

Cabinet

Minutes of the Meeting held on Monday 2 December 2019 at 10am in the Edwards Room, County Hall, Norwich

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.

Other Members Present:

Cllr Steve Morphew
Cllr Alexandra Kemp
Cllr Bev Spratt
Cllr David Harrison

Executive Directors Present:

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

1 Apologies for Absence

There were no apologies for absence.

2 Minutes

The minutes from the Cabinet meeting held on Monday 4 November 2019 were agreed as an accurate record and signed by the Chairman.

3 Declaration of Interests

There were no declarations made.

4 Matters Referred to Cabinet by the Scrutiny Committee, Select Committees or by full Council:

Recommendations from Scrutiny Committee: Broadland Northway – Lessons Learnt and One-Year Monitoring.

4.1 Cabinet received the report from the Scrutiny Committee on the Broadland Northway outlining the lessons learnt and providing details of the first year of monitoring. The purpose of the scrutiny was to consider how lessons learnt could be applied to future projects in terms of process, planning and funding.

4.2 Cabinet welcomed the Chair of Scrutiny Committee, Cllr Steve Morpew, who introduced the report and recommendations from the report, during which the following points were noted:

- The discussions at Scrutiny Committee had focused on the lessons learnt and the one-year monitoring report as the Committee wanted to understand why the costs of the Broadland Northway had increased so significantly and also ensure that the County Council did not experience similar problems for future projects.
- The competence and integrity of officers was not being questioned in any way and the Chair thanked all the officers concerned for providing the information.
- It had been considered that a large part of the delay to the project had been caused by the failure of utility companies to attend the site when they should have done so, and with hindsight some of the unknown contingencies should have been factored into the project. A suggestion was made to ask other councils if they had experienced similar problems with utility companies when carrying out large projects to see if the Government should be asked to step in and also consider whether the matter could be taken up with the Local Government Association (LGA).
- The Committee had agreed a motion supporting the Norwich Western Link road and the details of the discussions could be developed outside the meeting.
- The report recommended that the External Auditors should investigate the reports presented to the Scrutiny Committee to ensure the lessons learnt were right; that future projects were properly delivered and the final costs were close to the set budget as the public was expecting the Council to ensure lessons were learnt from the Broadland Northway project. The Chair added that the Scrutiny Committee wanted external assurance, whether it was through External Auditors or another body, to ensure lessons had been learnt in order that future projects were properly funded and managed.

- 4.3 The Chairman thanked Cllr Morpew for attending and presenting the report and asked the Cabinet Member for Highways, Infrastructure & Transport to respond, during which the following points were noted:
- The Cabinet Member stated that he had attended the Scrutiny Committee meeting and had set out at that meeting that the Broadland Northway project was one of the largest Local Authority schemes undertaken; the road had fully opened in April 2018; the construction project had an excellent safety record; it was a good quality road and the project should remain within the £205m final cost agreed by Council.
 - The project had proved successful and the lessons learnt were already being applied to other projects, such as the Great Yarmouth 3rd River Crossing.
 - The Cabinet Member agreed that there had been problems with the utility companies and a better relationship was needed for future projects.
- 4.4 The Cabinet Member for Highways, Infrastructure & Transport proposed the following amendments to the recommendations from the Scrutiny Committee:
1. That the Council will look to resetting working with all utility providers to ensure that major projects and major growth can be delivered more quickly and cost effectively. We will write to the new Government to set out our infrastructure plans for Norfolk's future.
 2. To note the Committee is supportive of the building of the Western Link Road.
 3. That the Council will review the terms of reference and remit of the Great Yarmouth 3rd River Crossing and Norwich Western Link Working Groups and have them validated by Local Partnerships, an independent body owned by the Local Government Association (LGA) and the Treasury.
- 4.5 In response to a question from the Chairman, the Chair of Scrutiny Committee confirmed he accepted the amendments to the recommendations for Local Partnerships to scrutinise the project, as long as the process was robust and reliable and the body carrying out the scrutiny had the capacity and ability to carry out the work effectively. The Chair of Scrutiny Committee asked to see the Terms of Reference once they had been drafted.
- 4.6 The Chair of Scrutiny Committee also asked Cabinet to carefully consider how the resetting relationship with the utility companies could be carried out as the problems with utility companies could be a national issue which may need intervention from the Government.
- The Chair also asked Cabinet to consider a model for all future projects, rather than just reviewing the terms of reference for the Great Yarmouth 3rd River Crossing and the Norwich Western Link working groups.
- 4.7 The Executive Director of Community & Environmental Services explained that Local Partnerships was a joint venture between the LGA and HM Treasury, whose purpose was to help the public sector deliver local services and

infrastructure. Further information was available at <https://localpartnerships.org.uk/>

4.8 The Deputy Leader and Cabinet Member for Growing the Economy asked for Network Rail to be included in the resetting work with utility providers as there had been problems during the project involving Network Rail. In reply, the Cabinet Member for Highways, Infrastructure & Transport suggested Network Rail should be included in the recommendation. This was **agreed** by Cabinet.

