

Cabinet

Minutes of the Meeting held on Monday 4 November 2019 at 10am in the Council Chamber, 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

Executive Directors Present:

Tom McCabe	Executive Director of Community & Environmental Services and Head of Paid Service.
James Bullion	Executive Director of Adult Social Services
Abdus Choudhury	Deputy Monitoring Officer (for 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 7 October 2019 were agreed as an accurate record and signed by the Chairman.

3 Declaration of Interests

There were no declarations made.

4 Items of Urgent Business

There were no items of urgent business.

5 Public Question Time

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

6 Local Member Questions/Issues

- 6.1 The list of Local Member questions and the responses is attached at Appendix B.
- 6.2 As a supplementary question, Cllr Kemp referred to the need for care farms in West Norfolk and the commitment to the Joint Health and Wellbeing Strategy to improve mental health. Cllr Kemp said that the Mental Health Trust had received £5m to bring in 24/7 care in hospitals and in the community and asked if Cabinet would commit to speaking with the Mental Health Trust to see whether a care farm in west Norfolk could be progressed more quickly.

The Chairman reiterated the last paragraph of the response to the substantive question, adding that a care farm to serve the west of the county was being actively progressed by the Cabinet Member and the appropriate team.

The Cabinet Member for Commercial Services and Asset Management added that Norfolk County Council was trying to promote more care farms but this could only happen when the right farms became available. He added that a robust procedure was in place to interview potential tenants, including ensuring that candidates presented a robust business plan.

7 Norfolk Adoption Service (NAS) – Statement of Purpose

- 7.1 Cabinet received the report by the Executive Director of Children's Services setting out that the Statement of Purpose was a public document, approved by Cabinet, available to adoptive families, adopted children, their birth parents and guardians and staff working in the field of adoption. The document was inspected by Ofsted (Office of Standards in Education).
- 7.2 In introducing the report, the Cabinet Member for Children's Services highlighted that the service had been judged "very good" at the latest Ofsted inspection. The Cabinet Member also highlighted that a total of 67 children had been matched with adoptive parents; a good track record had been maintained of placing sibling groups with adoptive parents, keeping siblings together where possible; the comprehensive support service offered to adopted children and families, including birth families and that Norfolk had exceeded the national minimum adoption standards.

The Cabinet Member also added that work was being undertaken to develop a marketing and recruitment approach to further target BME groups, children with disabilities and those with an offer to large sibling groups and that work would continue to develop the service and the Adoption Support Fund. The Cabinet Member moved the recommendations in the report.

- 7.3 The Chairman advised that Cabinet was being asked to endorse and approve the Statement of Purpose for the Adoption Service as it was not necessary for full Council to approve the Statement.
- 7.4 The Cabinet Member for Innovation, Transformation & Performance commended the excellent report, noting that he was particularly impressed with the average time for a child entering care and moving to a family in Norfolk of 337 days, which was much better than the national average. He added that this gave children certainty and the short timescales needed to be commended, thanking staff for making it happen.
- 7.5 The Vice-Chairman and Cabinet Member for Growing the Economy commended the report, highlighting the Foreword by the Executive Director of Children's Services which stated that Ofsted had judged NCC's adoption service as outstanding in January 2018 and that the service delivered positive and timely outcomes for children.
- 7.6 The Cabinet Member for Adult Social Care, Public Health and Prevention also endorsed the report which highlighted the good work carried out within Children's Services and the Adoption Service. He added that the report reaffirmed Councillors' responsibilities as corporate parents and the good health in which the adoption service was in.
- 7.7 The Chairman noted that this was a good news report which emphasised the service and also the Ofsted judgement of the service which was a good omen for the future.

7.8 **Decision**

Cabinet **RESOLVED** to:

- **Endorse** and approve the Statement of Purpose for the Adoption Service.

7.9 **Alternative Options**

Refer to Cabinet report.

7.10 **Reasons for Decision**

There is evidence of sustained and strong service performance in relation to adopter recruitment, children being adopted and post adoption support. Norfolk Adoption Service continues to be a high performing service within the region.

The decision to endorse the Statement of Purpose is required in order for the Local Authority to remain compliant with the Adoption Regulatory Standards.

