that this was an excellent opportunity for the health and social care system in Norfolk to build a structure which would affect better outcomes for Norfolk. He added that the STP had been in existence for approximately 4-5 years and had meant the people who ran the different health and social care organisations had interacted together and the integrated care system would enable a step change in achievements.

The Cabinet Member urged Cabinet to support the recommendations which he felt would make a big difference in the future if Norfolk became an Integrated Care System.

15.4 The Cabinet Member for Innovation, Transformation & Performance endorsed the report, adding that the cooperation and working together seen over the past few months was now expected for public services.

15.5 The Cabinet Member for Growing the Economy highlighted the 3 goals and 5 big changes which would make peoples' lives completely different going forward, adding that the expected outcomes were a great start to the process.

15.6 The Chairman highlighted the timeline of April 2021 adding that if an Integrated Care System could be achieved it would be an excellent result for the county of Norfolk.

15.7 **RESOLVED:**

- a) **Agree** NCC's support for, and commitment to becoming part of, an Integrated Care System.
- b) **Agree** the proposed NCC principles to guide ICS development – to be utilised in emerging discussions with partners on the future shape of an ICS.
- c) **Agree** that the NCC Leader will nominate representation for the Partnership Board that will govern the ICS, and support the commitment for the ICS to be accountable to the Health & Wellbeing Board (HWB) for the delivery of health and wellbeing outcomes for the local population.

15.8 **Evidence & Reasons for Decision.**

These risks must be weighed against the potential benefits, and the alternative of an ICS without NCC aims embedded in its purpose and approach. If navigated with care, these risks can all be mitigated to a degree that could result in a significant net benefit to the local authority, our partners and our citizens. The principles outlined in Appendix 1 attempt to find a manner to navigate through these opportunities and challenges, by creating a series of principles that at their heart will deliver benefits for our residents whilst supporting all our partners.

15.9 **Alternative Options**

None.

The meeting adjourned at 11.40 until 11.45am.

**16 Schools' Capital Programme**

16.1 Cabinet received the report by the Executive Director of Children's Services setting out a request for capital borrowing to ensure programme delivery to meet the statutory duty to secure sufficient pupil places to meet the demands of the school-age population.

16.2 The Executive Director of Children's Services advised that the report followed a report considered by Cabinet in June 2020, where it had approved the Schools Capital Programme. The report sought to agree a way forward to close the funding gap which would be essential to fulfil the County Council's sufficiency duties and responsibilities.

16.3 The Cabinet Member for Children's Services drew attention to a correction to an earlier report which should read:

Paragraph 6.1.

... Assuming an interest rate of 2.75% and a life of 35 years, the impact on the Council's revenue budget of borrowing £30m would be £1.682m per annum in the first year .....

He also drew attention to the fact that the figure of £1.682m would not only be the interest repayment, it would also repay some of the loan.

The Cabinet Member advised that the report identified where funding would be received to build schools, adding that there were pressures around the Greater Norwich growth area and the report also identified that the Community Infrastructure Levy (CIL) payments for the Greater Norwich growth area supported the capital borrowing and emphasised that as we progressed there would be efforts made to raise money from the free schools programme or from Section 106 money.

16.4 The Chairman highlighted, regarding the Greater Norwich Growth Board and the £2m from CIL, that the best way for this money to be used was to have a borrowing programme rather than the money going directly to projects.

16.5 The Cabinet Member for Finance highlighted that there were a number of areas that could be considered to source funding and that he was sure Children's Services would continue to maximise all funding sources available to the Council.

16.6 **RESOLVED** to:

- **Note** the total funding for Schools' Capital Programme for the next three years and beyond
- **Agree** an initial £30m borrowing as part of the requirement of the programme and inclusion in the County's Council's Capital Programme for next year.
- **Review** the funding gap annually to take account of other sources of external funding which may come forward and opportunities for alternatives fully exploited.
- In the event of a continued funding gap, as a last resort council investment will be profiled as indicated under paragraph 2.17 (these figures may change based any new sources of funding)
- **Recommend** to Full Council that this is incorporated into the Capital Programme

16.7 **Evidence & Reasons for Decision.**

The 'Norfolk multiplier' for new homes is 28.1 primary age children per 100 homes (4 per year group) and 14.5 secondary age children per 100 homes (3 per year group). This is an average, with some parts of the County producing higher numbers and other parts lower. New developments can produce new patterns of place demand, and therefore an average can allow for variation.

Development size	New primary places	New secondary places
500	140	73
800	225	116
1000	281	145
1500	422	218

16.8 **Alternative Options**

The alternative option would be to only build places within the capital grant. The implication of this is a likely sharp increase in school transport costs and number of journeys across the County to provide school places as children attend schools outside of their catchment area.

## **17 Statement of Purpose of Norfolk Adoption Service 2020-2021**

- 17.1 Cabinet received the report by the Executive Director of Children's Services setting out the Statement of Purpose which would be approved by Cabinet before being made available to adoptive families, adopted children and their birth parents and staff working in the field of adoption. The Statement of Purpose is also inspected by Ofsted.
- 17.2 The Executive Director of Children's Services advised that every Adoption Service had a statutory requirement to publish and update its Statement of Purpose annually. The Statement of Purpose described the ethos and goals of the service and the report included the highlights and the work to meet the challenges which would build on an already outstanding service.
- 17.3 The Cabinet Member for Children's Services introduced the report and moved the recommendation, highlighting that, from his work on the Adoption Panel he had experienced the excellent service offered and which had been maintained throughout the covid pandemic, by introducing online adoption panels which was working well.

The Cabinet Member advised that Council was required to sign off the Statement of Purpose and updated the recommendations in the report to highlight this fact.

- 17.4 The Chairman agreed that there were many good aspects to the service, although it faced challenges, the details of which were set out in the report.
- 17.5 The Cabinet Member for Innovation, Transformation & Performance endorsed the report which was enabling vulnerable children to be placed with families; the service was highly thought of and was a credit to everyone involved.
- 17.6 The Cabinet Member for Adult Social Care, Public Health & Prevention supported and endorsed the achievements of the adoption service and highlighted two aspects:
- The foster to adopt scheme, which helped to prevent children from being moved from foster family to family.
  - The reduction in the time taken for adoptions to proceed which meant vulnerable children could feel more secure and had less uncertainty in their lives.

