

Cabinet

Minutes of the Meeting held on Monday 20 May 2019 at 10am in the Edwards Room, County Hall, Norwich

Present:

Mr A Proctor	Chairman. Leader & Cabinet Member for Strategy & Governance.
Mr G Plant	Vice-Chairman. Deputy Leader and Cabinet Member for Growing the Economy.
Mr B Borrett	Cabinet Member for Adult Social Care, Public Health & Prevention.
Mrs M Dewsbury	Cabinet Member for Communities & Partnerships.
Mr J Fisher	Cabinet Member for Children's Services.
Mr T FitzPatrick	Cabinet Member for Innovation, Transformation & Performance.
Mr A Grant	Cabinet Member for Environment & Waste.
Mr G Peck	Cabinet Member for Commercial Services & Asset Management.
Mr M Wilby	Cabinet Member for Highways, Infrastructure & Transport.

Members Also Present:

Mr D Bills
Ms A Kemp
Mr V Thomson
Mrs A Thomas
Mr B Spratt

Officers/ Others Present:

Mr T McCabe	Executive Director of Community & Environmental Services and Head of Paid Service.
Mrs D Bartlett	Assistant Director - Strategy & Transformation (for Executive Director Adult Social Care)
Mr H Bullen	Assistant Director Finance (for Executive Director of Finance & Commercial Services).
Mrs F McDiarmid	Executive Director of Strategy & Governance
Ms S Tough	Executive Director of Children's Services

The Chairman welcomed everyone to the first Cabinet meeting of the new Administration and round the table introductions were made. The Chairman also advised everyone present that the meeting was being filmed and streamed live via YouTube on the NCC Democratic Services channel.

1 Apologies for Absence

- 1.1 An apology for absence was received from Andrew Jamieson, Cabinet Member for Finance.

2 Declaration of Interests

There were no declarations made.

3 Items of Urgent Business

- 3.1 Although there were no specific items of urgent business, the Chairman asked the Cabinet Member for Highways, Infrastructure & Transport to update the meeting on his visit to Norwich Railway Station on 20 May to witness the 9am departure of the first “Norwich in 90” train. The Cabinet Member stated the “Norwich in 90” services had been the result of a long campaign involving MPs, Local Authorities and businesses to establish a faster service between Norwich and London Liverpool Street. Initially there would be two 90 minute train services per day, except Sundays, leaving Norwich at 9am and 5pm with return trains. These services would stop once at Ipswich before arriving in London Liverpool Street in 90 minutes. It was hoped that with the new trains being rolled out in June/July, an improvement in the consistency of services by Greater Anglia would be achieved.

4 Public Question Time

- 4.1 No public questions were received.

5 Local Member Questions/Issues

- 5.1 The list of Local Member questions and their responses are attached at Appendix A to these minutes.
- 5.2 As a supplementary question, Ms Kemp asked why the transport plan wasn’t compliant with the government plans to keep traffic out of King’s Lynn town centre, an issue which had been raised by Lynn Transport and local community leaders.

The Chairman deferred the supplementary question to the Cabinet Member for Highways, Infrastructure & Transport who agreed to investigate and provide a written response.

6 Winning Bid for Transforming Cities

- 6.1 Cabinet received the report by the Executive Director of Community & Environmental Services setting out how Norfolk County Council had been successful in achieving an initial £6.1m allocation from the Government’s Transforming Cities Fund (TCF) to deliver transport schemes in the Greater Norwich area. The allocation would deliver the following schemes:

- Prince of Wales Road / London Street / Bank Plain (£2.3m)
- Wymondham to Hethersett cycle route (£1m)
- Green Pedalway – St Williams Way (£0.8m)

- Cycle share scheme (£0.7m)
- Norwich Bus Station Improvements (£0.8m)
- Pedestrian crossings of A roads (£0.5m)

6.2 The Cabinet Member for Highways, Infrastructure & Transport highlighted the positive report, particularly the fact that the Greater Norwich area was one of only 12 UK city areas eligible to bid for a share of the fund.

6.3 The Cabinet Member for Highways, Infrastructure & Transport highlighted that work had commenced to develop a business case to secure further funding in Tranche 2 and he looked forward to working with other local Councils to improve services for residents.

6.4 The Cabinet Member for Highways, Infrastructure & Transport advised that the New Anglia Local Enterprise Partnership Board (LEP) would be invited to nominate a Board Member to be a Member of the Joint Committee.

6.5 The Chairman endorsed this good news story and for the work undertaken to bid for a share of the amount of money available for key transport initiatives. He added that this was a further example of partnership working, such as the already established Greater Norwich Development Partnership and others, and that this project would extend partnership working further.