8 Norfolk Fostering Services (NFS) – Statement of Purpose 2019-20

- 8.1 Cabinet received the report by the Executive Director of Children's Services focusing on a performance review of Norfolk Fostering Service.
- 8.2 The Executive Director of Children's Services stated that producing an annual report on the service was a statutory requirement under the Guidelines to give Cabinet an opportunity see the work carried out in the previous year; the achievements; the progress and the plans for the coming year. The Executive Director added that this was another good news story where real progress had been made by the Norfolk Fostering Service.
- 8.3 The Cabinet Member for Children's Services introduced the report and moved the recommendations, drawing Cabinet's attention to the fact that the Fostering Service had exceeded the recruitment target of 40 by approving a total of 42 fostering households, with the approval stretch target for 2020/21 being raised to 65. The Cabinet Member added that the Fostering Service continued to grow, particularly the development of the Foster Care Ambassadors, Buddies and Trainers, with the buddies being a particularly important factor enabling foster carers to have a buddy to contact if they needed advice or guidance. The training offered to foster carers was also noted as exceptional.

Cabinet noted that a new website was due to be launched in the next six months which would include a short video about becoming a foster carer which it was hoped would encourage additional interest from anyone considering becoming a foster carer.

The Cabinet Member also highlighted how Norfolk County Council supported the 321 approved foster carers in Norfolk, 24 of which were friends and family carers and 281 were mainstream foster carers.

- 8.4 The Cabinet Member for Adult Social Care, Public Health and Prevention fully supported the report and the work of the fostering service, as well as the adoption service, noting that looked after children were much better off in a family environment which the fostering service provided. He added he was particularly keen to support the introduction of the Fostering Panel Service which would continue to support improved practice through quality assurance, training and challenge.
- 8.5 The Vice-Chairman and Cabinet Member for Growing the Economy referred to the Ofsted judgement that had advised that Norfolk's children were with foster carers who were well trained, well supported and well supervised. He added that as part of the Children's Services transformation journey to good and outstanding, new foster carers were being invited to join the service and it was hoped that 47 new foster families could be recruited this year. Norfolk County Council was ambitious in ensuring children lived in loving foster families within their communities where they were safe and felt a sense of belonging as all children should enjoy a happy, healthy childhood which promoted their self confidence and resilience. The Cabinet Member complemented the service on its achievements.

- 8.6 The Cabinet Member for Innovation, Transformation & Performance endorsed the report, noting that the number of foster carers increasing each year was good to see, as well as how foster carers were taking a lead in developing the foster service.
- 8.7 The Chairman noted that the Statement of Purpose included a plan for the future and that it was also noted that the service was showing no complacency in that it had set itself stretch targets for the future. He added his congratulations to everyone concerned on achieving the Ofsted judgement of “Good”.

8.8 **Decision**

Cabinet **RESOLVED** to

- **Endorse** and **approve** the Statement of Purpose for the Fostering Service 2019-20.

8.9 **Alternative Options**

Refer to Cabinet Report.

8.10 **Reason for Decision**

There is evidence of improved service delivery in relation to foster carer recruitment and retention through a more targeted and informed approach, as well as high quality support to each foster placement made. The service is on track to deliver the sufficiency targets.

The decision to endorse the Statement of Purpose is required for the Local Authority to remain compliant with the Care Standards Act 2000.

9 Annual Review of NCC Residential Children’s Homes.

- 9.1 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.
- 9.2 The Executive Director of Children’s Services introduced the annual report, highlighting that the NCC Residential Children’s Homes service was probably one of the jewels in Norfolk County Council’s crown as not all local authorities had a residential care estate and that NCC had nine children’s homes. The Executive Director highlighted that the service was highly regarded in terms of the judgements afforded by Ofsted which was also a key part for the reason the service had been successful in a bid to the Department for Education to partner with Yorkshire in the “No Wrong Door” programme.
- 9.3 The Cabinet Member for Children’s Services highlighted this good news story which ensured that children requiring accommodation and care were provided for within NCC’s own estate. He also highlighted that every child coming into a home had a risk assessment to ensure that the placement was suitable for them.

