

Cabinet
Minutes of the Meeting held on Monday 7 October 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.

Others Present:

Lorne Green	Police & Crime Commissioner for Norfolk
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Local Members Present:

Cllr Emma Corlett
Cllr Danny Douglas
Cllr Ed Maxfield

Other Members Present:

Cllr Steve Morphew
Cllr David Bills
Cllr Alison Thomas
Cllr Vic Thomson
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
Helen Edwards	Chief Legal Officer & Monitoring Officer
Simon George	Executive Director of Finance & Commercial Services
Fiona McDiarmid	Executive Director of Strategy & Governance

The Chairman welcomed Lorne Green, Police & Crime Commissioner for Norfolk to the meeting.

1 Apologies for Absence

There were no apologies for absence.

2 Minutes

The minutes from the Cabinet meeting held on Monday 2 September 2019 were agreed as an accurate record and signed by the Chairman.

3 Declaration of Interests

Cllr Andrew Proctor (Chairman) and Cllr Greg Peck (Cabinet Member for Commercial Services and Asset Management) declared an other interest in agenda items 13 (Disposal, Acquisition and exploitation of Property) and 14 (Finance Monitoring Report 2019-20 P5: August 2019) as they were Norfolk County Council appointed Directors of Repton Homes.

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.

5.2 As a supplementary question Mrs Judith Taylor said, in light of the 14.5% pay rise Councillors had awarded themselves recently and that all service budgets were being cut, particularly the Adult Social Care budget where disabled people, who already endured a very different lifestyle, were expected to manage on even less money, did he think it would be right and decent to take a leaf out of the book of colleagues at Cambridgeshire County Council, who had decided to take a cut in their allowances in February 2019. She added that Councillors were very fond of making comparisons with neighbours in councils when it came to making cuts.

The Chairman responded that, as had been set out in the response to the substantive question, Members' allowances would be considered during the budget setting process and a decision made when the budget was set in February 2021.

6 Local Member Questions/Issues

6.1 The list of Local Member questions and the responses are attached at Appendix B.

6.2 As a supplementary question, Cllr Ed Maxfield thanked the Chairman for the response and said that the Federation of Small Businesses had recently announced that almost 50% of its membership was predicting business performance would worsen during the next period, which was at a five-year

high. He also added that the LEP plan when it was first introduced concentrated heavily on big ticket items and larger industries and that he was interested and pleased to see the comment about support for businesses. Cllr Maxfield asked if the Chairman could expand further on the type of support that would be offered to small businesses which were so important to the Norfolk economy.

The Chairman deferred the question to the Vice-Chairman and Cabinet Member for Growing the Economy who advised that this was a Strategy for Norfolk and Suffolk and showed the bigger picture. As Cllr Maxfield's question was specifically about small businesses rather than the economy, a detailed written explanation would be provided.

- 6.3 As a supplementary question Cllr Danny Douglas asked, given the welcome focus of the Chancellor on local bus services, if the County Council was focusing on the forthcoming sale of First Eastern Counties to ensure the sale was structured in a way that ensured fares were not increased, evening buses were guaranteed and the cross-Norfolk Excel service was safeguarded.

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

- 6.4 Cllr Emma Corlett said that the response to her question was disappointingly light in detail as she had asked what steps the Cabinet Member had taken. As a supplementary question Cllr Corlett asked if the Cabinet Member shared her hypothesis and concern that there may be a link between cuts in the budget to the service and the increasing drug death rates and if he would commit to investigating why Norwich was such an outlier for drug related deaths.

The Chairman deferred the question to the Cabinet Member for Adult Social Care, Public Health and Prevention who responded that he didn't share those concerns as the way the service was being delivered was changing and that the new team was the right team to deliver support. He added that Norfolk County Council was continuing to work closely with Change, Grow, Live (CGL) to ensure the necessary improvements were made.

The Chairman welcomed Norfolk's Police & Crime Commissioner, Lorne Green, to the meeting and invited him to join Cabinet for the discussion of agenda item 7 (Norfolk Fire & Rescue Integrated Risk Management Plan 2020-2023).

7 Norfolk Fire & Rescue Integrated Risk Management Plan 2020-2023

- 7.1 Cabinet received the report by the Executive Director of Community & Environmental Services setting out the draft Integrated Risk Management Plan 2020-23.
- 7.2 In introducing the report, the Cabinet Member for Communities & Partnerships highlighted that, as the Norfolk Fire & Rescue Authority, Norfolk County Council had a statutory duty to develop an Integrated Risk Management Plan (IRMP) for at least the next three years. She added that, as the current plan ended in March 2020, the drafting of the new draft IRMP had started at the Communities Committee meeting in October 2018.

The Cabinet Member highlighted the main aims of the plan and also that the IRMP addressed the key risks facing Norfolk communities by setting out the community safety and operational response strategies that would be used to reduce commercial, economic and social impact of fires and other emergencies to mitigate the risks to the community and to try to reduce risks and demands on the service.

The Cabinet Member also highlighted the five areas of development which had been identified, adding that it was proposed to hold a public consultation so that local people could give their views on the following proposals:

- Proposal 1 – to strengthen community fire protection services and create additional capacity within protection services.
- Proposal 2 – to develop a new concept of operations – carry out a review of technology, vehicles, equipment, data and systems of work.
- Proposal 3 – explore the potential to undertake co-responding, eg medical co-responding to cardiac arrests.
- Proposal 4 – Maintain Norfolk's specialist water rescue capability. The service had responded to approximately 350 call-outs about flooding over the recent torrential rain experienced in Norfolk
- Proposal 5 – Change the way performance was measured for Norfolk Fire and Rescue Emergency response standards by adopting the new set of national standards when they were introduced.