6.6 **Decision**

Cabinet RESOLVED to:

- 1. Establish with our three partner authorities and the New Anglia Local Enterprise Partnership (LEP) a Joint Committee for the programme of schemes funded through the Transforming Cities Fund, as set out in Appendix A of the report and to make associated additions to item 17 Appendix A of the County Council's Constitution.**
- 2. Agree four County Council members to be Members of the Joint Committee.**
- 3. Agree to review these new Joint Committee arrangements after 6 months to ensure they are fit for purpose.**

6.7 **Alternative Options**

Refer to Cabinet report.

6.8 **Reason for Decision**

Establishing a Joint Committee enables the County and all the local authorities in Greater Norwich area and the New Anglia LEP to be actively involved in the development and delivery of schemes and provides further opportunity for the views of local stakeholders and communities to be taken into account. It reflects the spirit of partnership working on which work to date has been based and helps to demonstrate local support.

Taking a Joint Committee approach will enable a transparent decision-making process for schemes. Including the four relevant local authorities in the membership of the Joint Committee will help to ensure that the best possible schemes are progressed and that their delivery is fair and consistent, irrespective of which local authority area they are based in.

7 Finance Monitoring Outturn report 2018-19

7.1 Cabinet received the report by the Executive Director of Finance & Commercial Services giving details of the balanced outturn position for the 2018-19 Revenue and Capital Budgets, General Balances and the Council's Reserves at 31 March 2019, together with related financial information to assist members to maintain an overview of the overall financial position of the Council.

7.2 The Cabinet Member for Innovation, Transformation & Performance stated that, given the financial challenges faced across the council, the slight underspend on the revenue outturn for 2018-19 was a real tribute to the staff and Councillors who had worked hard to achieve the budget underspend.

7.3 The Cabinet Member for Communities & Partnerships was pleased to announce that Community & Environmental Services department had been able to balance its departmental budget despite an overspend by Norfolk Fire & Rescue Service, who had dealt with several fire related incidents as well as the "beast from the east" during the year. She added that the whole department had worked together to meet its budget.

7.4 The Chairman advised that future Cabinet meetings would receive a single report incorporating the Finance Monitoring Outturn Report and the Delivering Financial Savings outturn report. He added that the small underspend was good news, and that the overspend in Children's Services was mainly due to the complexities of providing high needs services which was not just a Norfolk challenge but also a national challenge and one which was acknowledged by Government.

7.5 Decision

Cabinet RESOLVED to:

- **Agree the expenditure and funding of the 2018-19 and future capital programmes as set out in Appendix 2 of the report;**
- **Approve additional borrowing of £0.667m to fund in-year Children's Services capital expenditure as set out in Appendix 2, paragraph 5 of the report.**
- **Approve the write-off of two care charges debts totalling £36,925.35 due to the exhaustion of the estates, as set out in Appendix 1, paragraph 7.9 of the report.**

7.6 Alternative Options

Refer to Cabinet report.

7.7 Reason for Decision

The two appendices attached to the report gave details of the revenue and capital financial outturn positions:

Appendix 1 summarised the revenue outturn position, including:

- Over and under spends
- Changes to the approved budget
- Payments and debt performance

Appendix 2 summarised the capital outturn position, and includes

- Changes to the current and future capital programme
- Capital programme funding
- Income from property sales

8 Delivering Financial Savings 2018-19 – Outturn

8.1 Cabinet received the report by the Executive Director of Finance & Commercial Services providing details of the year-end outturn position in respect of the delivery of the 2018-19 savings agreed by the County Council at its budget meeting on 12 February 2018.

8.2 The Chairman stated that the savings had been difficult to achieve and the over-achievement of some departmental budget savings had allowed other departments to cover their overspends. It was recognised that both Councillors and Officers needed to maintain the pressure.

8.3 The Cabinet Member for Adult Social Care, Public Health & Prevention stated that some of the savings had been achieved by invest to save initiatives, where money had been invested into new systems to save money in the future. Some of this investment was now starting to show and he felt the Council had been correct in making the decisions it had.