The Cabinet Member quoted statements from young people who had been in care, which had shown how they recognised and appreciated the service afforded to them.

Cabinet noted that Ofsted inspected the children's homes annually, with any requiring improvement inspected twice yearly.

The Cabinet Member drew attention to the table in the report about the number of times children/young people went missing and advised that this referred to the number of incidents, not the number of children. The incidents were strictly monitored and recorded and related to a small number of children that tended to push boundaries by returning to the home 10-15 minutes late.

The Cabinet Member advised that the capital investment programme, to introduce semi-independent living accommodation for 16-18 year olds that wanted to leave residential care, was progressing well and proving to be successful and that additional accommodation would be coming on stream in the future.

- 9.4 The Cabinet Member for Finance fully supported the service and noted it was a great accolade with the number of homes rated good or outstanding by Ofsted, leading to the confidence of Cabinet and Council in providing capital funding for the service.
- 9.5 The Vice-Chairman and Cabinet Member for Growing the Economy commended the report and added that this was another good report from Children's Services showing how the service had developed and improved over the past year.
- 9.6 The Cabinet Member for Commercial Services & Asset Management added his endorsement to the report, particularly the semi-independent living service, in which he had been supporting Children's Services by purchasing homes to use as semi-independent accommodation for 16-18 year olds.
- 9.7 The Cabinet Member of Innovation, Transformation & Performance also commended the report and noted the importance in providing the semi-independent living service which made the transition from care into living on their own easier for care leavers.
- 9.8 The Cabinet Member for Communities & Partnerships highlighted the work being done in offering placements for student social workers across the homes to give them a learning opportunity and also to give the young people an opportunity to speak to someone nearer their own age.
- 9.9 The Chairman highlighted the excellent Ofsted judgement that Norfolk County Council's children's homes were good or outstanding at 8 of the 9 homes in the estate. The Chairman reiterated the comment of the Executive Director of Children's Services that the service was a "jewel in the crown" of Norfolk County Council services.

9.10 **Decision**

Cabinet **RESOLVED** to:

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

9.11 **Alternative Options**

Refer to Cabinet report.

9.12 **Reason for Decision**

Refer to paragraph 4 of the Cabinet report.

10 Transforming Cities Funding Submission

10.1 Cabinet received the report by the Executive Director of Community & Environmental Services outlining the application for the remaining Transforming Cities Funding allocation following the successfully secured £6.1m of funding from an earlier tranche of funding.

10.2 The Executive Director of Community and Environmental Services stated that Norfolk County Council Members and Officers had been working with colleagues at Norwich, Broadland and South Norfolk Councils, together with a range of other stakeholders, for the last six months to develop a Business Case for the Transforming Cities Fund. The Fund was widely recognised as a huge opportunity for transport and connectivity improvements in the Greater Norwich area and would give an opportunity to underpin Norwich's position as the regional capital. The report sets out the issues and progress made in working towards the submission of the final proposal by 28 November 2019.

10.3 The Cabinet Member for Highways, Infrastructure & Transport introduced the report which set out the Strategic Outline Business Case (SOBC) to be submitted by 28 November, including details of the three funding scenarios and the details of all the proposed projects. The Cabinet Member advised that the Transforming Cities Joint Committee had carefully considered the report at its last meeting and have given its unanimous support for the business case and the Transforming Cities Fund.

10.4 The Cabinet Member for Highways Infrastructure & Transport read out the following statement, following the promised six-month review of the Transforming Cities Joint Committee:

"Cabinet approved the formation of a new Transforming Cities Joint Committee in May 2019, but agreed that this would be reviewed after six months. To date, the Joint Committee has considered details of projects already being delivered and has provided views on the funding application recommended for approval by Cabinet today. The Joint Committee is working well in terms of providing scrutiny and challenge and therefore it will continue to meet. I will review again in April 2020, following the Transforming Cities funding announcement by Government".

10.5 The Cabinet Member for Adult Social Care, Public Health and Prevention backed the proposals, particularly the cross-party support. He added that this

would also raise the profile of the green agenda at Norfolk County Council as the project would improve air quality in the city and help ensure buses were operating more efficiently, which in turn may encourage people to move from using their car to using public transport.