The Cabinet Member highlighted that the report had identified 44% of dwelling fires last year did not have a working smoke detector on the premises and said there was a need for a media campaign to educate people about fire protection and also to encourage the wider use of smoke detectors. For this reason, a request was being made for additional funding for fire safety inspectors who would work with businesses to help protect them; funding to provide and fit smoke detectors for vulnerable people to help Norfolk's ageing population. There was also a need to recruit and retain more fire-fighters as Norfolk Fire & Rescue Service had an ageing full-time workforce nearing retirement which would incur additional costs to ensure new fire fighters were fully trained before others could retire. She also highlighted the wish to retain the specialist water rescue capability, which no longer received government funding and requested Cabinet's support in continuing this service.

7.3 The Police & Crime Commissioner for Norfolk, Lorne Green, commended the Norfolk Fire & Rescue Service for its outstanding work during the recent flooding caused by torrential rain. He also welcomed the co-location of the NFRS HQ into the Police Headquarters.

As the Police & Crime Commissioner wished to raise several questions, the Chairman invited him to put his questions, which would be answered. The following questions were noted:

- The report stated that NFRS had now co-located the control room and the PCC asked what the main benefits of co-location of the control room with the police were and what this meant in practice.

- As NFRS was leading the way on how it collaborated, which was very positive, how much money had been saved so far.
- Through the MOU and Collaboration Agreement signed in January 2019, what could the County Council expect to see in terms of new and emerging projects moving forward.
- The PCC said he was delighted that public consultations would be held in October/November which would allow communities an opportunity to comment on the proposals. He asked if there was a schedule available of when public meetings would take place across the county to give communities a chance to raise questions, concerns and make observations.
- The PCC asked the Chief Fire Officer to comment on whether he had received assurances from the County Council that the budget cuts of the past were no longer being considered and that Norfolk Fire & Rescue Service could now expect budgetary growth year on year.

7.4 In response to the questions raised in paragraph 7.3 above, the Cabinet Member for Communities & Partnership provided the following responses:

- Staff working at the co-location sites were best placed to say how the co-location was working.
- With regard to savings, the Cabinet Member said she understood that between the Fire and Police services approximately £490,000 had been saved to date, although she did not have a breakdown of the split between the Fire Service and the Police.
- Joint funding of some services and working together on community safety and activities to train staff would be undertaken in the future.
- No dates had yet been arranged to hold public consultation meetings, but as the IRMP would be going out to public consultation, these would be arranged.

7.5 The Chief Fire Officer advised that the benefits of working more closely with the Police was recognised as good practice in national doctrine. Results had shown that the co-location was demonstrating that operators talking directly to each other about how to respond to emergencies was beneficial.

7.6 The Cabinet Member for Communities and Partnerships highlighted that the report was being presented for Cabinet to agree to go to public consultation to ascertain what members of the public thought about the proposals and if they had ideas or suggestions on topics that may have been missed.

7.7 In response to the question from the PCC, the Chief Fire Officer confirmed that, while he had been in post, there had been no budget reduction to the service and that significant inward investment with the improvement plan recently established was the continued expected direction of travel.

- 7.8 The Chairman endorsed the comments made about the work of the Norfolk Fire & Rescue Service over the recent period of bad weather in managing its response in a difficult situation.
- 7.9 The Cabinet Member for Highways, Infrastructure & Transport wished to place on record his thanks to the Highways Teams who had coped well to keep roads open and traffic moving during the recent flooding caused by torrential rain.
- 7.10 The Cabinet Member for Children's Services endorsed the suggestion to retain the water rescue service.
- 7.11 The Cabinet Member for Growing the Economy agreed that it was important to recognise that the Government had withdrawn its funding for the water rescue service and that Norfolk County Council was proposing to fund that service.

7.12 **Decision**

Cabinet **RESOLVED** to:

- **Agree** to proceed to public consultation on the draft Integrated Risk Management Plan 2020-23, as set out at Appendix B of the report.

7.13 **Alternative Options**

Refer to Cabinet report.

7.14 **Reasons for Decision**

Norfolk County Council, as the Fire and Rescue Authority for Norfolk, had a statutory duty to develop an IRMP covering at least three years. The current IRMP sets out the service strategy for the period 2016-2020. Therefore, there was a need to develop a new plan for 2020 onwards.

8 Residual Waste Procurement Strategy

- 8.1 Cabinet received the report by the Executive Director of Community & Environmental Services detailing how Norfolk County Council, as the Waste Disposal Authority for Norfolk, was required to provide arrangements to deal with left over rubbish collected by the seven district, city and borough councils in Norfolk in their role as Waste Collection Authorities, as well as that received at its own recycling centres. As the current contracts could not be extended beyond 31 March 2021, replacement arrangements were required.
- 8.2 The Executive Director of Community & Environmental Services stated that waste disposal was a very large and important function of the County Council, adding that engagement with potential suppliers had begun to consider the best contractual approaches, the detail of which was set out in the report.
- 8.3 The Cabinet Member for Environment & Waste introduced the report that Norfolk County Council was the waste disposal authority for Norfolk and required arrangements to deal with the waste effectively for all district councils. He added that the Council's current contracts would expire in March 2021 and that it was proposed to procure for a period of six years, taking into account tonnage

and the uncertainty about the composition of waste and the volumes, in line with possible future strategies emerging from Government. The Cabinet Member also added that waste was a high cost service with a budget of £21.4m and moved the recommendations in the report.