The Cabinet Member expressed his pleasure at the good work the Adoption Service carried out and commended the work of the officers involved and the Cabinet Member who sat on the Adoption Panel and congratulated everyone involved.

17.7 The Cabinet Member for Growing the Economy commended the report which set out the ethos of adopters and the people working in the adoption service, who wanted to find solutions to problems. He commended them on their work on behalf of the children and people of Norfolk.

17.8 Cabinet considered the report and **RESOLVED** to:

**Recommend approval** to full Council of the Statement of Purpose and Functions for the Local Authority Adoption Service to comply with the Care Standards Act 2000.

17.9 **Evidence & Reasons for Decision.**

Refer to Section 4 of the report.

17.10 **Alternative Options**

N/A

## **18 Statement of Purpose of Norfolk Fostering Service 2020-21**

18.1 Cabinet received the report by the Executive Director of Children's Services setting out the statement of purpose which focused on the performance review of Norfolk Fostering Service.

18.2 The Executive Director of Children's Services again highlighted that it was a statutory requirement to update the Statement of Purpose for the Fostering Service annually. She added that a considerable amount of transformation work had been carried out, the details of which were set out in the report and that this had impacted on and improved the performance of the service. Cabinet also noted that a review was currently being undertaken of the payments and fees offered to carers and that a report would be brought to a future Cabinet meeting to reflect the work.

18.3 The Cabinet Member for Children's Services commended the report to Cabinet and advised that the Statement of Purpose for the Fostering Service would also need to be approved by Council. He highlighted the transformation of the fostering service by introducing a rewards system and the OSCAS for showing appreciation of the work foster carers carried out.

The Cabinet Member highlighted the marketing strategy in engaging people to join the service and become foster carers which had been made more difficult due to covid, and through social media marketing the service had nearly achieved its target for the year, for which he thanked the fostering service and the marketing team.

18.4 In response to a question about how far the initiative to increase the size and placement share of the in-house fostering service, the Cabinet Member for Children's Services replied that using in-house foster carers was considerably cheaper than using agency foster carers, and also produced a better system for vulnerable children as the Council was in charge of the whole care system. He added that agencies were still used but recruitment was taking place continually which would also have a positive impact on the budget.

18.5 The Cabinet Member for Adult Social Care, Public Health & Prevention noted that one of the ambitions for 2021 was to recruit 55 new fostering households and 10 enhanced foster carers which he supported as he believed the place for vulnerable children was in a family environment rather than an institution and would make a real difference for vulnerable children.

18.6 Cabinet considered the report and **RESOLVED** to:

**Recommend approval** to full Council of the Statement of Purpose and Functions for the Local Authority Fostering Service to comply with the Care Standards Act 2000.

18.7 **Evidence & Reasons for Decision.**

Refer to Section 4 of the report.

18.8 **Alternative Options**

N/A

## **19 Annual Review of NCC Residential Children's Homes**

19.1 Cabinet received the report by the Executive Director of Children's Services reporting on the performance of, and outcomes achieved by, Norfolk's Residential Children's Homes Service.

19.2 The Executive Director of Children's Services highlighted that not all Councils had their own in-house residential children's homes and that Norfolk County Council should be proud of its homes in Norfolk, as the service was a mature, well established and high quality care provider which gave a strong foundation to forge formal partnerships such as the one with the Department for Education and North Yorkshire in producing the "No Wrong Door" initiative. She also highlighted that when it was not possible for children to be placed in family based care, the service offered the best quality residential care.

19.3 The Cabinet Member for Children's Services introduced the report and moved the recommendation, highlighting that residential care was the last resort as everything possible was done to keep children with their families, or with foster carers, or be adopted. All the residential children's homes were inspected by Ofsted, the details of which were included in the report and it had been deemed that the standards went beyond the national standard for children's homes. Cabinet noted that from the figures included in the report, it appeared that some of the homes were not fully utilised; the main reason being it was to cater for those children who did not mix, or found it difficult to mix with other people so it was possible that a 2/3/4 bedroom facility may only be looking after one child, and the quality of service provided in that respect was recognised.

The Cabinet Member praised the staff who had been exceptional throughout the pandemic in offering the best facilities and services for children in the homes, during a very difficult time.



As part of the transformation programme in looking at semi-independent living, Cabinet was advised that 11 homes were now established. These homes offered semi-independent living, but were supervised as part of the inhouse system. It was expected that two more facilities would be coming online by the end of the year.

19.4 The Chairman drew attention to section 4.14 of the report which set out the future development work being carried out on residential children's homes.

19.5 Cabinet considered the report and **RESOLVED** to:

- **Recommend the approval** of the Statements of Purpose for the Local Authority children's homes to Full Council to comply with the Care Standards Act 2000.

19.6 **Evidence & Reasons for Decision.**

Refer to Section 4 of the report.

19.7 **Alternative Options**

N/A

## **20 Corporately Significant Vital Signs**

20.1 Cabinet received the report by the Executive Director of Strategy & Governance providing it with an update on the Council's current performance towards achieving its strategic outcomes and outlining the actual performance of the Council against its target performance for quarter one of 2020/21.

20.2 The Cabinet Member for Innovation, Transformation and Performance introduced the report and moved the recommendations, highlighting that quarterly health checks allowed Norfolk County Council to review current performance, validate actions being taken to address gaps and consider further opportunities for improvement. He continued that for the current quarter 14 vital signs had met or exceeded the target; 2 vital signs were within accepted tolerance levels and 13 vital signs were below or behind target.

The Cabinet Member highlighted the importance of the vital signs which allowed the Council to measure operational success; maintain financial health; prevent and reduce demand for specialist services; joining up work so similar services were accessible; use digital technology to gain evidence to ensure targets were met. Although many of the targets were set before covid these would be reviewed to align them better with revised priorities after April 2021.