- 10.6 The Chairman noted that this was a good example of Norfolk County Council's 'Working Better Together' ambition.
- 10.7 The Cabinet Member for Children's Services added his support to the SOBC and thanked officers for the work they had carried out. He was particularly pleased to see the Thorpe Road contraflow and the Rackheath to city centre schemes included, especially the Plumstead Road/Woodside Road scheme, Heartsease five-ways roundabout and Ketts Hill roundabout which he had received a lot of complaints about from his constituents.
- 10.8 The Cabinet Member for Finance congratulated the Transforming Cities Joint Committee for its work and added that, as cycling champion, he had been pushing for Beryl's Bikes to come to Norwich which would see 600 bikes in place from March 2020, including a large number of electric-assist bikes.
- 10.9 The Cabinet Member for Innovation, Transformation and Performance commended the report, particularly the LED lighting and smart city technology initiatives which were examples of how technology could be harnessed to make travelling on public transport easier.

10.10 **Decision**

Cabinet **RESOLVED** to:

1. **Approve** the submission of the Strategic Outline Business Case (SOBC) based on the proposals outlined in the report.
2. **Delegate** sign-off of the detailed submission to the Cabinet Member for Highways, Infrastructure & Transport.

10.11 **Alternative Options**

Refer to Cabinet Report.

10.12 **Reason for Decision**

The programme outlined in this report has been developed in conjunction with both private and public sector partners, as well as with input from the DfT. The programme maximises the potential for the bid to be successful and is therefore recommended to the Joint Committee.

11 Abbey Estate Thetford – Memorandum of Understanding

- 11.1 Cabinet received the report by the Executive Director of Community & Environmental Services setting out the intention to work with other bodies and the local community.
- 11.2 The Vice-Chairman and Cabinet Member for Growing the Economy introduced the report and moved the recommendation to approve the Memorandum of

Understanding between Flagship Housing, Breckland Council and Norfolk County Council.

11.3 The Cabinet Member for Adult Social Care, Public Health and Prevention noted his support for the report, stating that the Abbey Estate at Thetford had been built in the 1960's and at that time had been considered ahead of its time. Recently, it had been proved that there were elements of challenge in the layout of the estate and this important urban regeneration project would have a positive impact on the residents of the estate and in Thetford. The Cabinet Member added that Norfolk County Council allocating £100,000 to start the process, without receiving anything in return, would hopefully encourage the Partners to invest in future. The Cabinet Member added his thanks to everyone concerned in bringing the proposals forward.

11.5 The Vice-Chairman and Cabinet Member for Growing the Economy advised Cabinet of the following amendments to the Memorandum of Understanding:

Under "Principles of Collaboration" on page 1 of the Agreement, remove the words "when seeking to achieve"

On page 3, paragraph 6.3 of the Memorandum of Understanding, add the word "is" after the County Council to read. "The County Council **is** a key strategic partner"

11.6 The Cabinet Member for Innovation, Transformation & Performance added his support to the proposal, noting that "Together for Norfolk" had been launched, setting out a vision that communities could be proud of. He added that the Abbey Estate had a strong sense of community with a passion for the area among its residents and that schemes such as this should be carried out to make life better for residents.

11.7 The Cabinet Member for Communities & Partnerships offered her support to the proposal to regenerate the area and felt that this was a scheme that could be replicated in other parts of the county in the future.

11.8 The Cabinet Member for Environment & Waste stated that he looked forward to seeing the work carried out, which was similar to a scheme in Great Yarmouth on the Middlegate Estate. He added that learning from different schemes would mean that schemes could be replicated across the county.

11.9 The Chairman highlighted that the scheme was about community leadership, with Norfolk County Council, Breckland Council and Flagship Housing showing that leadership on this major, long-term regeneration project, which should be fully supported.

11.10 **Decision**

Cabinet **RESOLVED** to:

- **Approve** the Memorandum of Understanding.

11.11 **Alternative Options**

Refer to the Cabinet Report.