8.4 The Cabinet Member for Children's Services, as a previous Chairman of the Norfolk Waste Partnership endorsed the proposed approach. He added that the waste industry was changing dramatically and that a six-year approach was the correct approach to take.

8.5 The Cabinet Member for Innovation, Transformation & Performance welcomed the reduction in reliance on landfill as sites were becoming increasingly full. He added that there was a legacy from landfill in terms of methane and other gases and leakage and that it was good news that the report was considering moving away from landfill and towards using other technologies.

8.6 **Decision**

Cabinet **RESOLVED** to

- **Approve** the proposed procurement strategy and commencement of a procurement process to secure services to process, treat and dispose of Norfolk's residual municipal waste using the evaluation principles detailed in Appendix A of the report.

8.7 **Alternative Options**

Refer to Cabinet Report.

8.8 **Reason for Decision**

Current arrangements end on 31 March 2021 and contracts cannot be extended past this date. Replacement services were required to fulfil the County Council's statutory obligations as a Waste Disposal Authority.

9 **Endorsement of the Norfolk and Suffolk Local Industrial Strategy**

9.1 Cabinet received the report by the Executive Director of Community & Environmental Services asking it to endorse the draft Norfolk and Suffolk Local Industrial Strategy.

9.2 The Cabinet Member for Growing the Economy introduced the report, commending the Local Industrial Strategy to Cabinet and asking it to endorse it which would build on the Norfolk and Suffolk Economic strategy by unlocking productivity and growth and contributing to UK PLC.

9.3 The Cabinet Member for Highways, Infrastructure & Transport welcomed Norwich in 90, the Felixstowe port and Ipswich in 60 but asked why the A47, Great Yarmouth 3rd River Crossing and the A11 had been omitted and where they fitted into the connectivity element of the Strategy.

In reply the Cabinet Member for Growing the Economy said he fully understood the point made and agreed that highways connectivity should be included,

although work was being carried out to ensure that the right infrastructure was in place by the successful securing of money for the A47, the A11 and the 3rd river crossing.

- 9.4 The Cabinet Member for Communities & Partnerships referred to the food hub in her division to process mustard which should be operational by the end of 2019, when it would also process mint. The plant was being run by Condimentum, which was a cooperative helping local farmers and agriculture and which would be welcomed by local communities.

The Cabinet Member for Growing the Economy said that the Agrifood and Agritech elements of the Strategy would fit well into the food enterprise zone as it was an integral part of the strategy. He added that private investment was welcomed and there was also the promise of further investment in that area which he hoped would be taken into account when the final route for the Norwich Western Link was decided.

- 9.5 The Cabinet Member for Innovation, Transformation and Performance welcomed the report which encompassed the drive to move Norfolk forward and also welcomed the plans to develop a new digital hub in Norwich.

- 9.6 The Cabinet Member for Adult Social Care, Public Health and Prevention also endorsed the report as the economic health of Norfolk underpinned everything else the County Council delivered, eg the health of Norfolk people; their wellbeing; their economic benefit and how they could afford to live. A healthy economy for Norfolk delivered so much for the residents of Norfolk and he wished to congratulate everyone involved.

The Cabinet Member also highlighted the energy aspect of the report, particularly the challenges of how energy was delivered in Norfolk and he was pleased to see it had been included.

- 9.7 The Cabinet Member for Children's Services stated that he was pleased the potential for hydrogen had been included, which had a lot of potential that had not previously been recognised across the country.

- 9.8 The Chairman emphasised the links of the Industrial Strategy with the Local Economic Strategy for Norfolk and Suffolk and also to ensure that the part needed to be played by local government wasn't removed as we had a very important role through the LEP to ensure the economic strategy and the local industrial strategy were delivered.

9.9 **Decision**

Cabinet **RESOLVED** to:

- **Endorse** the draft Norfolk and Suffolk Local Industrial Strategy.

9.10 **Alternative Options**

Refer to Cabinet report.

9.11 **Reason for Decision**

All local authorities in Norfolk and Suffolk had been given the opportunity to shape and endorse the Strategy to agree the shared vision, challenges and sector opportunities. The evidence for the Strategy was presented within the document.

10 Norfolk Adult Social Services Vision and Strategy: Annual Review and Forward Plan.

10.1 Cabinet received the report by the Executive Director of Adult Social Services setting out the Adult Social Services Draft Annual Review and Forward Plan reflecting on its achievements over 2018/19 and setting out aims and objectives for the coming year.

10.2 The Cabinet Member for Adult Social Care, Public Health and Prevention introduced the report and moved the recommendations to agree the strategy for delivery of adult social care in Norfolk. He also highlighted the three main elements of the Promoting Independence strategy:

- Prevention and early help.
- Staying independent for longer.
- Living with complex needs.

In developing the Strategy, views had been gathered from Norfolk people, who had said they would prefer to remain in their own homes and remain independent for as long as possible, which Norfolk County Council had supported over the last few years.