20.3 The Cabinet Member for Communities & Partnerships drew attention to the on-call retained fire-fighter availability, informing Cabinet that there were no performance issues and that a different software system had been introduced which meant the performance data was unavailable.

20.4 The Cabinet Member for Finance advised that the figures included in the report were not the most up to date figures, adding that work was being carried out

with the Executive Directors to reduce the net overspend by the end of the financial year.

- 20.5 The Cabinet Member for Children's Services drew attention to the looked after children numbers which were reducing and also identified that the particular aspect of the transformation programme was working well.

He also drew attention to the percentage of children seen with a child protection order, highlighting that this had improved due to the commitment of staff and the realisation, as soon as lockdown hit, that these children could be at higher risk and had made additional efforts to visit all the children in person. He placed on record his thanks to the staff involved and acting swiftly to ensure they were safe.

- 20.6 The Chairman drew attention to the workforce issues, particularly that the sickness rates were below the target of 3.5%; the new employee retention rate, although fluctuating, was improving on the overall trend; and the HR performance development % of written goals agreed of 75% at August 2020 compared with 48% at the same time in 2019.

- 20.7 Cabinet reviewed the report and **RESOLVED** to:

- **Note** the performance data and planned actions as set out in Appendices 1 and 2 of the report.

## **21 Risk Management**

- 21.1 Cabinet received the report by the Executive Director of Finance & Commercial Services setting out the latest corporate risks.

- 21.2 The Chairman introduced the report and highlighted the following points:

- Corporate risk management continued to be sound and effective, working to best practice.
- Review of corporate risks had taken place with risk owners and reviewers and Corporate Board.
- Risk RM003 – it was proposed to split the risk into two parts.
- Risk RM004 – it was proposed to reduce the score.
- Risk RM007 – it was proposed to de-escalate the risk from corporate to departmental level.
- RM022 – it was proposed to split the risk into two parts.
- RM032 – had been updated to incorporate the areas of current high risk within the covid-19 operational risk register.
- RM032 – it was proposed to close part B of this risk.
- Audit Committee was responsible for monitoring the adequacy and effectiveness of the systems of risk management.

- 21.3 The Chairman asked the responsible Cabinet Members to give a brief update on each of the amended risks, during which the following points were noted:

- 21.3.1 **Risk RM003a – Failure to comply with statutory information compliance requirements.**

The Chairman advised that he was happy with the details included about mitigation.

**21.3.2 Risk RM003b – Failure to comply with relevant information security requirements.**

The Cabinet Member for Innovation, Transformation & Performance provided the following meanings for the acronyms:

- NIS – Network Information System Regulations. This was a European directive, overseen by the Information Commissioner and breaches could incur heavy penalties.
- PSN – Public Services Network. Norfolk County Council was required to sign up to and be accredited to.
- PCI DSS – Payment Card Industry Data Security Standards. If Norfolk County Council wished to take payments from customers using payment cards, it needed to comply with those standards.

The following work to monitor the risk was being carried out:

- Mandatory Training;
- Monitoring the management information system for breaches;
- Implementing improved security measures and using best industry practice;
- Improved licensing and looking at improved storage and retention to reduce the risk.
- The Head of IMT was also involved in a national cyber security organisation.

**21.3.3 Risk RM004 – The potential risk of failure to deliver effective and robust contract management for commissioned services.**

The Cabinet Member for Finance advised that there had been a number of changes made by the Director of Procurement over the last 18 months to tighten up procedures and regular monitoring and discussions with pending departments was taking place to monitor.

**21.3.4 RM022A – Implications of Brexit for Council staff and services.**

The Chairman advised that there was no clear indication yet about what would happen at the end of December, although the Government had said it was confident a deal would be made which could mean some of the risks included would not materialise. He added that there was a lot of work to be done to ensure the risk was well managed.

**21.3.5 Risk RM022b – Implications of Brexit for external funding/Norfolk Businesses.**

The Cabinet Member for Growing the Economy advised that regular meetings were taking place with MHCLG and the Department for Business, Energy and Industrial Strategy regarding a managed exit from the EU to ensure NCC's liabilities were met.

Although the target was amber, the Treasury had confirmed that funding was assured in the event of a deal for projects committed by 31 December 2020.

**21.3.6 Risk RM032a – Effect of covid-19 on NCC business continuity (staff, service users and service delivery).**

The Chairman advised that a lot of work was taking place, together with partners, to consider the implications in terms of business continuity, staff, service users and service delivery and finance.

The Chairman added that communications had played a key role as had been seen recently in Great Yarmouth and the work carried out by the comms team to promote the “Hands, face and space” campaign and encourage everyone to follow the guidance, as well as Norfolk County Council’s message of “Protect Yourself, Protect Others and Protect Norfolk”.

21.4 Cabinet considered the report and **RESOLVED** to:

1. **Agree** the key messages (2.1) and key changes (Appendices A and B) to corporate risks since the last risk management report in July 2020.
2. **Agree** the corporate risks as at September 2020 (Appendix C)

21.5 **Evidence & Reasons for Decision.**

N/A

21.6 **Alternative Options**

There are no alternatives identified.

**22 Reports of the Cabinet Member and Officer Delegated Decisions already made:**

Cabinet **RESOLVED** to **note** the Delegated Decisions made since the last Cabinet meeting.

**Decisions by the Leader & Cabinet Member for Strategy & Governance.**

- [Nplaw New Contract](#)
- [Locally Supported Contact Tracing for Covid-19](#)

**Decisions by the Cabinet Member for Commercial Services & Asset Management.**

- [Acquisition of House, NR20.](#)
- [NWL - Acquisition of House, NR9.](#)

**Decisions by the Cabinet Member for Highways, Infrastructure & Transport.**

- [Costessey, West End – Waiting Restrictions.](#)
- [Greater Anglia Consultation Response.](#)

The meeting ended at 12.35pm.