11.12 **Reason for Decision**

The Cabinet decision is considered to align closely with the County Council's stated outcomes in our agreed six-year plan 'Together for Norfolk'. The rationale behind the proposal is to improve the physical, environmental and community elements of the estate in a manner agreed with the local community.

12 Norfolk Safeguarding Adults Board Report 2018-19

12.1 Cabinet received the annual report by the Executive Director of Adult Social Services summarising the work of the Norfolk Safeguarding Adults Board (NSAB) during 2018-19. The Chairman advised that Joan Maughan, Independent Chair of the Adult Safeguarding Board had intended to present the report, but was unable to attend due to illness.

12.2 The Cabinet Member for Adult Social Care, Public Health and Prevention highlighted that the report produced by the Independent Chair of the Safeguarding Board demonstrated Norfolk County Council's commitment to safeguarding.

12.3 The Executive Director of Adult Social Services introduced the annual report of the Norfolk Adult Safeguarding Board, which was a report for the previous year and which was used as a background report for future planning. The Executive Director highlighted that there had been a significant increase in the number of safeguarding adult enquiries year on year which was considered positive in that people felt confident about reporting adult abuse. The aim of the service was for people to be free from abuse and neglect, although the difficulties in achieving this was recognised in the complex world we lived in.

The significant proportion of financial abuse of older and vulnerable people was highlighted, which was a growing area of concern for the Safeguarding teams.

The number of referrals each year for independent formal reviews into complaints of serious case reviews was small in number compared with the number of enquiries but the cases enabled the team to learn from inter-agency colleagues about what went wrong between the health service, NCC and the police service.

The Executive Director commended the report to Cabinet as a positive message that the work undertaken was protecting the vulnerable and older people in Norfolk.

12.4 The Cabinet Member for Commercial Services and Asset Management endorsed the report and commended the work of the Norfolk Adult Safeguarding Board, by bringing all the different partners together to resolve safeguarding problems within the county.

12.5 The Chairman endorsed the comments made by the Executive Director of Adult Social Services and highlighted the message from the Independent Chairman of the Adult Safeguarding Board which gave an honest view of the

challenges being faced as well as an honest view of the capacity for dealing with cases, although the Service had achieved some positive results.

12.6 **Decision**

Cabinet **RESOLVED** to

- a) **Agree** the content of the report, which is ready for publication.
- b) **Proactively share** this report with partner organisations with whom they have contact and actively encourage their involvement with NSAB's work.

12.7 **Alternative Options**

Refer to Cabinet Report.

12.8 **Reason for Decision**

The publication of an annual report is a statutory requirement upon safeguarding adults boards (14.136 Care Act Guidance 2016).

13 **Adult Social Care Market Position Statement Update 2019-20**

- 13.1 Cabinet received the report by the Executive Director of Adult Social Services summarising the Norfolk Adult Social Care (ASC) market as it currently stood and how Norfolk County Council and its partners intended to, and were, shaping the care market to meet people's needs, a care market where most of the provision was not owned by the Council. The report updated the 2018 document at www.norfolk.gov.uk/mps.

- 13.2 The Executive Director for Adult Social Services introduced the report by saying this was Norfolk County Council's annual opportunity to update and publish its view of how the care market fared in terms of its state, capacity and quality and to advise care providers about the kind of changes and opportunities presented in a growing market together with raising quality.

- 13.3 The Cabinet Member for Adult Social Care, Public Health & Prevention highlighted that the document had become an important document in recent years to encourage and shape the market. One of the key things the Council could do was to support the market by putting in an additional £11.3m at the budget in February 2019, which was effectively a 9% increase over the previous financial year to help mitigate some of the pressures faced, one aspect of which was the introduction of the living wage which had seen the wages paid to care workers in the sector increase. It was hoped that the introduction of the living wage would help to reduce staff turnover and lead to investment in careers as being a carer could be a very rewarding career.

The Cabinet Member said that the document was key and he hoped the care sector would pay it due regard when they were making future plans and decisions about their businesses.

- 13.4 The Chairman noted that there were issues around workforce in caring professions, although this was a nationwide issue relevant to the care sector as

well as the nursing sector and highlighted the concluding points in the report about the work required moving forward

13.5 **Decision**

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

1. **Approve** the Adult Social Care Market Position Statement Update – 2019-20 for publication. (Appendix A).