4.9 The Cabinet Member for Finance welcomed the independent oversight which would help create transparency, adding that the Local Partnerships would assist the County Council when developing future projects, through its scrutiny and analysis.

4.10 The Chairman thanked the Chair of Scrutiny for attending and added that Cabinet had noted the recommendations.

4.11 **Decision**

Cabinet considered the report and **RESOLVED** :

1. That the Council will look to resetting working with all utility providers and Network Rail to ensure that major projects and major growth can be delivered more quickly and cost effectively. We will write to the new Government to set out our infrastructure plans for Norfolk's future.
2. To note the Committee is supportive of the building of the Western Link Road.
3. That the Council will review the terms of reference and remit of the Great Yarmouth 3rd River Crossing and Norwich Western Link Working Groups and have them validated by Local Partnerships, an independent body owned by the Local Government Association (LGA) and the Treasury.

4.12 **Alternative Options**

Cabinet could decide not to agree the recommendations from Scrutiny Committee.

4.13 **Evidence and Reasons for Decision**

In accordance with the Constitution, Scrutiny Committee may make reports or recommendations to either the Cabinet or the County Council with respect to:

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

5 Items of Urgent Business

5.1 **Urgent Delegated Decision – Creation of 2 new limited companies and consents.**

The Chairman read out a statement about the Great Yarmouth Community Trust, setting out the latest position. A copy of the statement is attached at Appendix A.

6 Public Question Time

No public questions were received.

7 Local Member Questions/Issues

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

7.2 As a supplementary question, Cllr Alexandra Kemp thanked the Cabinet Member for the response to her question and asked how many people placed in long-term residential care had been able to return home with the right support.

The Chairman deferred the question to the Cabinet Member for Adult Social Care, Public Health and Prevention who agreed to provide a written response.

7.3 As a supplementary question, Cllr David Harrison asked what concerns and issues had been reported by staff.

The Chairman deferred the question to the Cabinet Member for Communities & Partnerships who responded that collaborative working was a good idea and, although she could not go into detail, there had been some issues with confidential discussions being held in an open plan office. The Cabinet Member advised that screens and sound barriers would be erected to lessen the noise disruption.

8 Progress on the Council's Equality, Diversity & Inclusion Objectives 2017-20.

8.1 Cabinet received the report by the Executive Director of Community & Environmental Services summarising progress over the last three years to deliver against the County Council's Equality, Diversity and Inclusion Objectives for 2017-2020. The report also proposed new objectives for 2020-2023.

8.2 The Executive Director of Community & Environmental Services advised that the service was performing well and had developed an ambitious plan for the next three years.

8.3 The Cabinet Member for Communities & Partnerships introduced the report which covered a wide range of topics and highlighted the five proposed equality, diversity and inclusion objectives for 2020/23:

1. Role model an organisational culture that respects and values difference across our county and in our workforce.
2. Promote inclusive design and accessibility for disabled people in Norfolk and remove barriers to independence.

3. Strengthen hate incident recording and reporting protocols and better integrate these within safeguarding practice, to safeguard people in Norfolk from hate incidents.
4. Develop NCC's reputation as an employer that values difference, attracting and recruiting colleagues from a diverse range of backgrounds for the value they could bring to the organisation.
5. Support and encourage colleagues to be the best they can be at work, providing them with an employment deal that is fair and inclusive, helping everyone to contribute to the ambitions of Norfolk County Council.

The Cabinet Member also highlighted that the Government had formally adopted the International Holocaust Remembrance Alliance's (IHRA) working definition of anti-Semitism, which stated that:

"Anti-Semitism is a certain perception of Jews, which may be expressed as hatred towards Jews. Rhetorical and physical manifestations of anti-Semitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities" and highlighted that Norfolk County Council had included the definition in its practices.

- 8.4 The Cabinet Member for Children's Services drew attention to the support Norfolk County Council had given to resettle Syrian refugees which had been commended by the Home Office as an example of national best practice.

8.5 **Decision**

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

1. **Note** the progress made in delivering the Equality, Diversity and Inclusion Objectives 2017-20 (as set out in Appendix 1 of the report).
2. **Note** the relevant local and national developments and emerging issues set out in Section 4 of the report.
3. **Approve** the five new Equality, Diversity and Inclusion objectives for 2020-2023, as set out in Section 5 of the report.