**Chairman**

**Cabinet**  
**5 October 2020**  
**Public & Local Member Questions**

<b>Agenda item 6</b>	<b>Public Question Time</b>
6.1	<p><b>Question from Claire Kidman</b>  Sex-working is a serious problem in my community and other parts of Norwich. Criminalising these women is not a deterrent and puts them at great disadvantage. What street level outreach sexual health, and drug and alcohol services are available to sex-working women, and how much funding does Norfolk County Council provide to tackle this public health problem?</p> <p><b>Response:</b>  Thank you for your question. The Public Health commissioned drug and alcohol treatment service provided by Change Grow Live (CGL) is commissioned to support sex workers, including through outreach. This provision includes additional out of hours provision, of 'Pathways Workers', aligned to the Magdalene Group.</p> <p>Public health commissioned integrated Contraception and Sexual Health services (iCaSH) have been working with the Phoenix project for a number of years now, adopting a system whereby sex workers contacting an iCaSH clinic use a code word, which sees them prioritised for an immediate appointment with a clinician without further triage. Access to medicines and contraception can be met through a postal service; removing barriers to support.</p> <p>The elements of service providing support to individuals are integrated within the core contracts and associated funding of these two services, which stands at £6.5m for the drug and alcohol treatment service and £5.38m for iCaSH in 2020/21..</p>
6.1.1	<p><b>Supplementary question from Claire Kidman</b>  Will the cabinet member commit to providing more funding for outreach services to meet the needs of these women, and how will he use his influence with the Police and Crime Commissioner and Chief Constable to ensure that the police use existing laws to deal with the kerb-crawling men who make my community unsafe.</p> <p><b>Response:</b>  As you identify in your question the issue of sex workers is not in itself a responsibility of the Council. Public Health does have a role to play in supporting those with health and behavioural needs. Funding for the County's drug and alcohol treatment service has been consistent since the current provider was commissioned in 2018 and we will have invested an additional £430,000 in our iCaSH services across 2019/20 and 2020/21. I have asked the public health commissioners to work with providers to ensure that the service is best placed to meet the needs of this very vulnerable group. Through the multi-agency Community Safety Partnership, agencies across Norfolk including the Police, already seek to tackle the issues of vulnerable people and support associated activities affecting the individuals you highlight.</p>
6.2	<p><b>Question from Nigel Lubbock</b>  Poor air quality has a damaging effect on children's health especially when travelling to school. Will the Cabinet Member support and find resources to implement monitoring air quality outside urban schools and making them 'no car zones' if necessary, to keep children safe, as has been done in Hackney, London. This is particularly pertinent now as there is compelling evidence linking poor air quality with increasing coronavirus infections.</p>

	<p><b>Response:</b></p> <p>District councils have a legal duty to review and monitor local air quality under the Environment Act 1995. This includes determining where exceedances of government set limits are likely to occur or are already occurring. This Council plays its part by working with our District, Borough and City Council colleagues to devise and implement Air Quality Action Plans (AQAP) where exceedances are occurring.</p> <p>In Norwich, we have implemented a number of transport schemes that have contributed to reducing the problems of poor local air quality. In the past the Borough Council of King's Lynn and West Norfolk has monitored local air quality outside urban schools but did not find any exceedances of the government emission standards. Officers will continue to liaise with District, Borough and City Council colleagues to discuss the possibility of them carrying out new monitoring.</p>
6.3	<p><b>Question 1 from Jessica Barnard on behalf of Norwich Youth Advisory Board.</b></p> <p>We were recently made aware that there will be service reviews and budget cuts to Norfolk County Council services, with the public having the chance to take part in an online consultation for this, However, these consultations are often inaccessible to young people. Will you consider holding a consultation meeting with the Norfolk Youth Advisory Boards so that the young people of Norfolk may participate, contribute to these proposals and have their voices heard?</p> <p><b>Response:</b></p> <p>Youth Advisory Boards play a key role in enabling young people to inform and shape services with their community. As such, we would expect to work with them to enable young people to contribute to any public consultation.</p>
6.4	<p><b>Supplementary Question from Norwich Youth Advisory Board</b></p> <p>If not, how will you support us to have our voices heard on the future of Norfolk's services including children's services and public services?</p> <p><b>Response:</b></p> <p>Youth Advisory Boards have previously engaged in a range of consultations through organising opportunities for groups of young people to come together to discuss the issues being consulted on and enabling them to express their views either as individuals or collectively, facilitated by our staff as well as the youth and community workers supporting YABs. In the current context these opportunities will be through digital platforms such as Zoom which are arrangements that young people find easy to use and have been a feature for how YABs are operating during the pandemic.</p>
6.5	<p><b>Question 1 from Marley Pullinger</b></p> <p>Urban tree cover reduces the urban heat effect, filters fine particulates, regulates water flow to reduce the likelihood of flood in extreme weather, provides a connection to nature, and absorbs CO2 to improve air quality - all important considerations when more people than ever are staying at home and also contending with climate change; which leads me to my question – in the absence of a county council budget for their care, how will the city's street trees be maintained and as necessary replanted, so that our urban residents continue to benefit from trees near their homes, where the impact is greatest?</p>

