

Cabinet

Minutes of the Meeting held on Monday 3 April 2023 in the Council Chamber, County Hall, at 10am

Present:

Cllr Graham Plant	Vice-Chairman. Deputy Leader and Cabinet Member for Highways, Infrastructure and Transport
Cllr Bill Borrett	Cabinet Member for Adult Social Care, Public Health and Prevention
Cllr Margaret Dewsbury	Cabinet Member for Communities and Partnerships
Cllr Fabian Eagle	Cabinet Member for Growing the Economy
Cllr John Fisher	Cabinet Member for Children's Services
Cllr Tom FitzPatrick	Cabinet Member for Innovation, Transformation and Performance
Cllr Greg Peck	Cabinet Member for Commercial Services and Asset Management
Cllr Eric Vardy	Cabinet Member for Environment and Waste

Executive Directors Present:

James Bullion	Executive Director of Adult Social Services
Paul Cracknell	The Executive Director of Transformation and Strategy
Simon George	Executive Director of Finance and Commercial Services
Kat Hulatt	Assistant Director of Governance
Sarah Rhoden	Director of Community, Information and Learning
Sara Tough	Executive Director of Children's Services

Cabinet Members and Executive Directors introduced themselves.

1 Apologies for Absence

- 1.1 Apologies were received from the Chairman, the Cabinet Member for Finance and the Executive Director for Community and Environmental Services (Sarah Rhoden substituting).
- 1.2 Vice-Chairman Cllr Graham Plant in the Chair

1b Election of Vice-Chairman for the meeting

- 1b.1 Cllr Fabian Eagle proposed Cllr Greg Peck, seconded by Cllr Tom FitzPatrick. Cllr Greg Peck, the Cabinet Member for Commercial Services and Asset Management, was duly nominated to sit as Vice-Chairman for the meeting.

2 Minutes from the meeting held on 6 March 2023

- 2.1 Cabinet agreed the minutes of the meeting held on 6 March as an accurate record.

3 Declaration of Interests

- 3.1 None declared

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

4.1 No matters were referred.

5 Update from the Chairman/Cabinet Members

5.1 The Cabinet Member for Communities and Partnerships gave an update on Norfolk Fire Service's 75-year anniversary:

- 1 April 2023 would be the 75th anniversary of the creation of the current fire service.
- To celebrate, events would take place throughout the year. For example, the Royal Norfolk Show would have an "Emergency Village" with the emergency services showing changes in equipment and protective clothing over this period of time.

6 Public Question Time

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

6.2.1 Liz Cross asked a supplementary question:

- Liz Cross thanked The Cabinet Member for Children's Services for the reply to her question and the time taken to investigate the response. She asked The Cabinet Member for Children's Services if he would be willing to visit HomeStart Norfolk face to face to hear the challenges they faced, hear the unheard voice of the families they supported and the impact their intervention had in creating a stable and sustainable environment to reduce costly intervention from partners.

6.2.2 The Cabinet Member for Children's Services replied that he would be happy to visit and encouraged Liz Cross to contact him directly.

7 Local Member Questions/Issues

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

8. Integrated Care Strategy for Norfolk and Waveney and Joint Health and Wellbeing Strategy for Norfolk

8.1.1 Cabinet received the report providing an overview of the agreements made by the Norfolk and Waveney Integrated Care Partnership to produce a transitional and combined Integrated Care Strategy for Norfolk and Waveney with the Joint Health and Wellbeing Strategy for Norfolk.

8.1.2 The Cabinet Member for Adult Social Care, Public Health and Prevention introduced the report to Cabinet:

- Every local area was required to have a joint Health and Wellbeing Strategy setting priorities identified in the joint strategic needs assessment that partners would deliver together to improve health and wellbeing outcomes and make improvements.
- The Health and Wellbeing Boards for Norfolk and Suffolk had their own

strategies aimed at highlighting the needs for collective responsibility for health and wellbeing and had a proven history of holding partners to account to improve health and care for the counties.