8.9 **Alternative Options**

Refer to Cabinet report.

8.10 **Reasons for Decision**

Refer to sections 2 and 4 of the Cabinet report.

9 **Norfolk Strategic Infrastructure Delivery Plan (NSIDP) refreshed for 2019.**

- 9.1 Cabinet received the report by the Executive Director of Community & Environmental Services, this included the Draft 2019 NSIDP which sets out Norfolk's high-level strategic infrastructure priorities for the next 10 years.
- 9.2 The Executive Director of Community & Environmental Services highlighted the importance of the programme of infrastructure projects going forward and

working with other local stakeholders to deliver housing and employment growth. He added that the programme was ambitious and a lot of work would be needed to deliver it.

- 9.3 The Cabinet Member for Highways, Infrastructure & Transport stated that the NSIDP brought together the projects needed to deliver the right infrastructure for Norfolk and the eastern region. The document was a working document and would be reviewed annually. The Cabinet Member advised of an amendment to the report in that the Broadland Business Park Rail Station had been included in the Plan, as requested by the Infrastructure & Delivery Select Committee at its recent meeting. The NSIDP had been revised to include the Broadland Business Park Rail Station project.
- 9.4 The Vice-Chairman and Cabinet Member for Growing the Economy stated that the document was well written, comprehensive and would be important for Norfolk's economic growth. He was also pleased to see the inclusion of the Acle Straight and the flood defences and asked that Transport East be referenced in the submission for the Acle Straight as it had been one of its agreed priorities for some time.
- 9.5 The Cabinet Member for Highways, Infrastructure & Transport highlighted that Transport East was referred to in the report and that Norfolk County Council was working with other bodies, such as Transport East and the A47 Alliance, and NCC were pushing for government commitment to deliver the dualling of the Acle Straight and other schemes.
- 9.6 The Cabinet Member for Adult Social Care, Public Health and Prevention fully supported the document adding that he was pleased the roundabouts on the A11 at Thetford had been included. He added that he was also pleased to see the inclusion of power infrastructure projects along the A11 corridor.
- 9.7 The Cabinet Member for Innovation, Transformation and Performance also endorsed the report, drawing attention to the digital infrastructure, including improved broadband coverage, mobile phone coverage and the roll-out of LoRaWAN (long range wider area network). He added that good infrastructure was needed to attract people to Norfolk and Norfolk County Council would work with providers to identify areas with little or no coverage and help test experimental technology. The Cabinet Member also highlighted the offer made by the County Council to make NCC buildings available to mobile phone companies to site mobile phone masts.
- 9.8 The Cabinet Member for Children's Services welcomed the inclusion of the education section, particularly the Broadland Growth Triangle Secondary School as well as the inclusion of the Transforming Cities Fund and the inclusion of the Broadland Business Park Rail hub.
- 9.9 The Cabinet Member for Finance also endorsed the report which showed strong leadership at County Hall. He added he was particularly pleased to see the flood attenuation at the Fens and Great Yarmouth and asked for future consideration how coastal defences should be encompassed. The Cabinet Member also endorsed the comments by the Cabinet Member for Innovation, Transformation and Performance as infrastructure was vital to realise the economic growth for Norfolk.

9.10 The Vice-Chairman and Cabinet Member for Growing the Economy referred to the £300m awarded to Highways England in 2014 for the A47 schemes which had not yet been started and added that the economic growth in Norfolk would have increased significantly if the programmes had been progressed as planned. He also expressed his disappointment at the reliance on Highways England and felt the Government should be asked to step in to ensure partners delivered projects to the agreed timeframe.

9.11 The Chairman summed up by highlighting the importance of the Plan to the County Council and Partnership working; the focus on transport, utilities and sustainability; and the importance of using the Business Rates Pool to ensure projects progressed as planned.

9.12 **Decision**

Cabinet **RESOLVED** to

- **Approve** the 2019 NSIDP with the inclusion of the Broadland Business Park Rail Station Project.
- **Support** the continued production of the NSIDP, together with its annual review.

9.13 **Alternative Options**

Refer to Cabinet Report.

9.14 **Reason for Decision**

The NSIDP helps the County Council identify where and when infrastructure projects could support delivery of growth and the County Council's and other Norfolk Local Authorities' priorities. This allows for informed discussions and will enable work with partners to co-ordinate implementation, prioritise activity and respond to any funding opportunities.

10 **Adult Education Strategy**

10.1 Cabinet received the report by the Executive Director of Community & Environmental Services seeking Cabinet endorsement for an Adult Education Strategy that outlined how the Adult Learning Service actively contributed to the Council three outcomes of:

- Growing Economy
- Thriving People, and
- Strong Communities

Cabinet was also asked to note the Adult Learning Service's performance in the most recent academic year, which finished in July 2019, when the service continued to progress from strength to strength.