10.3 Decision

Cabinet **RESOLVED** to **agree**:

1. The targets for key measures set out in paragraphs 3.1.1 to 3.1.7 of the report.
2. The 'pledges' for the Annual Review and Forward Plan, as set out in paragraph 3.2 of the report.

10.4 Alternative Options

Refer to Cabinet Report.

10.5 Reason for Decision

The Annual Review and Forward Plan provided clarity about the performance and priorities for Adult Social Services and was an additional way in which service users and the wider public could hold us to account for the performance of our services. The stronger engagement would contribute towards better designed and delivered services and ultimately better outcomes for people we support.

11 Healthy Lifestyle Services Review

- 11.1 Cabinet received the report by the Executive Director of Community & Environmental Services outlining the proposed healthy behaviours strategy which would set out Norfolk County Council's improved offer to individuals, professionals and communities and outlined a phased shifting of emphasis from current services to the systems approach.
- 11.2 The Executive Director of Community & Environmental Services advised that the report was aligned to the Public Health paper published in Summer 2019, working with individuals and communities to raise awareness and identify what could be done to offer the right support to influence people to make healthy choices.
- 11.3 The Cabinet Member for Adult Social Care, Public Health and Prevention introduced the report and moved the recommendations, highlighting that this was a way of changing the vision of the department, so it could provide services to Norfolk residents. He added that, whilst the service currently offered was good, it only reached 4% of the smokers in Norfolk and 1% of individuals who could benefit from weight management services. He also said that the NHS health checks were disproportionately taken up by people who needed them the least and that often it was those most interested in their health and needed the service least that were taking up the offer.
- 11.4 The Cabinet Member for Innovation, Transformation & Performance endorsed the report, adding that it was important to identify people that would benefit from the support offered.
- 11.5 The Cabinet Member for Communities & Partnerships highlighted that staff working in libraries were trained to give advice and information, although there was the possibility that people who needed information may not frequent libraries. She suggested that displays with relevant leaflets should be introduced to promote the service.
- 11.6 The Cabinet Member for Environment & Waste fully endorsed and welcomed the report, saying that as a smoker, this was about targeting those that had steadfastly refused to give up smoking, as well as encouraging people to undertake physical activity and engage in a healthier lifestyle.
- 11.7 The Chairman highlighted the positive working between National Health Service and Norfolk County Council in delivering a service designed to change people's lifestyles.

11.8 Decision

Cabinet **RESOLVED** to **agree**:

1. The new adult healthy behaviours strategy and focus our commissioned services on those who need it most, to provide digital information for all and to support communities and organisations to embed behaviour change and support in their day to day work.

11.9 **Alternative Options**

Refer to paragraph 5 of the Cabinet Report.

11.10 **Reason for Decision**

Moving to a systems approach for supporting health behaviour change offers the most sustainable, pragmatic way forward which stakeholders found preferable to alternative options.

12 **Winter Preparedness, including the Better Care Fund**

12.1 Cabinet received the report by the Executive Director of Adult Social Services reviewing the impact of resilience planning for 2018/19 and highlighting the outline approach for the coming winter.

12.2 The Cabinet Member for Adult Social Care, Public Health and Prevention introduced the report and moved the recommendations. He highlighted that the People & Communities Select Committee had considered and supported the approach taken and the report would also be considered by the Health and Wellbeing Board. The report set out the measures to help support Norfolk residents during times of large demand and showed that Norfolk County Council was serious about working with partners, such as the NHS, to ensure the best possible outcomes for Norfolk people.

12.3 The Cabinet Member for Innovation, Transformation & Performance fully supported the proposal and the focus on prevention and promoting independence which was important in helping people stay at home and look after themselves.

12.4 The Chairman highlighted the comments from the People & Communities Select Committee about the importance of community resilience and the good neighbour scheme.

12.5 **Decision**

Cabinet **RESOLVED** to

- a) **Approve** the Winter Plan (as set out in Appendix A of the report).
- b) **Support** the utilisation of 19/20 Winter Pressures Grant under the headings set out in section 6 of the report.
- c) **Note** the progress made to complete and submit the Better Care Fund and Integration Plan 2019 to 2020 in line with national requirements.

12.6 **Alternative Options**

There were no alternative options.

12.7 **Reason for Decision**

Norfolk Adult Social Services played a critical role in ensuring the health and social care system ran as effectively as possible during winter and other periods of intense pressure, Adult Social Services priorities for winter were

underpinned by the Better Care Fund and Integration Plan, including allocation of the winter pressures grant.

13 Disposal, acquisition and exploitation of property.

- 13.1 Cabinet received the report (and exempt Appendix) by the Executive Director of Finance & Commercial Services setting out proposals aimed at supporting Norfolk County Council priorities by exploiting properties surplus to operational requirements, proactively releasing property assets with latent value where the operational needs could be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the county.

- 13.2 The Cabinet Member for Commercial Services & Asset Management introduced the report and moved the recommendations, highlighting the importance of ensuring the council made the best use of its assets.

The Cabinet Member said that providing jobs and employment to residents was key and he was pleased to announce that terms had been agreed with a nationally recognised company to bring forward new retail units on land south of Links Road, Hopton. The purchase of the land, which was subject to obtaining planning permission and public consultation, would help to provide jobs and better facilities for local people. He added that the details were currently commercially confidential, although as the development was taken forward there would be opportunities for public engagement. The Cabinet Member also reassured Cabinet that independent advice from NPS and an independent red book valuation had been received to ensure the best value was achieved for the land.