	<p><b>Response</b></p> <p>Trees are an important part of our highway asset and the streetscene environment, and as such, we are investing in their care. The highways team has a budget this year of £238,000 for the maintenance and replacement of trees within the city and we adhere to the principle of selecting the right tree for the right location, in line with the Council's Tree Planting and Resilience Strategy.</p>
6.6	<p><b>Supplementary Question from Marley Pullinger</b></p> <p>What facility is there for the replacement of trees outside of conservation areas going forward?</p> <p><b>Response</b></p> <p>The Council adheres to the principle of selecting the right tree for the right location, in line with its Tree Planting and Resilience Strategy. This ensures their long-term health. Trees outside of conservation areas will be replaced with suitable species where they have been felled, subject to suitable locations and sufficient budget being available. In some cases, tree replacement is best co-ordinated with other work such as footway reconstruction, and this can affect timescales.</p>
6.7	<p><b>Question from Jamie Osborn</b></p> <p>Recent months have seen a large number of traffic changes and roadworks all overlapping in Norwich. The routes selected as diversions have meant that some residents, including those in sheltered housing, have been exposed to increased air pollution due to greater traffic coming directly past their front doors and windows. It seems that no assessment of the predicted impact of traffic changes on air pollution was carried out, and there has been no monitoring since. How will the county council assess the positive or negative impact of traffic changes if there is no set objective and no monitoring for air pollution?</p> <p><b>Response</b></p> <p>The recently implemented traffic schemes are part of the wider transport strategy for Norwich which aims to improve safety, reduce congestion and encourage sustainable modes of transport, which will in turn lead to improvements in local air quality. However, in the very short term we acknowledge that during their construction there may be some traffic management and diversions that cause localised temporary increases in traffic and congestion. Air quality improvements are a key element within the wider context of strategic transport planning, however our ability to fully investigate the impacts of recent schemes implemented through the Government's Emergency Active Travel Fund (EATF) was limited due to the short timescales for consideration and implementation under the government bid criteria.</p> <p>General monitoring of local air quality is the responsibility of district councils under the Environment Act 1995, and there is guidance on which areas should be targeted for monitoring based on factors like traffic levels and the nature of the surrounding area, including building height. The Council plays its part by working with our District, Borough and City Council colleagues to devise and implement Air Quality Action Plans where exceedances are occurring.</p>

Agenda item 7	Local Member Issues/Questions
7.1	<p><b>Question from Cllr Steff Aquarone.</b>  Keeping children at school surely depends on early and prompt testing. We have seen the huge impact that a single positive test can have on hundreds of children's schooling. Does the Cabinet member believe that children should be given higher priority in testing to minimise impact on education?</p> <p><b>Response:</b>  It is acknowledged there is a difficult balance and thus decision to be taken between impacting on children's education and protecting the more vulnerable members of society.</p> <p>The national Test and Trace service is responsible for providing Covid-19 tests for those with symptoms including children. There has been an increase in demand for tests both nationally and locally which has impacted on the accessibility and processing of tests. The education of children is a priority both in terms of learning and wellbeing and to that end Children's Services is working directly with education colleagues to provide prompt advice, guidance and support should they have children experiencing or at risk of having Covid-19. The Department for Education now supports schools should there be cases of Covid-19 and schools can request testing kits from the DfE. Given the importance of education Norfolk County Council will now take the lead for risk assessing single cases in schools which we hope will see fewer children affected in the event of a single case in their school bubble. The Public Health recommendation is that those with Covid-19 symptoms access testing and would be to prioritise the vulnerable such as the clinically unwell, admissions to hospitals, frail elderly and key workers.</p>
7.2	<p><b>Question 1 from Cllr Dan Roper</b>  With half of the deaths from Covid 19 being in care homes, residents having to be socially isolated for months and even now only being allowed to see one constant visitor what do you think should be done to improve the quality of life for care home residents?</p> <p><b>Response:</b>  Thank you for your question. If we had not had nationally imposed restrictions on care home visiting I believe mortality figures in care homes would have been more pronounced than they are.</p> <p>There is reliable evidence that restricting the movement of people into and between care settings reduces the spread of infection. National restrictions on visiting in care homes were relaxed in July, but with a slow increase in COVID-19 prevalence there is a possibility that – either by national guidance from DHSC, or local imposition by the Director of Public Health – restrictions may be re-introduced. Care providers have been preserving important contact between residents, relatives and other social contacts, by encouraging safely distanced visiting in person, virtual communication by phone or video calls. More inventive activity has included drive-by visits and other contacts in the open air, although the opportunities for these will diminish with the change of season. There is a continuing expectation that a range of activities will be offered to residents during pandemic as is the case in 'peacetime'. The regulatory requirement for this has not been relaxed by the Care</p>



	<p>Quality Commission. The majority of care homes are striving hard to maintain social engagement within the constraints imposed by government guidance. It should be emphasised that care home providers are given latitude within the guidance to risk assess access to visitors, and where they can satisfy themselves that it is safe to do so, they can adopt less stringent criteria. Where care homes have COVID-19 situations or outbreaks however, it is expected that guidance will be implemented fully to contain and prevent onward transmission.</p> <p>We are of course working with homes to try and make sure that, within the guidance, they take steps to maximise the quality of life through innovative ways of contacting people, through the provision of essential health and support services, through staff interaction, and through permitted social activity.</p>
7.3	<p><b>Question 2 from Cllr Dan Roper</b></p> <p>There is concern that some of the private care homes are not regularly testing their care workers for Covid. What is the council doing to ensure that the care homes are following government guidance?</p> <p><b>Response:</b></p> <p>You will be aware of the national guidance making provision for all care homes to regularly test staff (weekly) and residents (monthly). This has been the case since July 2020.</p> <p>A national system was deployed for care home providers to register to obtain tests and corresponding test results. Because the test results are patient records (a clinical diagnosis) these are not shared with parties other than the care home requesting them on behalf of their residents and staff. When positive COVID-19 test results are notified to Public Health England they in turn report these findings to the Council as part of its outbreak management function. The Council must rely upon the self-report and assurances of care providers in this regard. Positive relationships formed between the care market and our Integrated Quality Service in particular, provide some reassurance that testing is conducted and care homes with known COVID-19 situations or outbreaks are monitored closely to ensure relevant testing is conducted by local system NHS teams</p>
7.4	<p><b>Question from Cllr Tim East</b></p> <p>The Trussell Trust predicts that nationally at least 670,000 extra people will become destitute in the last three months of the year – a level of poverty that leaves them unable to meet basic food, shelter or clothing needs – if the government withdraws Covid support for low-income households. What will the impact be on Council services and what actions should be taken to mitigate?</p> <p><b>Response:</b></p> <p>Even before the crisis, 30% of people on low incomes had said they would struggle within one month if they lost their incomes. We do not know yet what the impact of Covid-19 will be on unemployment, however, current models suggest that there could be around 41,000 more unemployed people in Norfolk than currently by the end of 2020. This could be worse for young people and we know already that over the past months, nationally, 60% of employers stopped recruiting apprentices altogether. Many existing apprentices have been unable to complete their training programmes.</p> <p>Financial insecurity leads to many issues such as poor physical and mental health</p>

in people, as well as an increase in inter-family problems such as domestic violence and drugs and alcohol abuse. For example, during lockdown, we know that domestic violence incidents rose by 25% and safeguarding referrals dropped by a similar %age. We also know that children who are exposed to these adverse experiences may have worse outcomes, so we are preparing for an escalation of children and young people's needs.