8.4 Decision

Cabinet considered the report and RESOLVED to:

- a) Note the budgeted value of savings of £25.502m, representing 85% of the planned savings for the year, which have been delivered;**
- b) Note the total shortfall of £4.497m in 2018-19, which amounts to 15% of total savings, and includes £5.298m of budgeted 2018-19 savings projects rated as AMBER and RED, which have not been delivered; and**
- c) Note the changes to assumptions and rescheduling of savings totalling £5.900m in 2019-20, £1.550m in 2020-21 and £2.500m in 2021-22 as approved in 2019-22 budget setting by County Council on 11 February 2019.**

8.5 Alternative Options

None

8.6 Reason for Decision

Not Applicable

9 Strategic & Financial Planning – Business Planning and Budget 2020-21.

- 9.1 Cabinet received the report by the Executive Director of Finance & Commercial Services and Executive Director of Strategy & Governance providing an overview of the Council's overall gap position as set out in the Medium Term Financial Strategy agreed by Full Council in February 2019 and the latest information about the wider financial forecasts for the Council. It also described the approach to business planning in 2020-21 alongside a summary of key areas of risk and uncertainty. The information would collectively inform the development of the Council's 2020-21 Budget and Cabinet was asked to agree the Council's proposed budget planning process for 2020-21.
- 9.2 The Cabinet Member for Adult Social Care, Public Health and Prevention stated that the withdrawal of the Revenue Support Grant (RSG) had put a lot of pressure on the budget which was a direct result of the reduced finance from central government and was not due to profligate spends in Norfolk County Council.
- 9.3 The Cabinet Member for Innovation, Transformation & Performance said given the financial constraints the budget achievement was testament to the willingness of staff and Councillors to work together for the good of communities.
- 9.4 The Cabinet Member for Growing the Economy said it was incumbent on everyone to work together and advised that work would continue to ascertain a long-term financial plan. He added that an announcement by the Chancellor on the spending review was still awaited and that a settlement announcement was needed as soon as possible to allow financial planning to be carried out. He also added that all Councils were waiting for news of the financial settlement.
- 9.5 The Chairman agreed that funding certainty was needed and advised that he had met with the Minister for Local Government recently who had recognised Norfolk's rurality and the extra costs needed to deliver services in rural areas. The Minister had indicated he would also advocate for Special Educational Needs Services (SEND) and it was hoped he was a strong advocate and would highlight the situation in Norfolk as much as possible on Norfolk's behalf.
- 9.6 The Chairman added that the gap in funding was recognised and Members had been aware of this for some time, referring to the table in the report which gave a different perspective on the allocation of savings for 2020-21, including:
- £10m for Business Transformation
 - £10m for Corporate Finance.
 - £20m for departmental targets, which although a high figure was in addition to the savings which had already been allocated.

The Chairman highlighted that work would be required to transform the way services were delivered to achieve the required savings.

9.7 Decision

Cabinet RESOLVED to:

1. Note the overall budget gap of £70.857m as reported to County Council and the indicative £40m gap for 2020-21 (as set out in table 1 and paragraph 2.6 of the report).
2. Agree the key budget risks and uncertainties as set out in the report.
3. Agree the proposed approach to service planning (as set out in section 3 of the report) and budget setting (section 4 of the report) including:
 - a. The allocation of savings targets into three blocks;
 - b. The indicative allocation of savings to Departments;
 - c. The outline timetable and process for 2020-21 Budget setting, and
 - d. The proposal to defer allocating the 2021-22 gap until further details of funding are known.

9.8 Alternative Options

Refer to Cabinet report.

9.9 Reason for Decision

As set out in the report, there is an almost unprecedented level of uncertainty about Government funding from 2020-21 and many of the wider assumptions underpinning the Council's MTFS. The Council therefore needs a robust approach to planning the 2020-21 Budget which also offers flexibility to respond to any changes in the wider environment and operating context.

It is also the case that the level of savings required for 2020-21, when coupled with the existing savings planned from the 2019-22 MTFS, would be difficult to achieve from Service budgets in isolation. The proposed process recognises this by retaining a significant, but realistic, element of the target corporately.

This reflects a prudent response to the challenges and uncertainties present in the 2020-21 planning process and will ultimately enable the Council to develop a robust budget for the year.

10. Human Resources & Finance System Transformation Project

- 10.1 Cabinet received the report by the Executive Director of Finance & Commercial Services and Executive Director of Strategy & Governance setting out the details of the business case to replace the Human Resources (HR) and Finance Systems.
- 10.2 The Cabinet Member for Commercial Services & Asset Management stated that he had experience of working in organisations which used MRP, ERP and MRP2 which brought advantages and were efficient ways of working, adding to

real time information. He added that the proposed savings showed a good return and he fully supported the proposals.