13.6 **Alternative Options**

No alternative options were identified.

13.7 **Reason for Decision**

The appendix “Adult Social Care Market Position Statement Update – 2019-20”.

The Care Act (2014) introduced new duties for local authorities to facilitate and shape a diverse, sustainable and quality market known as market shaping. The Market Position Statement Update is a document that analyses the care market from these perspectives and presents the steps the Council is taking to meet its responsibilities under the Care Act. The document is a key piece of analysis to support the council and its partners who undertake market shaping in the care market.

14 **Finance Monitoring Report 2019-20 P6: September 2019**

- 14.1 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.

- 14.2 The Cabinet Member for Finance introduced the report and moved the recommendations, highlighting that the overspend had been slightly reduced, with the forecast overspend slightly less in Adult Social Services. He added that Children’s Services was currently maintaining a forecast of £7m and referred to the commentary in the report which highlighted significant pressures with placements and support for looked after children together with renewed pressures on the transport budget. Further implications of those pressures were awaited. The Cabinet Member noted that the Transformation Programme in Children’s Services was starting to come to fruition.

The Cabinet Member noted the slight decrease forecast in the budget savings within Children’s Services due to a continued reliance on agency work, as well as challenges with recruitment and staff retention.

Regarding the Capital Programme, the Cabinet Member highlighted that the current year’s fixed rate long-term funding had been largely secured at lower levels, before the recent rise in the PWLB lending rates. Access to the PWLB

funds for infrastructure projects at a lower rate remained and he reported that the Great Yarmouth 3rd River Crossing had been approved as one scheme.

Some reprofiling of the capital programme had taken place which was mainly due to changes in the timing of school improvements together with some reshaping of the capital programme at County Hall itself.

The Capital Programme would be agreed by Council at its meeting in February 2020 and individual departments were proposing spending plans. These plans were prioritised using the filters set out in the report, allowing comparisons to be made on different programmes to develop a capital programme that could be delivered to minimise unaffordable revenue costs. The plan would need to demonstrate that the capital expenditure and investment decisions were taken in line with the service departments objectives and would take account of the project's affordability, its deliverability and its value for money in the future.

Cabinet also noted the council's repayment profile, with a reduction in the MRP for the next two years.

The Cabinet Member highlighted the Medium Term Financial Strategy and noted that a one-year spending review had been received in September 2019. The announcement of the review was due on 5 December 2019, and although there had been speculation that the date may be challenging and concerns raised about the implications if the programme was delayed, Cabinet was assured that the Finance Team budgeted for any contingency.

- 14.3 The Chairman agreed it was right to highlight the issues and concerns around the spending review settlement.
- 14.4 The Cabinet Member for Highways, Infrastructure & Transport expressed his pleasure at the funding news for the Great Yarmouth 3rd River Crossing and highlighted the other schemes being worked up in the Strategy – the Norwich Western Link; A47 improvements including the Acle Straight, Tilney to East Winch and the Hardwick Flyover; the Long Stratton Bypass; the A10 West Winch housing access road and the rail enhancements, as well as the Transforming Cities Fund. He added that the Improvement Strategy would lead to a vast improvement in Norfolk's infrastructure.
- 14.5 The Cabinet Member for Innovation, Transformation & Performance also considered it was important to keep a tight rein on expenditure, but spending money where it was needed was necessary in areas such as the Trading Standards database which was of direct benefit to Norfolk people, although it was a hidden cost.
- 14.6 The Cabinet Member for Children's Services endorsed the comments made and highlighted that the Transformation Programme in Children's Services was moving in the right direction, with the number of children in care reducing. He added that now the first half-term had completed more focus would be given to considering how to reduce the pressures on school transport.
- 14.7 The Cabinet Member for Adult Social Care, Public Health and Prevention congratulated everyone concerned in securing the £90m from the DfT for the Great Yarmouth 3rd River Crossing.

The Cabinet Member for Adult Social Care, Public Health and Prevention highlighted that out of 430,000 invoices received, 98% had been paid within 30 days which was excellent news, showing that Norfolk County Council paid its suppliers promptly and took its responsibilities seriously.