Our council is working with a range of partners including the police, district councils and the third sector to strengthen our provision in a range of areas.

- We are running the Norfolk Assistance Scheme in Exchequer Services, where anyone can self-refer or can be referred in by other professionals, we offer financial support and food.
- We are working with partners to ensure that government funding is used to support the most vulnerable and in need
- We proactively are working with our colleagues in the districts to support the "no homelessness in Norfolk" programme of interventions
- We have and continue to invest in and strengthen our early help offering in children's services, working in a targeted way in the community, with families in crisis who need support – also in children's services as a whole to ensure vulnerable children are protected
- We are developing a fully integrated system with health partners to deliver a single model for mental health services to children and young people in Norfolk
- We continue to press government for a sustainable model for funding critical council services, to ensure we are able to continue to support the people of Norfolk
- We are also working with the New Anglia LEP and districts to support our local economy and, through our Norfolk Delivery Plan, help as many businesses as possible to survive, and as many people as possible to stay in work or secure alternative work or training, with a strong focus on social inclusion.

As the answer above outlines, we are proactively working with the people and organisations of Norfolk to try and prevent the further challenges that Covid continues to have upon the County. The question asked was broad and on a tight timeline. If the Councillor wishes to have more detail, then we would be happy to pursue that further for them.

### **Supporting Statistics on unemployment**

Using the 12% additional unemployment scenario modelled by the Office of Budget Responsibility<sup>1</sup> for Norfolk;

- Analysis shows that Norwich is within the top four areas in the country that had the largest increase in the number of unemployment claimants in the past month.
- There are likely to be around 41,000 more economically active people unemployed in Norfolk than currently by the end of 2020.
- Using this model, Norwich, King's Lynn & West Norfolk and South Norfolk are the districts likely to be hit the hardest.

<sup>1</sup> <https://obr.uk/coronavirus-analysis/>

	<ul style="list-style-type: none"> <li>• The sectors in Norfolk likely to be hit with highest unemployment levels are: Wholesale, retail and motor trade; Human health and social activities; Education; Manufacturing; Accommodation and food services; and Administrative and support activities.</li> <li>• Wholesale, retail and motor trade is likely to be heavily hit across all districts, and the hardest hit sector across five districts; with Human health and social activities being the hardest hit sector across two districts.</li> <li>• Using regional CJRS data as a proxy, the top three sectors at risk of higher levels of redundancies following discontinuance of the CJRS scheme are: Accommodation &amp; food services; Arts, entertainment, recreation and other services; and Construction.</li> </ul>
7.5	<p><b>Question from Cllr Eric Seward</b> What benefits have been identified from the Norwich Western Link in terms of improving connectivity to North Norfolk and what are the anticipated economic benefits to North Norfolk from this highways infrastructure project?</p> <p><b>Response:</b> The Norwich Western Link will provide the missing link in the major road network to the west of Norwich and connect with the national strategic road network. This will enable quicker and more reliable journeys from North Norfolk to the south and west of Norwich giving better access to employment, education, and other facilities and improving response times for emergency services. Important sectors such as agriculture, leisure and tourism as well as other business will also benefit from the travel improvements.</p> <p>Better access to key areas in Norwich such as the Food Enterprise Zone, NNUH, UEA and research areas would also be realised along with improved links to the trunk road network, including the A11 to the south of Norwich and the A47 towards the midlands and the east coast ports such as Great Yarmouth. The improved accessibility to North Norfolk will provide economic benefits, however it is difficult to determine these directly for North Norfolk, as the analysis considers benefits deriving from the transport network as a whole.</p>
7.6	<p><b>Question from Cllr Brian Watkins</b> If the temporary closures put in places such as St Benedicts, Norwich prove to be successful with lower pollution and safer and better access for pedestrians and cyclists, will the Cabinet member make them permanent and what would he do to overcome any local business concerns?</p> <p><b>Response:</b> These temporary closures were put in place using government funding from the Emergency Active Travel Fund (EATF) Tranche 1. We have made a submission for funding from Tranche 2 of the EATF, which includes the proposal to make these highway changes permanent, subject to there being local support and the funding being awarded. We hope to hear shortly from the Department for Transport about the outcome of our funding application. Since initial implementation, changes have been made to the initial layout and restrictions following feedback from businesses, residents and other stakeholders. We will continue to listen to local feedback and monitor how the scheme is performing.</p>

7.7

**Question from Cllr Tim Adams**

In the autumn of 2018, there was a peer review into the Adult Social Care Department's handling of services relating to older people across Norfolk. Can the Cabinet member give examples of tangible improvements in performance which have taken place since that time?

**Response:**

Thank you for your question. As you will already know the outcome of the peer review was reported to the Adult Social Care Committee on 14 January 2019.

The peer review made a number of recommendations, including the implementation of strengths-based social work practice (Living Well), improved the use of technology, further 'market shaping' work with social care providers, improvements to pathways to support older people with mental health needs (including dementia), and improving the availability of alternative options for long term residential care.