10.2 The Executive Director of Community & Environmental Services stated that Norfolk was lucky to benefit from an inhouse Adult Education provision, which had been rated "good" by Ofsted at its last inspection. The service drew down funding from central Government, through the Department for Education and

income from tuition fees. He added that the Infrastructure & Development Select Committee had considered the Strategy at its meeting on 13 November 2019 and its comments were included in section 10 of the report.

- 10.3 The Cabinet Member for Communities & Partnerships advised that Cabinet was being asked to approve the Adult Education Strategy and to commend the Adult Learning Service's performance outcomes and improvement journey and highlighted that the Adult Learning Service had made a significant contribution to Norfolk County Council priorities by working with adult Norfolk residents, supporting them to obtain skills, knowledge and qualifications to progress into employment.

It was also highlighted that the Service was sufficiently confident to volunteer to be the first provider in the country to experience Ofsted's new Education Inspection Framework which had been implemented in September 2019.

- 10.4 The Cabinet Member for Innovation, Transformation and Performance fully endorsed the report, which would, by working with communities, help to raise people's aspirations, build their confidence and knowledge and find suitable employment.

10.5 **Decision**

Cabinet **RESOLVED** to:

1. **Approve** the Adult Education Strategy.
2. **Commend** the Adult Learning Service's performance outcomes and improvement journey.

10.6 **Alternative Options**

Refer to Cabinet report.

10.7 **Reason for Decision**

1. The Adult Education Strategy is based on the identified needs and priorities for adult learning in Norfolk and responds to the policy and funding requirements of the Education and Skills Funding Agency.
2. The service's external funding enables Norfolk County Council to deliver adult learning that enables Norfolk residents to develop their skills and knowledge, gain qualifications, progress; that reduces social isolation; and that increases family and social integration.

11 CES Enforcement Policy – Annual Review

- 11.1 Cabinet received the report by the Executive Director of Community & Environmental Services. The Community & Environment (CES) Enforcement Policy provided a framework for a number of services within the CES directorate to ensure that Norfolk County Council worked in an equitable, practical and consistent manner when delivering regulatory activities and law enforcement.

11.2 In introducing the report, the Cabinet Member for Communities & Partnerships said that the Policy was subject to annual review and had been updated to reflect the wide-range of services covered by the CES directorate which was responsible for a range of regulatory functions.

11.3 The Chairman highlighted the good work of the Trading Standards team which had been involved in a few high-profile rogue trader cases recently and also the work carried out to protect and support Norfolk residents, businesses and the environment, whilst responding to address identified non-compliances to reduce the burden on businesses and help them grow.

11.4 **Decision**

Cabinet **RESOLVED** to:

1. **Approve** the revised CES Enforcement Policy at Appendix A of the report and its annex documents.
2. **Note** the 2018-19 enforcement performance data provided at Appendix B, and summary of stakeholder engagement at Appendix C of the report.

11.5 **Alternative Options**

Refer to Cabinet Report.

11.6 **Reason for Decision**

A CES wide Enforcement Policy is considered to be the most effective way to demonstrate how CES intends to fulfil its regulatory/legal responsibilities.

12 **Finance Monitoring Report 2019-20 P7 : October 2019**

12.1 Cabinet received the report by the Executive Director of Finance & Commercial Services providing a summary of the forecast financial position for the 2019-20 Revenue and Capital Budgets, General Balances and the Council's Reserves at 31 March 2020, together with related financial information.

12.2 In introducing the report, the Cabinet Member for Finance highlighted the additional pressures on the forecast revenue budget from the Home to School Transport and Special Educational Needs (SEN) transport; the reduction in the forecast overspend in Adult Social Services; the budgeted £120m on SEND schools which would obviate the need for long-distance travel for children; the number of children in care at the lowest level for a number of years and the growing confidence that the Transformation Programme was beginning to show results. The Community & Environmental Services Department continued to manage its budget well, although the Museums Service may show a slight deficit with visitor numbers dropping due to renovation works. It was hoped this may change with the exhibition of the Turner painting at the Castle Museum.

The Medium-Term Financial Strategy was proving difficult to predict. The Cabinet Member advised that he had spoken to Sajid Javid, the Chancellor of the Exchequer and had been reassured the revenue would be forthcoming after the election if the Conservatives were re-elected.