The Cabinet Member advised that the Repton site at Acle was developing well, with 137 units, generating both a capital receipt and revenue income for the County Council from its assets.

The Cabinet Member also added that the planning application for Hopton was proceeding well and an announcement would be made shortly about 200 residential units. An independent assessment of the value had been undertaken.

The Cabinet Member drew Members' attention to two other elements of the report, namely the small land holdings which were being declared as surplus. These small, often legacy pieces of land cost the county council in maintenance costs and could be sold to generate capital receipts which would also help to bring the land back into use.

The Cabinet Member was also pleased to announce the acquisition of a piece of land from Easton and Otley College which, in addition to the project for £120m on the SEND programme, would, subject to planning permission, help to provide a key school site for children with special educational needs.

- 13.3 The Chairman referred to the exempt Appendix containing commercially sensitive information, which Cabinet Members had received a copy of and said that, as no one had indicated they wished to refer to it in the discussion, it would not be discussed during the meeting. He added that the information

would become available through the Land Registry once the sale had been completed.

- 13.4 The Cabinet Member for Communities & Partnerships said that, whilst she welcomed the proposal for a new SEND school in the area, she had concerns about traffic as the proposal showed that the access would be from Bawburgh Road at Easton which was a narrow road, without footpaths and which was used by many students walking to Dereham Road where they caught buses.
- 13.5 The Cabinet Member for Children's Services reassured the Cabinet Member for Communities and Partnerships that work would be done to sort out the problem before the planning application was submitted to ensure there were no delays with the planning process to enable the school to be built as soon as possible. The school was part of Norfolk County Council's Invest to Save programme, being part of the £120m government support to give Norfolk children the education and facilities they needed. He added that he would encourage officers to sort minor problems out to ensure there was no delay to the school building programme.
- 13.6 The Cabinet Member for Commercial Services and Asset Management reassured Cabinet that the proposal was subject to planning permission and topics such as access would be addressed during the planning process. He added that South Norfolk District Council had identified the site for residential use which could incur more traffic than the proposed school.
- 13.7 The Cabinet Member for Finance reiterated the progress with Repton Homes with the second site up and running, providing a significant increase in the number of affordable homes. He added that the Easton and Otley College acquisition was an excellent proposal, in addition to the £120m already agreed for SEND and was a good endorsement of the Invest to Save programme.
- 13.8 The Cabinet Member for Growing the Economy added his endorsement to the proposals and that it was important to ensure assets were working well by selling off assets no longer needed and enabling assets to be used for other purposes.
- 13.9 The Cabinet Member for Adult Social Care, Public Health & Prevention stated that money raised from the project was money that could be spent on County Council provided services and that he fully endorsed the proposals.
- 13.10 The Chairman highlighted that there was often a delay in getting projects moving, but when they did start to move they often progressed quickly.
- 13.11 **Decision**

Cabinet **RESOLVED** to:

1. **Authorise** the disposal of part of the land at Links Road, Hopton-on-Sea to a commercial organisation on terms outlined in the exempt report and instruct the Head of Property to implement the disposal.
2. **Authorise** the disposal of the Land East of Lowestoft Road (formally Market Garden Land), Hopton-on-Sea to Repton Property developments Ltd and instruct the Head of Property to implement the disposal.

3. **Agree** to the renewal of the lease for Priory House, King's Lynn for £120,000pa and instruct the Head of Property to implement the renewal of the lease.
4. **Formally declare** the 12 property assets as listed in Table 1, surplus to Council requirements and instruct the Head of Property to bring forward as appropriate proposals for disposal or exploitation.
5. **Authorise** the purchase of land east of Bawburgh Road, Easton for a total cost of £1,210,000 and instruct the Head of Property to implement the acquisition.

13.12 **Alternative Options**

Refer to Cabinet Report.

13.13 **Reason for Decision**

Refer to paragraphs 4.1 to 4.4 of the report.

14 **Finance Monitoring Report 2019-20 P5: August 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, highlighting that an overspend was still forecast in this financial year, although it had decreased slightly to £4.6m. The makeup of the overspend was detailed in table 1 of the report, but pressures within Children's Services remained the area of greatest concern.

As well as some £20m in August, a further £10m was borrowed in September at a rate of 1.765% on average. These funds would be used to fund capital expenditure as it was an inexpensive time to borrow money.

- 14.3 The Cabinet Member for Children's Services thanked the Cabinet Member for Finance for his understanding of the pressures in Children's Services. He drew Cabinet's attention to the report which identified that Children's Services was moving in the right direction, although there was still a long way to go.
- 14.4 The Cabinet Member for Adult Social Care, Public Health & Prevention agreed that the Cabinet Member for Finance had been extremely thorough in his report. He added that to put the overspend of £4.6m into context, it was a variance of 1.8% of the total Adult Social Care budget.
- 14.5 The Cabinet Member for Communities & Partnerships thanked Cabinet for its support for the additional expenditure required for the Fire Service. She added that the only other big expenditure was the work starting on the castle museum keep which would impact on revenue as fewer visitors may be visiting during the renovation, although a Turner painting had been acquired which, it was hoped, would draw in additional visitors who were keen to see the new acquisition.