- 14.8 The Chairman thanked the Executive Director for the comprehensive report and noted that the Cabinet Member for Finance and the Executive Director of Finance & Commercial Services maintained strong control of the council's finances.

14.9 **Decision**

Cabinet **RESOLVED** to:

1. **Recommend** to County Council the addition of £0.038m to the capital programme for the purpose of replacing the Trading Standards database as set out in appendix 2, paragraph 4.1;
2. **Approve** the draft capital strategy and prioritisation method as the basis for developing the 2020-23 capital programme, as set out in Capital Annex 2;
3. **Note** the period 6 forecast general fund revenue overspend of £4.368m noting also that Executive Directors will take measures throughout the year to reduce or eliminate potential overspends.
4. **Note** the period 6 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.
5. **Note** the forecast General Balances at 31 March 2020 of £19.623m, before taking into account any over/underspends.
6. **Note** the expenditure and funding of the revised current and future 2019-22 capital programmes.

14.10 **Alternative Options**

Refer to Cabinet Report.

14.11 **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.

Capital Annex 2 to Appendix 2 sets out the context within which the capital programme will continue to be developed, including a draft capital strategy and prioritisation model.

15 Delegated Decisions Reports

Cabinet **noted** the following Delegated Decisions:

15.1 Cabinet Member for Highways, Infrastructure & Transport:

- Costessey, Richmond Road Junction with East Hills Road – Waiting restrictions.
- Queens Hills - Waiting Restriction

The meeting ended at 11.05 am.

Chairman



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**Cabinet
4 November 2019
Public & Local Member Questions**

**Agenda Public Question Time
item 5**

Question from Andrew Boswell

The minutes of the June Cabinet meeting highlighted plans to secure Tranche 2 funding 'which could be upwards of £100m' (minutes 9.2). The leader of the Council was reported too in the EDP saying 'Let's hope we do stay north of £100m'. Today's TCF report notes 'DfT has identified a likely constraint on funding' and that the bid will be restricted to the range £55m (low) - £70m (medium). The loss to the Council of £30m - £55m of funding for sustainable transport is very regrettable. Will the leader take this up with the DfT, including Norfolk MP and transport minister George Freeman, to ensure further money comes to Norfolk?

Response from the Chairman:

Following the submission of our draft business case to the Department for Transport (DfT) in June 2019, all 12 cities shortlisted for funding were advised to reduce the scope of their low and medium cost scenarios on the basis that the £1.2bn fund was heavily over-subscribed. The extent to which each city should reduce their proposed funding programmes has not been specified, so we are working closely with the DfT to redefine our programmes to deliver the strongest possible business case.

Table 5 of the report shows we have submitted programmes of some £75m, £90m and £162m. If we are successful, even with the low funding scenario, this will represent an additional investment of £75m in Greater Norwich.

I also remain hopeful that we will receive additional funding via the recently submitted Future Mobility Zone bid.

And I can assure Dr Boswell that I will continue to work with Norfolk MPs to continue to secure funding for the benefit of all of Norfolk's communities.

Question from Jamie Osborn

How is it proved, as claimed, that addressing carbon emissions and improving local air quality has been maximised in the Transforming Cities bid. Specifically please give details of the different options that have been appraised, and how carbon dioxide and air pollutants have been numerically estimated, so that a maximally efficient choice of schemes may be selected.

Response from the Chairman:

The assessment of impacts on carbon emissions and air quality have been an integral part of programme development and is an essential part of the Department for Transport evaluation.

Carbon benefits are being quantified as annual greenhouse gas emission reductions (tonnes of carbon dioxide-equivalent – CO₂e) over the whole city from a 2019 basis. The air quality improvements are quantified as reductions in nitrogen dioxide (NO₂) and particulate matter (PM₁₀ and PM_{2.5}) at selected hotspots across the city.

Benefits from the programme to carbon emissions and air quality come from the shift to less polluting forms of transport (from private cars to walking, cycling and buses), and from upgrading the existing bus fleet to cleaner and more efficient vehicles (electric or Euro VI).