- 10.3 The Cabinet Member for Adult Social Care, Public Health & Prevention supported the scheme adding that by spending £13.2m, the return would be £33m with a potential £44m. He also said that the project was a bold one, but there was a need to deliver savings and that Norfolk County Council should have the vision to progress the scheme.
- 10.4 In response to a question by the Cabinet Member for Adult Social Care, Public Health & Prevention, about the profile of the savings and when it was likely the savings would be achieved, the Executive Director of Strategy & Governance advised that the savings projection was variable across a number of years, with some savings expected two years after implementation, then year on year. She added that back office savings would be achieved initially with further savings once service departments had adopted the programme.
- 10.5 The Cabinet Member for Growing the Economy stated the importance of noting that savings would be realised over a ten year period, with considerable savings being achieved year on year in the long-term.
- 10.6 The Cabinet Member for Innovation, Transformation & Performance stated that doing nothing was not an option as the current legacy systems were no longer fit for purpose. He added, in his view, this approach was the right one as part of the transition of the organisation and realising savings.
- 10.7 The Chairman advised that there was a cost involved in the project, but the project would achieve a return on the investment and that Norfolk County Council had a successful track record of implementing successful IT systems. He added that there were some risks about non-delivery of the project but to ensure savings were realised and cultural changes made, the project was required. The Chairman advised that, if the recommendation was approved, any return on investment would be expected in 2022/23, with the Corporate Select Committee overseeing the next steps, reporting to Cabinet.

10.8 **Decision**

Cabinet RESOLVED to:

1. **Agree that the procurement process for the ERP system be carried out.**
2. **Agree the £13.2m costs through a capital funding provision of £12,706,895 and the approach to revenue funding, as set out in item 10 in the Executive Summary of the report.**
3. **Devolve the management of the contingency element in the proposal to Executive Directors, as set out in section 6.1 of the report, in consultation with the Cabinet Member.**
4. **Approve the governance structure described in section 7.1 of the report.**

10.8 **Alternative Options**

Refer to Cabinet report.

10.8 **Reason for Decision**

Refer to Cabinet Report.

11 **Police & Crime Commissioner request for membership of the Fire & Rescue Authority.**

11.1 Cabinet received the report by the Executive Director of Community & Environmental Services setting out the details of the formal request from the Police & Crime Commissioner to become a member of the Norfolk Fire & Rescue Authority.

11.2 The Cabinet Member for Communities & Partnerships said that Norfolk Fire & Rescue Service and Norfolk County Council shared responsibility for keeping Norfolk people and communities safe and worked together to make Norfolk better. Norfolk Fire & Rescue Service already shared a command centre with Norfolk Police and would soon be sharing a control room. The Cabinet Member advised that she had invited the Police & Crime Commissioner (PCC) to attend Communities Committee meetings and formally moved the recommendation in the report and her hopes for a reciprocal arrangement to be made in future.

11.3 The Cabinet Member for Adult Social Care, Public Health & Prevention fully supported the PCC attending Cabinet meetings to enable a more joined up approach and said he looked forward to a reciprocal offer from the PCC.

11.4 In response to a question about what the next steps would be if Cabinet agreed the request from the PCC, the Executive Director of Community & Environmental Services advised that, if the recommendation was agreed by Cabinet, a letter would be sent to the PCC advising him of the decision, adding when items concerning the Norfolk Fire & Rescue Service were due to be considered by Cabinet a copy of the report, together with a letter of invitation, would be sent to the PCC inviting him to attend the meeting.

11.5 **Decision**

Cabinet RESOLVED to:

Approve the Police & Crime Commissioner's request for membership of Cabinet (in respect of its role in exercising functions of the Fire & Rescue Authority only) for the reasons set out in paragraph 9.2 of the report.

11.6 **Alternative Options**

Refer to Cabinet report.

11.7 **Reason for Decision**

Cabinet are recommended to approve the request from the PCC on the basis that it will: -

- Support the approach to Police/Fire collaboration outlined in the agreed Memorandum of Understanding and collaboration agreement between the Fire and Rescue and Police Services in Norfolk;
- Enhance opportunities to identify and promote joint working for the benefit of Norfolk communities;
- Cement the relationship between the Office of the Police and Crime Commissioner and the County Council.

12 Appointments to Internal & External Bodies and Working Groups

12.1 Cabinet received the report by the Executive Director of Strategy & Governance setting out the existing Member Working Groups established under the previous committee governance. Cabinet was requested to consider whether these should continue and if so, to review membership.

12.2 Decision

Cabinet reviewed the existing Member Working groups established by Service Committees, as set out in Appendix A of the report, and RESOLVED to agree the following:

Single use products – Retain with the current Membership until meetings completed.

Norwich Western Link – Retain to oversee the project with Cllr Terry Jermy replacing Cllr Mike Sands on the Membership.