14.6 The Cabinet Member for Finance thanked other Cabinet Members for their comments and reiterated that the County Council needed to balance its budget and that, although the additional funds made available on a one year basis was welcome it did little other than to allow the Council to stand still.

14.7 The Chairman reiterated that the report showed the current financial performance as opposed to looking forward and also demonstrated how extensive the financial tentacles of Norfolk County Council were.

14.8 **Decision**

Cabinet **RESOLVED** to:

1. **Recommend** to County Council the addition of £0.113m to the capital programme for the purpose of increasing the value of the estate through the release of a restrictive covenant as set out in Appendix 2, paragraph 5.1 of the report;
2. **Recommend** to County Council to amend the use of £3.5m capital previously included in the approved capital programme for the purpose of capital loans to subsidiary companies, to purchase share capital in Repton Property Developments in order to comply with tax and regulatory frameworks, and make a loan facility available to Repton of up to £10m, as explained in Appendix 2, paragraph 5.2.
3. **Recommend** to County Council the addition of £1.158m to the capital programme for the purpose of farms capital maintenance, as set out in Appendix 2, paragraph 5.3;
4. **Note** the period 5 forecast general fund revenue overspend of £4.619m noting also that Executive Directors will take measures throughout the year to reduce or eliminate potential overspends.
5. **Note** the period 5 forecast shortfall in savings of £4.706m, noting also that Executive Directors will take measures throughout the year to mitigate savings shortfalls through alternative savings or underspends.
6. **Note** the forecast General Balances at 31 March 2020 of £19.623m, before taking into account any over/underspends.
7. **Note** the expenditure and funding of the revised current and future 2019-22 capital programmes.

14.9 **Alternative Options**

Refer to Cabinet Report.

14.10 **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.

15 Strategic & Financial Planning – Budget 2020-21

- 15.1 Cabinet received the report by the Executive Director of Finance & Commercial Services providing an overview of the saving proposals which had been identified as part of the process to address the Council's overall gap position as forecast in the Medium Term Financial Strategy agreed by Full Council in February 2019. It summarised the proposed approach to public consultation on the 2020-21 Budget and the next steps in the process leading to budget setting in January and February 2020.
- 15.2 The Chairman highlighted that this report provided an outline of the proposed budget process, the proposed savings and also the impact of the recent spending review.
- 15.3 The Cabinet Member for Finance introduced the report and moved the recommendations. The Cabinet Member highlighted the Chancellor's spending review announcement and what that meant for Norfolk and how it might help to solve the current budget problem.
- 15.4 The Chairman welcomed the additional money from Government in the spending review but said that the additional resources were expected to be substantially absorbed by ongoing demand and demographic pressures and without addressing the emerging 2020-21 budget pressures. He added that in the context of the points already raised with government, it was consistency and certainty of future funding arrangements which was needed to avoid raising council tax to support funding which should come from central government.
- 15.5 The Cabinet Member for Adult Social Care, Public Health and Prevention said that people living longer was good news which should be celebrated although, whilst he fully supported the proposals to Promote Independence, it created an £8m budget pressure.

The Cabinet Member also referred to the care market which was a large part of the Adult Social Care budget spend and the expected care price inflation which was expected to be around £7m. He added that this was not about private providers making excessive profits, it was about maintaining the standards of services offered.

The Cabinet Member continued that the national living wage increase of a further £8m, which although a good thing as the care market had been difficult to recruit to as it was not the best paid sector, the living wage increase created another pressure.

The Cabinet Member said he would like to thank the Government for the additional funding, which the Leader, Deputy Leader and himself had lobbied hard for.

The Cabinet Member said he was pleased the Public Health grant had increased in line with inflation, underlining that the government recognised the case that prevention was key and that the focus of Public Health was on prevention.

The Cabinet Member said that he fully supported the proposal for a 2% increase in the Adult Social Care precept which would help maintain services and that the Government was expecting councils to increase council tax accordingly.

The Cabinet Member stated that he fully endorsed the proposals and was proud of the budget proposals which were positive steps in delivering the savings necessary to support Adult Social Care in the future. He thanked Officers for the work they had done.

15.6 The Cabinet Member for Innovation, Transformation & Performance referred to the business transformation programme which came from the Medium Term Financial Strategy and was looking to save £7.7m during four years of the strategy, adding that transformation was not about cuts, it was also about looking at ways of working and how they could be improved through technology to drive transformation.

15.7 The Cabinet Member for Children's Services endorsed the comments which had already been made. Children's Services had identified that an Invest to Save approach was required, investing in social workers to approach some of the issues at an early stage, with early intervention by working with families to keep them together. Although the number of looked after children was high, with more work with families at an early stage the numbers could reduce.

15.8 The Chairman highlighted the 3 objectives of the proposals:-

- To maintain a budget for the whole of the county and all services.
- To achieve a Balanced budget.
- That the Section 151 Officer needed to ensure the budget fulfilled its requirements.

15.9 **Decision**

Cabinet considered the report and **RESOLVED** to

1. **Note** how the development of the Medium Term Financial Strategy is informed by the Council's vision and strategy.
2. **Note** the latest assumptions about funding following the 2019 Spending Round announcements, the emerging pressures and the council tax assumptions which will collectively inform Council's Budget planning for 2020-21.
3. **Agree** the proposed savings (section 2) to be taken forward in budget planning for 2020-21, subject to final decisions about the overall Budget in January and February 2020, noting the level of savings already included from the 2019-20 budget process.
4. **Agree** that public consultation be undertaken on the 2020-21 Budget and savings proposals, and the level of council tax and Adult Social Care precept for 2020-21 as set out in paragraph 2.13 of the report.