- 12.3 The Cabinet Member for Commercial Services and Asset Management referred to the recommendation to County Council for an additional £0.750m to the capital programme for the purpose of making a contribution to improved infrastructure on former NCC agricultural land. The County Council owned 13 acres of former agricultural land to the south east of Attleborough which had been zoned into three plots for commercial development. It was proposed to sell plot 1 to a local manufacturing business to build a new factory. As part of the transaction, the purchaser would install site infrastructure to their plot and also to serve plots 2 and 3, after which Norfolk County Council would be able to sell plots 2 and 3 as serviced development land at a higher value.

He added that NPS Property Consultants Ltd had reviewed the estimated servicing costs and Norfolk County Council would pay 41% of the costs relating to plots 2 and 3. Norfolk County Council would release its contributions on receipt of quantity surveyor certificates and approval from the Head of Property.

- 12.4 The Cabinet Member for Children's Services welcomed the positivity shown in the report, adding that the transport to school issue was well known and the early stages of the Transformation Programme was starting to show positive results with a reduction in the number of children in care and the move to the new semi-independent and enhanced fostering options.
- 12.5 The Cabinet Member for Adult Social Care, Public Health and Prevention also welcomed the report which showed Norfolk County Council held a tight rein on spending, working within its agreed budget to deliver services which protected vulnerable people in the county. He congratulated everyone involved.
- 12.6 The Chairman recognised the pressures on funding in both Children's and Adult Social Services and said he looked forward to receiving details of the new Government's proposed funding after the election on 12 December.

12.7 **Decision**

Cabinet **RESOLVED** to:

1. **Recommend** to County Council the addition of £0.750m to the capital programme for the purpose of making a contribution to improved infrastructure on former NCC agricultural land, as set out in appendix 2, paragraph 4.1 of the report;
2. **Note** the period 7 forecast general fund revenue overspend of £3.819m noting also that Executive Directors will take measures throughout the year to reduce or eliminate potential overspends.
3. **Note** the period 7 forecast shortfall in savings of £4.916m, noting also that Executive Directors will take measures throughout the year to mitigate savings shortfalls through alternative savings or underspends.
4. **Note** the forecast General Balances at 31 March 2020 of £19.623m, before taking into account any over/underspends.
5. **Note** the expenditure and funding of the revised current and future 2019-22 capital programmes.

12.8 **Alternative Options**

In order to deliver a balanced budget, no viable alternative options have been identified to the recommendations in the report.

12.9 **Reasons for Decision**

Two appendices attached to the 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
- Changes to the approved budget
- Reserves
- Savings
- Treasury management and
- Payments and debt performance

Appendix 2 summarises the capital outturn position, and includes:

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

13 **Mid-Year Treasury Management Monitoring Report 2019-20**

13.1 Cabinet received the annual report by the Executive Director of Finance & Commercial Services providing details of the 2019-20 treasury activities and highlights compliance with policy and strategy previously approved by Members in relation to treasury management.

13.2 In accordance with regulatory requirements, the report provided information on the Treasury Management activities of the County Council for the period 1 April 2019 to 30 September 2019.

13.3 In introducing the report, the Cabinet Member for Finance highlighted that the Council's position remained stable and the report demonstrated that Norfolk County Council's treasury management operations had been carried out in accordance with best practice and in compliance with legislative and regulatory requirements.

13.4 **Decision**

Cabinet **RESOLVED** to

- **Endorse** and **recommend** to County Council the Mid-Year Treasury Management Monitoring Report 2019-20.

13.5 **Alternative Options**

In order to achieve treasury management in accordance with the Council's treasury management strategy, no viable alternative options have been identified to the recommendation in the report.

13.6 **Reason for Decision**

One Annex is attached to the report, giving details of treasury management activities and outcomes, including:

- Investment activities
- Borrowing strategy and outcomes
- Non-treasury investments
- Prudential indicators

14 A Social Impact Bond for Carers

- 14.1 Cabinet received the report by the Executive Director of Adult Social Services providing details of the Carers Social Impact Bond (SIB) bid to the Life Chances Fund (LCF) which was due to be submitted to the Department of Culture, Media and Sport (DCMS) in mid-December 2019.
- 14.2 The Executive Director of Adult Social Care introduced the report which was a new approach to improve outcomes for carers by adopting a new model to offer support. The SIB model was an innovative approach and had been co-produced with voluntary groups, Norfolk County Council and carers and could potentially bring in funding of £4.1m.
- 14.3 The Cabinet Member for Adult Social Care, Public Health and Prevention endorsed and commended the report and recommendations which would increase funding to support carers by 1/3 from external bodies for the next five years. The project would protect spending on carers support services for a period of five years, giving certainty to carers and promoting independence.