Great Yarmouth 3rd River Crossing – Retain to oversee the project with Cllr C Walker and 1 x Liberal Democrat Group Member (to be confirmed by the Group Leader) being appointed to the Membership.

Fire & Rescue – Integrated Risk Management Plan – Cease. To become portfolio holder's responsibility.

Norwich Household Recycling Centre – Cease. To become portfolio holder's responsibility.

NCLS Steering Group – Retain to oversee ongoing work.

Flood & Coastal Management – Cease. To become portfolio holder's responsibility.

Walking & Cycling Implementation Plan – Cease. To become portfolio holder's responsibility.

Electoral Review Working Group – Continue, with Conservative Membership as set out, plus 1 x Liberal Democrat and 1 x Labour Group Member to be confirmed by the Group Leaders.

Carer's Charter Working Group – Continue and report to the People & Communities Select Committee.

12.3 Alternative Options

There were no other viable alternative options.

12.4 Reason for Decision

Reviewing and make appropriate appointments is integral to good governance.

The meeting ended at 10.35am.

Chairman



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**Cabinet
20 May 2019**

**Agenda Local Member Issues/Questions
item 6**

Question from Cllr Sandra Squire

It seems previous requests for items to be included on select committee work programs have been ignored. For example, Cllr Castle requested information on low education attainment levels of boys compared with girls. He didn't receive a satisfactory response and I was assured it would be carried over to the new Select Committee's work program. This appears not to be the case. Can the Cabinet confirm the ability for all councillors to request items to be included in the work programs of select committee's and for their opinion, especially considering the gender balance of the Cabinet, on what could be done to improve educational performance of boys in Norfolk.

Response from the Chairman

It was acknowledged by the Children's Services Committee that work with a cross party group looking at outcome, provision and cost for Children with Disabilities would be carried over to the select committee and at the last meeting Mick Castle raised this issue. This is scheduled to come to the July meeting.

We are developing our work plan but we do have themes which will cover focused pieces of work which will include educational attainment of boys.

If any Member has got views on particular topics, they should be addressed to the relevant Select Committee Chairman for consideration and prioritisation.

Question from Cllr Alexandra Kemp

Transport in West Norfolk

This Council's successful bid to the Transforming Cities Fund for £6.1 m to deliver a new, high quality public transport network is good news for Norwich.

But the Lynn Transport Plan (yet to report) will not include a full public transport remodelling update, on the grounds there is no money for public transport.

Does the Leader agree that Lynn Transport Plan studies on the feasibility of opening up the bus lane at Hardings Way to all traffic need to be halted now, a highly retrograde step that would increase town centre congestion, climate change, pollution and flood risk on the flood plain?

Response from the Chairman

Thank you for highlighting our great success, with Norwich being only one of twelve UK city areas eligible to bid for capital funding through the Government's Transforming Cities Fund. We have secured £6.1m funding in Tranche 1 and are developing a bid for Tranche 2.

Norfolk County Council (NCC) and the Borough Council of King's Lynn and West Norfolk (BCKL&WN) in partnership are carrying out transport study work leading to the development of a Transport Strategy for the town.

The study comprises of a series of workstreams including traffic surveys, the analysis of the current and future transport problems and development of possible transport options identified by both BCKL&WN and NCC to address the issues. As part of this we are building a microsimulation traffic model of the central area of the town and using this to test possible transport schemes.

The study work has fully considered public transport options and these will be set out in the draft strategy. Discussions have taken place with key bus operators to assess the likely implementation of improvements that are not within the control of NCC.

Actions from the Cabinet meeting held on 20 May 2019.

Agenda item Question and response

- 5.2 As a supplementary question, Ms Kemp asked why the transport plan wasn't compliant with the government plans to keep traffic out of King's Lynn town centre, an issue which had been raised by Lynn Transport and local community leaders.

The Chairman deferred the supplementary question to the Cabinet Member for Highways, Infrastructure & Transport who agreed to investigate and provide a written response.

Response from the Cabinet Member for Highways, Infrastructure & Transport.

To our knowledge there are no government plans to keep traffic out of King's Lynn town centre. As the Highway Authority, Norfolk County Council manages all the roads in and around King's Lynn except for the A47 which is a trunk road and managed by Highways England. In managing the transport network in King's Lynn a balance is struck between providing access to the town from the hinterlands and preserving the built and natural environment in the King's Lynn area. This includes the provision of traffic free areas where appropriate, like the High Street. The ongoing King's Lynn Transport Strategy work reflects providing a balanced strategy and has had the benefit of input from a range of stakeholders.