You will have already seen in our usual performance data, and in areas covered by the review, the following:

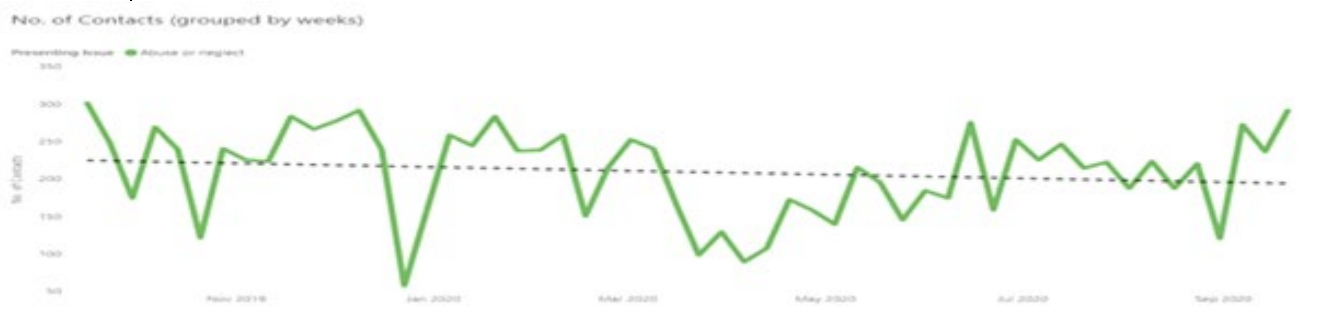
- Continued reductions in the rate of permanent admissions of people aged 65 and over to residential care. In 2018/19 Norfolk's result (569 admissions per 100,000 population aged 65+) fell below the average for our 'family group' of similar councils, and the latest 2019/20 result (559 admissions per 100,000 population aged 65+) continued this reduction (benchmarking data is not yet available for 19/20). This reduction take place within the context of growing demographic pressures, and also the expansion of services – such as community-based and accommodation-based reablement – that can provide better outcomes than long-term residential care.
- Continued high levels of performance for reablement services. In 2019/20, 85.9% of people aged 65+ who left hospital with a reablement package were still living at home 91 days after discharge – a rate that is better than the average for Norfolk's statistical 'family group' of similar councils (family group average is 84.4% in 2018/19), and that represents a small improvement on Norfolk's result in 2018/19 (85.1%). Importantly, this rate of reablement was achieved whilst reablement services responded to an increase in referrals – with 8,064 referrals in 2018/19 rising to 8,970 in 2019/20.
- Increased numbers of people being supported with Assistive Technology. A new system for recording AT cases was introduced in 2017, with all new cases recorded on this. Investment in this area has seen the number of people receiving AT on the new system rising from around 500 in October 2018 to around 3,000 in August 2020.
- That people receiving adult social care services are more satisfied with their experience. We undertake an annual statutory survey of social care service users. Whilst the detailed results of this remain embargoed by NHS Digital (in line with usual data release practice), Norfolk's results show an improvement in people's overall satisfaction with their care and support, along with increases in the proportion of people who report that they have as much social contact as they would like, and who report that they have control over their daily life.

There are other tangible improvements that relate to the review's recommendations, but that aren't explained within our usual performance and activity data. These include:

	<ul style="list-style-type: none"> <li>• The implementation of the Living Well social work model</li> <li>• Significant joint working with health services, including Primary Care Networks, to produce data profiles to support planning and risk management across health and social care</li> <li>• The establishment of a programme to develop extra care housing as an alternative to residential care – so that people can continue to receive support whilst living independently within the community. One scheme is about to be opened (Fakenham) with another about to start ‘on site’ and with others in the pipeline.</li> </ul>
7.8	<p><b>Question from Cllr Ed Maxfield</b></p> <p>We are all aware of the A Level grading fiasco in the summer but the results published by the Joint Council for Qualifications continue to show underperformance of boys at A Level compared to girls, especially in key subjects like English. Would Councillor Fisher ensure a breakdown of the A Level results for Norfolk are provided to the People and Communities Committee and set out the County Council’s strategy for increasing participation in Higher Education by young people from Norfolk?</p> <p><b>Response:</b></p> <p>It is not appropriate to analyse this years data to draw any reliable conclusions, or amend our current approaches and so it is not our intention to bring further detail on A level result to the committee.</p> <p>The department for education (DfE) have stated that due to the impact of coronavirus (COVID-19) and the subsequent changes made to the awarding process for examined subjects at Key Stage 4 and Key Stage 5 this year, only a limited amount of educational data will be released on a national basis. The results published by JCQ do indicate similar gender gaps to previous years, but we must be very cautious in interpreting any trends compared to previous results.</p> <p>The DfE have said that they will not hold schools and colleges to account on the basis of exams and assessment data from summer 2020 and that data will not be used by others, such as Ofsted and local authorities, to hold schools and colleges to account. All those working with schools and colleges, such as Ofsted, Department for Education regional teams and local authorities, should use data from previous years when assessing school and college performance (Guidance Coronavirus (COVID-19): school and college accountability). The 2019 results therefore will remain the most accurate reflection of performance available at A Level in Norfolk in 2020.</p> <p>The Education Participation and Infrastructure Service, within Childrens Services have been mounting a number of initiatives this summer to ensure that young people have the advice and guidance that they need to progress positively, such as the You do You campaign and the Higher Attainment Scheme, which over the last 3 years has been working with schools and colleges to increase the number of Norfolk young people progressing to Higher Education</p>