The proposed impact of the proposals were:

- Increase the number of carers known to Norfolk County Council.
 - Improve organisational and individual understanding of the role of carers and the support available to them.
 - Seamless carer pathway.
 - Accurate and timely identification and recording of risk to carers wellbeing.
 - Accurate recording and understanding of the carer pathway.
 - Increased understanding and knowledge of the interventions required to support the wellbeing and maintenance of the caring role.
 - Innovation and creativity in developing services and support that prevents the incidents of carer breakdown.
 - Improve carer satisfaction with the Norfolk Carer support offer
 - Provide evidence and funding to identify optimal investment in carers.
 - Generate long-term social care savings through improved demand management.
- 14.4 Cabinet Members endorsed the report which would provide a new, bold and low risk offer which would have significant outcomes for carers.
- 14.5 **Decision**

Cabinet **RESOLVED** to:

1. **Delegate** the approval of the Application for a Carers Social Impact Bond to the Department of Culture, Media and Sport/Life Chances Fund to the Executive Director of Adult Social Services.

14.6 **Alternative Options**

Refer to the Cabinet report.

14.7 **Reason for Decision**

Refer to section 4 of the Cabinet report.

15 Renewal of the NCC Group Catering Contract for Maintained Schools

- 15.1 Cabinet received the report by the Executive Director of Children's Services setting out the proposal for the Council to continue with the Group Catering Contract with Norse Eastern Limited for a further 3-year contract term from 1 April 2020, with some enhancements to the contract as agreed with the members of the Catering Board.

- 15.2 The Cabinet Member for Children's Services introduced the report and moved the recommendations, drawing attention to the fact that the current contract would terminate in March 2020 and arrangements needed to be agreed to ensure a service continued.

The following amendment to the recommendation was proposed, which was **agreed** by Cabinet:

- a) Note the contents of the report and **agree** the renewal of the Group Catering Contract with Norse Eastern Ltd with effect from 1 April 2020 for a period of 3 years

15.3 **Decision**

Cabinet **RESOLVED** to

- a) **Note** the contents of the report and **agree** the renewal of the Group Catering Contract with Norse Eastern Ltd with effect from 1 April 2020 for a period of 3 years.

15.4 **Alternative Options**

Refer to Cabinet Report.

15.5 **Reason for Decision**

Refer to the Cabinet Report.

16 Plan to Develop Peer Challenge Recommendations into Action Plan

- 16.1 Cabinet received the report by the Executive Director of Strategy & Governance setting out the details of the recommendations from the Peer Review carried out in October 2019.
- 16.2 The Executive Director of Strategy & Governance stated that the County Council had been awarded free consultancy which amounted to 450 hours of work.
- 16.3 The Chairman and Cabinet Member for Strategy & Governance introduced the report highlighting the importance of viewing the recommendations from the Peer Review as critical friends; the key feedback comments and the recommendations which linked to the action plan on pages 307 and 308 of the agenda.
- The Chairman advised that the LGA had been asked to review Norfolk County Council's governance arrangements on 16 and 17 January 2020.
- 16.4 The Cabinet Member for Adult Social Care, Public Health and Prevention agreed that the peer review had proved useful which showed Norfolk County Council was not frightened of receiving friendly criticism by allowing its processes to be benchmarked against external bodies.
- The Cabinet Member also highlighted the paragraph "the Council was growing at pace, there was a growing feeling of stability and confidence amongst Partners and the Executive Leader is integral to this" and said that the constructive criticism should be welcomed which would help the Council to benchmark and deal with the challenges it faced in the future.
- 16.5 The Cabinet Member for Innovation, Transformation and Performance agreed that the Review had been positive and highlighted the opportunities for training Councillors' on their corporate responsibilities.
- 16.6 The Cabinet Member for Growing the Economy highlighted the emerging concept of 'Inclusive Growth' as social mobility sat at the heart of the inclusive growth agenda in Norfolk and the objective was one of which would positively impact on the socio-economic challenges in the county. The Cabinet Member thanked the team for the work they had carried out on producing the action plan.
- 16.7 The Cabinet Member for Finance also commended the report, highlighting that organisational culture was more positive, which was an important part of what the Council was seeking to achieve in ensuring staff had a clear direction.
- 16.8 The Cabinet Member for Children's Services highlighted the availability and accessibility of Member training and the need to find ways to be more innovative. He also requested consideration be given to finding ways to introduce training on corporate parenting, including inviting District Councillors to attend and suggested holding training sessions at District Council offices to make them more accessible.
- 16.9 The Chairman reiterated that the most important aspect was considering the recommendations and ensuring an action plan was produced and actioned.

16.10 The Chairman formally thanked all the Officers in producing the position statement and other documents for the Peer Review.