5. **Note** the responsibilities of the Executive Director of Finance and Commercial Services under section 114 of the Local Government Act 1988 and section 25 of the Local Government Act 2003 to comment on the robustness of budget estimates as set out in paragraph 4.2, and
6. **Note** the budget planning timetable (paragraph 3.3).

15.10 **Alternative Options**

Refer to paragraph 5 of the report.

15.11 **Reason for Decision**

Refer to paragraph 4 of the report.

16 **Notifications of Exemptions Under Contract Standing Orders**

- 16.1 Cabinet received the report by the Executive Director of Finance and Commercial Services setting out the exemptions to contract standing orders granted for the award of contracts valued in excess of £250,000.

16.2 **Decision**

As required by paragraph 10.b of Contract Standing Orders, Cabinet **RESOLVED** to **note** the exemptions over £250,000 that had been granted under paragraph 10.a.ii of those orders by the Head of Procurement and Chief Legal Officer in consultation with the Leader of the Council.

17 **Delegated Decisions Reports**

Cabinet **noted** the following Delegated Decisions:

- 17.1 **Cabinet Member for Environment & Waste:**
- Minerals & Waste Local Plan Review.
- 17.2 **Cabinet Member for Strategy & Governance**
- Norse Governance Arrangements
- 17.3 **Cabinet Member for Commercial Services and Asset Management.**
- Acquisition of House in King's Lynn area for semi-independent accommodation.

The meeting ended at 11.30am.

Chairman

**Cabinet
7 October 2019
Public & Local Member Questions**

**Agenda Public Question Time
item 5**

Question from Judith Taylor

Cllrs are not ruling out a further increase to their allowances in the new budget proposals. When you, the Conservative Cllrs, are cutting services and funding for individuals with disabilities why are you keeping open the option of this increase?

Response from the Chairman:

In line with the Council decision in May 2019 any decision for the allowance scheme not to be indexed to increases in staff percentage increase in 2020/21 will be made when setting the budget in February 2020.

Question from Lucy Shires

In the new adult healthy behaviours strategy, it appears that the focus of commissioned services on 'those who need it most' neglects to take into account mental health. Mental health is a barrier to behavioural change. Within this strategy, again the Equality Impact Assessment neglects to mention mental health as a positive impact or a key risk. Councillor Borrett can you please clarify for the residents of Norfolk, the steps within this new strategy that will take into account the challenges faced with mental health and how within this strategy these challenges will be addressed?

Response from the Chairman:

The purpose of the new strategy is to develop our services that help people to have a healthy lifestyle, as part of the council's responsibilities to improve health. The strategy is not focussed on addressing mental illness - which is the focus of separate strategies and services.

We acknowledge the universal role that psychology has in health-related behaviour choices and this is a core principle of the strategic approach. It is not limited to people with mental illness, nor those with protected characteristics which is why it is not identified in the equality impact assessment as an impact requiring mitigation.

Evidence shows that healthy lifestyle choices promote psychological well-being; and psychological evidence and expertise on behaviour change will be used to inform the strategy's implementation. Psychological approaches are, for example, built into the motivational interviewing and behaviour change training that will be offered.

Question from David Pett

Re choice of route for NWL - How was it possible for route C to be chosen when on NCC's own admission the Bat Surveys in each of the relevant areas have yet to be concluded?

Supplementary question from David Pett.

Does this mean that once the surveys have been completed there will be a review of the decision on route selection and if not, why not?

Response by the Chairman:

Wildlife surveys including bat surveys were carried out to inform the preferred route recommendation.

Surveys will continue right up to the submission of the planning application and beyond. This is to ensure that any decision on the planning application is based on up to date ecological information.

Appendix B

Agenda Local Member Issues/Questions item 6

Question from Cllr Alexandra Kemp

Enhanced Partnerships under the Buses Act 2017

The 505 Bus, that runs through Clenchwarton, West Lynn, and South Lynn through Hardings Way Bus-Only Lane into Lynn, reduced in April 2018, from a service running every 20 minutes, to only once every half-an-hour. There is now more congestion coming into Lynn.

The A10 along Setchey and West Winch suffers from bumper-to-bumper tailbacks, but with earlier and later buses more people going to work would leave their cars at home.

Would the Cabinet set up Enhanced Partnerships with bus companies under the Buses Act 2017 to increase bus frequency?

Response from the Chairman:

The 505 is operated on a 30-minute frequency on a commercial basis, without subsidy from Norfolk County Council. Services between King's Lynn and Downham Market (37/38) operate with subsidy from NCC as they are not currently commercially viable, and commuter journeys already exist from West Winch to and from King's Lynn.

It is our view that service levels on both corridors meet the current passenger demand and therefore it would not be appropriate for the County Council to intervene. Enhanced Partnership Powers are not considered to be appropriate in either of these cases.