7.9	<p><b>Question from Cllr Terry Jermy</b></p> <p>In February this year I was pleased to table a budget amendment calling for the more than 30,000 inefficient Norfolk street-lights to be upgraded to LED. Sadly, the budget amendment was not adopted by the Conservative group at the time but I note the recent Cabinet meeting approved £8.5million to upgrade 15,000 street-lights saving £900,000 a year. What plans are in place to quantify the benefits of upgrading the remaining street-lights to LED?</p> <p><b>Response</b></p> <p>As highlighted, our next phase of LED streetlighting upgrades are due to start later this year. This will convert approximately 15,000 of the highest energy using lights, on main roads to LED. Once completed, the Council will have approximately 70% of its total streetlights as LED.</p> <p>While the remaining lights are not LED, they are of a modern specification as they were upgraded under previous phases of the PFI contract or adopted in the years since. They are typically less than ten years old and have many years of useful life left. These are predominantly low power lanterns installed in residential areas. Our aim remains to have 100% of the inventory converted to LED, however, this can only be done at such time that both an environmental and financial business case can be made.</p>
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7.10	<p><b>Question 1 from Cllr Mike Smith-Clare</b></p> <p>The Serious Case Reviews published on 29th September 2020 have caused deep concern among residents in my division. What has the Cabinet Member for Children's Services done to identify the number of safeguarding referrals made relating to malnutrition since the start of the academic year and if any have been identified, what is he doing to resolve any concerns?</p> <p><b>Response</b></p> <p>We closely monitor both volume and type of safeguarding referrals made to Children's Social Care via our front door Children's Advice and Duty Service. Whilst we do not categorise cases on the basis of 'malnutrition' specifically, we would respond accordingly on the basis of a child being at risk of 'neglect' (of which malnutrition may be a feature) and act protectively using statutory powers of intervention.</p> <p>As a broader proxy measure, whilst contacts to CADS concerning neglect have risen since the school return in September, these remain below those of pre-lockdown levels;</p>
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	<p>As another broad potentially linked measure, referrals in respect of 'financial/ benefits' issues remains very low as it was pre-lockdown.</p>
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7.11	<p><b>Question 2 from Cllr Mike Smith-Clare</b> Can the Cabinet Member for Children’s Services confirm how many parents and carers have received attendance concern letters since the start of term?</p> <p><b>Response:</b> Children’s Services does not issue letters of concern directly to parents about attendance concerns. Schools engage with parents if there is a concern about attendance and this is a staged approach, offering support, contacting by telephone, text, email, or letter , and will be determined by their own policies and procedures as to how they go about this. We do not collect or hold this school information. Our attendance team, although normally a traded service for support, is currently following up with schools where attendance overall is looking lower than the average for the county. In Norfolk schools attendance is high at 92%, compared with 85% nationally. Children’s Services intervenes, using legal powers of intervention, where required and as referred by schools. The Local Authority powers to enforce school attendance were temporarily suspended by the DfE during lockdown but have now been reinstated. Since the beginning of term, we have not instigated any new legal action in the Magistrates’ Court nor issued any fixed penalty notice fines for non-attendance to date.</p>
7.12	<p><b>Question from Cllr Danny Douglas</b> When will Repton Homes start constructing homes for social rent, as opposed to affordable housing, so we can have more cheap rentals for Norfolk’s residents?</p> <p><b>Response:</b> Building mixed communities is key to Norfolk’s growth and Repton has reflected this in its developments.</p> <p>In our first scheme at Acle There will be a total of 137 homes at the development. 69 homes will be available to purchase on the open market, with 68 being affordable homes. Planning policy would mean the provision of 27 socially rented units, however Repton is delivering additional affordable and shared ownership products . This will bring the totals to 42 for affordable rent and 26 for shared ownership.</p> <p>We are currently in the process of identifying a registered Housing provider for the site and will be announcing the conclusion of that procurement shortly. Initial works to prepare the site for development are underway at Acle</p>
7.13	<p><b>Question from Cllr Emma Corlett</b> Angry Town Close residents have contacted me about the economic and environmental recklessness of pursuing the Western Link. At Scrutiny Committee Cllr Margaret Dewsbury justified a roundabout on the A140 stating “there has been less traffic recently because things have changed. People are working from home... many seem to want to continue this way of working. Many staff have been made redundant... many have been furloughed and think they will also be made redundant which will mean even less traffic”. Does Cabinet agree these factors and the likely long term shift in work and travel patterns justify pausing the Western Link planning to enable proper demand, economic and environmental analysis?</p> <p><b>Response:</b></p>

	<p>As the government has set out, investing in infrastructure improvements will be a vital part of supporting the economy to recover from the effects of the coronavirus pandemic. We want to help our businesses and organisations that rely on good road links to transport goods efficiently, expand their markets and support the visitor economy. In a large rural county like Norfolk, a good and resilient road network is also vital for health and care services, helping emergency services and community health and care workers to get to vulnerable people quickly and reliably.</p> <p>The substantial work undertaken to date on the Norwich Western Link has demonstrated the sound economic benefits determined in accordance with government criteria and great care continues to be taken to ensure that the scheme can be delivered in an environmentally responsible way. In response to the COVID-19 situation, the continuing development of the scheme is following the latest government criteria and requirements that include consideration of changes in traffic patterns and forecasting. This work will inform future economic and environmental studies and the transport assessment in support of the planning application.</p>
7.14	<p><b>Question from Cllr Chrissie Rumsby</b></p> <p>At the Norfolk Police and Crime Panel meeting on 30th September 2020 Chief Constable Simon Bailey raised, among his many concerns, the significant increases in online child abuse and domestic abuse during lockdown and his fears of a further exponential increase during a second wave of Covid-19. Does the Cabinet believe that Norfolk County Council has the appropriate resources to tackle these issues and what plans are in place to address any increasing demand on services as a result of a second wave?</p> <p><b>Response:</b></p> <p>The impact of COVID-19 on Domestic Abuse is being monitored by the multi-agency Domestic Abuse &amp; Sexual Violence Group (DASVG), which currently meets monthly as part of its COVID-19 emergency response arrangements and ensures a coordinated response across strategic partners.</p> <p>NCC has increased the number of beds available in Refuge accommodation with the commissioned Anchor+ project provides emergency accommodation for those with complex needs in crisis from DA. Further, Operation Encompass enables reporting of police DA incidents through to schools to ensure staff are aware and able to provide proactive support, and partners have increased their monitoring of potential child abuse incidents. including cases of non-accidental injury.</p> <p>Since start of the Autumn school term, police notifications in respect of domestic abuse have not risen significantly and referrals to Children's Advice and Duty Service requiring a social work safeguarding service, which may include children subject to Domestic Violence and online abuse, whilst increasing, are slightly below those seen 12 months ago, and markedly less than those predicted in a worst case scenario surge or where the deployment of additional staff would be required. Nonetheless, a rise is expected over time , and capacity planning has identified a sufficient range of practitioners who can support the frontline teams as and when required</p>