16.11 **Decision**

Cabinet discussed the draft findings of the Peer Challenge and the action plan and **RESOLVED** to

- a) **Agree** the recommendations.
- b) **Commission** the LGA to provide the external support to our planned governance review.

16.12 **Alternative Options**

The proposal looks to establish the development of an action plan. It is proposed that a do-nothing option would not be suitable.

16.13 **Evidence and Reason for Decision**

The Peer Challenge Report provided full details of the visit by the Peer team and their recommendations which would then be enacted through the proposed action plan.

17 Delegated Decisions Reports

Cabinet **noted** the following Delegated Decisions:

17.1 **Cabinet Member for Children's Services:**

- Adoption of Childcare Sufficiency Assessment 2019

17.2 **Cabinet Member for Highways, Infrastructure & Transport:**

- Implementation of speed management measures, including a School 20 mph Part Time Speed Limit on Quebec Road, Dereham.

17.2.1 The Cabinet Member for Adult Social Care, Public Health & Prevention thanked the Cabinet Member for Highways, Infrastructure & Transport for his support to the proposal and for signing off the order which had received the support of his constituents and which had made a big difference to the residents of Hoe.

The meeting ended at 11.25 am.

Chairman

Great Yarmouth Community Trust – update

This briefing provides an update on the significant work undertaken by this council to support children, families and staff affected by the sudden closure of Great Yarmouth Community Trust.

Over the last week, there has been work across council departments to try to minimise the impact of the loss of the trust's six Norfolk nurseries and the independent school (Horatio House).

We have pulled together staff across Children's Services, finance, procurement, property and Human Resources to try to find solutions that can get nursery and school provision back in place as soon as possible.

The Trust decided on the afternoon of Monday 25 November to close its operations on the afternoon of Wednesday 27 November but was insistent that this should remain confidential so that staff could all be told at the same time. To have had the news leaking out, with staff perhaps walking out, would have caused safeguarding issues and probably the earlier, and disorderly, closure of the nurseries.

In the 48 hours available to it the council moved quickly – setting up two new companies to assist in recovering the services, establishing dedicated webpages for both staff and parents and a dedicated phoneline, and setting up advice events for both parents and staff. The decision to set up the 2 companies was taken as an urgent decision by the Leader of the Council.

Council staff contacted every Norfolk parent with a child at Horatio House. The Trust was unable to make parents' addresses and email details available, but we were given mobile numbers for most parents. A bulk SMS message was sent out on the afternoon of the 27th with a link to a web page, and the Family Information Service stayed open late into the evening to provide assistance.

An agreed message was included in the redundancy notices issued to staff inviting them to register with the council for information about jobs once the nurseries were re-opened.

Nurseries

The closure of the Norfolk nurseries has affected about 290 children and their families. The council wants to ensure that there are sufficient nursery spaces in the Great Yarmouth area, to support children's early education and to make sure parents can access their entitlement to funded places for two, three and four-year-olds. 99 of the 290 children have been accommodated at 14 different providers in Great Yarmouth & Gorleston.

Due to the significant loss of places in Great Yarmouth, the council has created a new company, NCC Nurseries Ltd, which will seek to reopen as much of the provision as possible by the middle of December. This is subject to negotiations with landlords and to other issues outside the council's direct control in what is a complex situation.

Meetings are being held with affected front-line nursery staff on 3rd December to discuss their individual circumstances. Subject to employment checks, we expect to offer all staff employment in the new service as early as December 11.

The council's property team will be carrying out full checks on the existing premises to ensure that they can reopen safely.

In the meantime, the council's Family Information Service has been able to support several families to find alternative nursery places for their children.

Drop-in sessions are being held in Great Yarmouth and Gorleston on Wednesday, 4 December to help provide an update on the council's proposals for the nurseries and give advice and support.

Horatio House

Horatio House provides specialist education for 18 Norfolk young people that have been excluded from mainstream school. These young people have a range of complex needs and mainstream high school places are not appropriate.

The council has set up a new company, NCC HH Ltd, to take on the running of the school. Discussions have taken place with Ofsted and the Department for Education, for the council to acquire the registration to operate the school. This is expected to be in place in time for the school to reopen on January 6.

In the meantime, the council has been in contact with all the parents affected and is putting in place a home learning package, with a tutor assigned to each young person.

Staff affected by the Horatio House closure have also been invited to meet with council officers on Tuesday and, subject to checks, will be offered employment in the new company.

Nexus Engineering

Students at six high schools attended Nexus Engineering as part of their studies. The council has spoken with each of these schools when the insolvency was announced, to provide advice and support. The students all remain on roll at their current schools and these schools will help find alternative training places, if this is right for the individual students.