Question from Cllr Ed Maxfield

Universities UK, the membership body for our universities, has been explicit that a 'no deal' exit from the EU would be bad for our students, researchers and universities. The National Farmers' Union says a No Deal Brexit would be catastrophic for farming. At the meeting today you are being asked to support an industrial strategy that relies heavily on the agri-food sector and on research and innovation. Do you share the concerns of those at the front end of these sectors about the enormous damage that will be done by a No Deal Brexit and can the strategy meet its goals if a No Deal Brexit goes ahead?

Response from the Chairman

The Local Industrial Strategy is designed to enable our key sectors to grow in whatever economic climate exists, providing a tool to access government funding to enable us to progress those goals.

To support business, one of the Strategy's actions is to sharpen our business support offer, including assistance for companies to access new export markets relevant to their sector.

Question from Cllr Danny Douglas.

Return a full time bus service to Heigham Street/Old Palace Road areas of Norwich

We welcome the government's announcement that they will fund the return of bus services that have been cut in the past few years. Will the County Council leader commit to "investigate the return of a seven day a week high frequency bus service to Heigham Street/Old Palace Road area" with the funds contained within the announcement?

Response from the Chairman.

If Norfolk is successful in receiving funds as part the government's recent announcement, then we will review all areas where services have been changed and allocate funds where they are most needed, particularly if residents have been left with no service at all or are particularly isolated from other travel options.

Question from Cllr Tim Adams

Whilst community based reablement should be supported as far as possible would you agree that a 40% reduction in permanent admissions of people aged 18-64 into residential care per 100,000 population over two years is not realistic?

Response by the Chairman.

In 2018/19 there were 146 permanent admissions for people with physical disabilities, learning disabilities and mental health conditions, aged 18-64. The move to a lower rate of admission (16.9 admissions per 100,000 population) would mean reducing the number of people admitted to permanent residential care by 30 at the end of 2019/20 and by a further 59 at the end of 2020/21.

Whilst residential care is the right setting for a large number of adult social care service users, we know that people who are able to live independently, in their own homes, tend to experience better outcomes. Historically, admission rates were very high in Norfolk which is why the council is investing in reablement, alongside other services that support independent living such as the new Preparing for Adult Life Service, the Norfolk Employment Coordinators, development of new Supported Living Schemes, and new types of accommodation choices.

This is a stretching target which aims to take Norfolk's performance to our 'family group'. Whilst challenging, it is not unrealistic, given that we achieved 15.7 per 100,000 in 2016/17, and we feel is the right level of ambition for the service.

Question from Cllr Emma Corlett

Given the recently published CQC inspection report in to Change Grow Live (CGL), the concerns raised by Norwich Clinical Commissioning Group about lack of communication between GP practices & CGL, and Norwich's place as an outlier for drug related deaths - having the second highest death rate in the country - what steps has the cabinet member taken to ensure the safety of drug users, and to ensure that staff have manageable, safe caseloads?

Response by the Chairman.

We recognise the issues flagged by the CQC report and will work closely with CGL to ensure that the necessary improvements are made.

Questions requiring written responses from the Cabinet Meeting held on Monday 7 October 2019

	Question and response:
Agenda item 5 Local Member Supplementary Question from Cllr Ed Maxfield	<p>As a supplementary question, Cllr Ed Maxfield thanked the Chairman for the response and said that the Federation of Small Businesses had recently announced that almost 50% of its membership was predicting business performance would worsen during the next period, which was at a five-year high. He also added that the LEP plan when it was first introduced concentrated heavily on big ticket items and larger industries and that he was interested and pleased to see the comment about support for businesses. Cllr Maxfield asked if the Chairman could expand further on the type of support that would be offered to small businesses which were so important to the Norfolk economy.</p> <p>Response from the Vice-Chairman and Cabinet Member for Growing the Economy: The County Council works closely with the New Anglia Local Enterprise Partnership to provide help and support to local businesses through the New Anglia Growth Hub. This £multi-million programme offers a wide range of support to our small and medium businesses, as well as start-ups. The county council does not routinely provide business support to the county's business community in order to avoid duplication with the Growth Hub. We also do not have the resource.</p> <p>Brexit is a regularly occurring topic that many businesses have concerns over and all businesses are encouraged to record these so that we can collate comments and keep Government up to date. You will be aware that Government has been promoting a national awareness campaign, directing businesses to its gov.uk website, where a wide range of sector specific information has recently been updated. Given that Brexit could potentially affect the vast majority of businesses across the UK it is appropriate for this to be undertaken at a national level.</p>
Agenda item 5 Local Member Supplementary Question from Cllr Danny Douglas	<p>As a supplementary question, Cllr Danny Douglas asked, given the welcome focus of the Chancellor on local bus services, if the County Council was focusing on the forthcoming sale of First Eastern Counties to ensure the sale was structured in a way that ensured fares were not increased, evening buses were guaranteed and the cross-Norfolk Excel service was safeguarded.</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport: We also welcome the recently announced additional government funding for buses announced by the Chancellor. Once the detail for bidding or accessing these funds is known we will ensure that Norfolk maximises its chances of tapping into this funding.</p> <p>In terms of the comments on the First sale, we already work closely with First and they are a key stakeholder and financial supporter in the County's Transforming Cities bid which is currently being prepared. Although it is difficult for the Council to influence the private sale, we are keen to work with whoever the new owners will be to help ensure that residents and businesses in Norfolk have no negative changes to the service levels currently received and in fact opportunities for increased investment and improvements in service are achieved.</p>