Benefits are being quantified according to research and guidance by the Department for Transport (DfT), the Department for Environment, Food and Rural Affairs (DEFRA) and the Department for Business, Energy and Industrial Strategy (BEIS). Potential impacts due to the reallocation of general traffic are also taken into account using a city-wide traffic model.

Our application, to be submitted on 28 November, will be uploaded to the website immediately after submission and will provide specific details on how impacts on carbon and air quality have been assessed and how our programme aims to maximise benefit.

Agenda Local Member Issues/Questions item 6

Question from Cllr Alexandra Kemp

There are three Care Farms in the East of the County, run by County Farm Tenants. They provide inspirational and intergenerational Mental Health Social Care, help clients recover, build confidence and workplace skills, but there are no Care Farms owned by County Farms in the West of the County. The West has no step-down beds from mental health crisis either. So, would Cabinet prioritise a new County Farms Care Farm, in West Norfolk, easily accessible from the major urban centre King's Lynn, to help meet the need?

Response from the Cabinet Member for Commercial Services & Asset Management:

As the responsible Cabinet Member for County Farms, I am pleased that Cllr Kemp enjoyed the recent site visit to the three Care Farms on County Farms properties, as she notes they are an important part of Norfolk County Council's support for our residents and providing a wide range of care.

As advised on the visit, Officers are actively looking to develop care farm provision in the west of the County, however any opportunities will be led by the availability of a suitable County Farms property and the ending of the appropriate tenancy. It is important that any proposed site is suitable for a care farm – both in terms of size, location and facilities. Norfolk County Council will also need to make sure that any operators meet the highest standards not just of agricultural practice, but also in care and all of the associated safety standards.

I would like to thank the Councillor for her question and would note that a Care Farm to serve the West of the County is being actively worked on

Question from Cllr Brenda Jones

Many large care providing companies are owned by financial institutions and are in debt. Extra money paid by councils to these companies will go towards financing that debt and to investors rather than to the local economy. Would the cabinet member agree that locally owned care providers are better for Norfolk?

Response from the Chairman.

We have seen some care companies struggle with the amount of debt that they have and I would advise anyone in the care industry to focus on business models that do not involve high levels of debt. The key thing in my opinion is the quality of the care they provide In Norfolk, not where the owners of the provider are based.

Norfolk County Council has worked with the care market to look closely at the cost of care, which has helped identify a usual price for care. This helps ensure that additional fees are paid due to complexity of care, such as additional 1:1 support, rather than extra costs being driven by the business model of the care provider. The cost of care work identified that some companies had high levels of finance costs, but the model used industry norms in setting the usual price. However, we also recognise the importance of the whole care market in the delivery of good quality care for Norfolk residents and the need to work

collaboratively with all providers to develop our care provisions for the future. To this end we have ensured that national living wage increases have been achieved through annual price uplifts to support the wider workforce.

Supplementary Question from Cllr Brenda Jones.

The Care market in Norfolk is worth more to the local economy than Agriculture, Fisheries or Tourism, but it is not mentioned anywhere in the Council's Economic Development Strategy. What is the Leader doing to promote this sector, which is vital not only to the wellbeing of our communities, but also to our economic prosperity?

Response by the Chairman.

Both I, and the cabinet member for Adult Social Care, promote the sector as a vital part of our local economy, as well as the value it gives to individuals for the care they receive. The Norfolk and Suffolk Economic Strategy (NSES) in the section 'Driving Inclusion and Skills' (page.20), states: "We will design our actions and investment so that they enable growth that directly supports wider community benefits, including wellbeing, health and care". As part of the development of sector skills plans in the Local Industrial Strategy explicitly references the growth sectors having potential to assist in the Health and Social Care sector (pp. 29, 44)

Recent work undertaken to support the sector includes the development of a sector skills plan which has led to the approval of a joint ESF bid with Suffolk County Council for a skills development programme to support the social care workforce. The LEP Growth Hub have advised a number of health and social care provider companies.

The second Department of Health and Social Care national social care recruitment campaign 'Every Day is Different' is now live and we are enabling Norfolk providers to engage with the campaign to address their recruitment challenges.