Priory Centre

The Priory Centre was home to an Early Childhood and Family Service base. This has now moved to Great Yarmouth Library and any planned activities have been moved. An updated programme is available on the council's website. We aim to re-open the Priory nursery at its current location.

We are also seeking to contact a number of the groups and organisations previously using the Priory Centre to check to see if they need support in accessing other venues within the local area.

I would like to thank the officers for the work they have put into a complex and fast moving situation and doing it so quickly and professionally.

Agenda Local Member Issues/Questions
item 6

Question from Cllr Alexandra Kemp

As the former carer for a relative with dementia, I have seen how restrictions on the ability to access the outside world and make everyday decisions the rest of us take for granted, means permanent residential care is the very last resort. This Council's draft Budget includes "ASS003 Extending home based support for people with higher level needs or dementia so that they can remain in their home especially after an illness or hospital stay". How is Council making it possible for people placed in residential care, for a short stay, to return home if they want to, when the social worker says they are "settled in the care home."

Draft Response:

Adult Social Services is expanding home-based and accommodation-based reablement to support more people to return home from hospital and to avoid unnecessary admissions to hospitals and care homes. We are also extending the use of assistive technology and home-based support for people with higher level needs or dementia so that they can remain in their home especially after an illness or hospital stay, which saves people having to go into residential care.

Where a person moves into short-term residential care, social care practitioners always consider whether the person is able to return home. Individual cases are considered on their own merits and decisions are made taking into account what the person wants to achieve, the impact on their well-being and the risks involved

Question from Cllr Tim Adams

Can you ensure that there is dialogue with both North Norfolk District Council and Cromer Town in respect of the 2020 opening times of Cromer Museum? I am sure you would agree with me that it would be a great shame if it is not open in the month of March due to the budget cuts at Norfolk County Council.

Response from the Cabinet Member for Communities & Partnerships.

I understand that Norfolk Museums Service has been in positive dialogue with both North Norfolk District Council and Cromer Town Council and a decision on the additional funding required for the pre-Easter 2020 opening of Cromer Museum from both North Norfolk District Council and Cromer Town Council is expected very soon.

However, I am also grateful for the opportunity to clarify that the reduction in opening hours for Cromer Museum, including the March period, is a direct consequence of an historic reduction in the annual grant from North Norfolk District Council and is not related to any budget cuts by Norfolk County Council.

Question 2 from Cllr Tim Adams

Last week I dealt with a resident whose front garden was illegally used as a short cut by frustrated drivers during a closure for works that had already finished. Could the cabinet member for Highways, Infrastructure & Transportation share with us what the Council is doing to tackle utility companies who keep roads closed for unnecessarily long periods of time following the completion of works?

Response by the Cabinet Member for Highways, Infrastructure & Transport:

Norfolk operates a permit scheme where promoters must gain consent to work in the highway. Some 48,000 permits are issued each year. This provides a mechanism where we can better influence how and when the works take place to try and minimise disruption caused to the travelling public. Where the associated data is late or incorrect, fines can be levied on the utility.

Where works are found to take too long to complete we can also fine the utility for the overstay. These fines can range from £100 to £10,000 for each additional day. If the details of the case can be sent to the local Highways Area team, they will investigate and see whether there are any penalties which can be applied to the works promoter.

Question from Cllr David Harrison

Fire Service. What has been done to evaluate the impact of moving staff into the Wymondham Command Centre and has this involved staff feedback as I understand there are some concerns about the proximity of the staff to the mental health team, and some of the issues they are therefore exposed to that are not related to their own work and can be quite distressing.

Response by the Cabinet Member for Communities & Partnerships:

NFRS managers have been working with our Control teams to understand their concerns and support them in the move to the joint Control room at Wymondham.

A number of issues regarding this move have been forwarded by staff; these are being addressed within the leadership structure of Control and through their representative body.

Questions requiring written responses from the Cabinet Meeting held on Monday 2 December 2019

	Question and response:
Agenda item 7 Local Member Supplementary Question from Alexandra Kemp	<p>As a supplementary question, Cllr Alexandra Kemp thanked the Cabinet Member for the response to her question and asked how many people placed in long-term residential care were able to return home with the right support.</p> <p>Response from the Cabinet Member for Adult Social Care, Public Health & Prevention:</p> <p>We do not readily have the number of people with dementia who returned home after a residential stay. This is because our recording system does not currently track people through the care journey in this way. We do know that in 2018/19 there were 2264 older people using short term residential stay. (This includes reablement and respite). Of those, we know that 792 (40%) had dementia. We cannot currently give an accurate number of people with dementia who returned home, although we do know that most people using respite care do return home. We are continuing to work on improving our recording and tracking system so we can easily monitor outcomes for all older people – including those with dementia.</p>