- The changes to the Health Act 2022 had created the Integrated Care System (ICS) formally bringing a range of organisations and stakeholders together and providing joined up healthcare for residents and improved services.
- The Integrated Care Partnership was part of the ICS, made up of several partners including key organisations across healthcare, local authorities, Healthwatch and the voluntary sector. The Integrated Care Partnership was required to produce an Integrated Care Strategy. This document would help partners develop their own strategy and plans, setting out challenges and opportunities that could be addressed by partnership working.
- There was a clear cross over between the Integrated Care Strategy and Health and Wellbeing Board strategy which created the opportunity to work together as a collective Integrated Care System around shared, high-level health and wellbeing board priorities.
- A lot had been achieved through joint working, strengthened by the collaborative response to the Covid-19 pandemic. The past three years had seen challenges along with hard work and commitment, with communities and providers working together to give the people of Norfolk the care and support they needed. There was an aim to build on the learning from the pandemic to enhance ways of working.
- Prevention and Early Intervention were key to the long-term sustainability of the Health and Wellbeing system. Stopping ill-health and care needs from occurring and targeting high risk groups, as well as preventing issues from getting worse through systematic planning and proactive management was key.
- Priorities had been developed which were reliant on partners taking a collaborative approach. Rather than duplicating work occurring at place level an integrated approach would be coordinated across the system.
- This was a transitional strategy encompassing the Integrated Care Strategy for Norfolk and Waveney and the Joint Health and Wellbeing Board Strategy for Norfolk.
- In 2023, engagement would be carried out with people, communities and partners across the system to find out how the strategy could work for everyone. Engagement would be targeted and accessible to ensure those with quieter voices were listened to and engagement was carried out with a range of communities including rural and harder to reach.
- The strategy was a living document which would be developed as the new collaborative system developed. All partners were due to take this strategy through their own governance.
- The strategy provided an opportunity for real change and provide benefits to the people of Norfolk
- The Cabinet Member for Adult Social Care, Public Health and Prevention moved the recommendations as set out in the report.

8.2 The Cabinet Member for Environment and Waste noted that often it was not known what high-level strategies meant for communities. Through recent personal experience, the Cabinet Member for Environment and Waste reported that the service provided by the council and social services was excellent, caring and deliverable and thanked the team for their work. The Cabinet Member for

Adult Social Care, Public Health and Prevention was pleased to hear of this positive experience and would feed this back to the team.

- 8.3 The Cabinet Member for Children's Services welcomed the new integrated care system and noted the involvement of early intervention to support children and families and the importance of community involvement in supporting them.
- 8.4 The Cabinet Member for Innovation, Transformation and Performance was pleased to see partnership working across the system, supporting people at a difficult time in their lives with a smoother system.
- 8.5 The Cabinet Member for Commercial Services and Asset Management endorsed the report, noting the importance of collaborating with partners. He hoped that housing the ICS in County Hall would support partnership working.
- 8.6 The Chairman noted that the strategy supported partnership working across all partners including the voluntary sector, health and care system
- 8.7 Cabinet **RESOLVED** to
- a) Formally commit to adopting the Integrated Care Strategy for Norfolk and Waveney and Joint Health and Wellbeing Strategy for Norfolk
 - b) Endorse departments embedding the strategy within the County Council's activities where these impact on the priority areas outlined
 - c) Recognise that this is a transitional and active document which will be kept updated and progressed, as necessary

8.8 **Evidence and Reasons for Decision**

The Integrated Care Strategy is a key element in the Norfolk and Waveney ICS. It is intended to set out the challenges and opportunities which can best be overseen by the ICS, which look beyond traditional organisational boundaries at complex, long-term issues which need integrated approaches to succeed.

There is an expectation that all partners will take the transitional strategy through their own governance arrangements, and feedback the actions their organisation will be taking in the coming year to deliver against the Integrated Care Strategy's key challenges and priority actions.

8.9 **Alternative Options**

None are being proposed.

9. **Norfolk Strategic Infrastructure Delivery Plan (NSIDP) 2022**

- 9.1.1 Cabinet received the report setting out the Norfolk Strategic Infrastructure Delivery Plan, a shared plan containing Norfolk's high-level strategic infrastructure priorities for the next 10 years, pulling together information on key projects needed to support planned development and deliver sustainable economic growth in Norfolk.
- 9.1.2 The Chairman introduced the report to Cabinet:
- In the plan there were 26 projects which Local Authorities were leading on, facilitating delivery of 36,000 new homes and 86,000 new jobs.

- These projects aligned with the priority for improved infrastructure and ambitions of the new Anglia Local Enterprise Partnership's economic strategy and renewal plan, local plans and Norfolk Strategic Planning Framework. The plan was also in sync with the Government's Build Back Better and would deliver infrastructure for Levelling Up and the ambition for achieving net zero.
- The Norfolk Strategic Infrastructure Delivery Plan was a valuable tool for making investment decisions ahead of the proposed County Deal.
- Work for the 2022 plan started in May 2022, working with district councils to look at decisions and emerging projects.
- The plan had been reviewed by the Norfolk Strategic Planning Group, Norfolk Growth Delivery Group, Norfolk Chief Executives Group, Norfolk Leaders and Norfolk County Council's Infrastructure and Development Select Committee in March 2023
- The Norfolk Strategic Infrastructure Delivery Plan was a working document which was reviewed annually as information became available and projects progressed to delivery.
- Work on the 2023 plan would start soon with feedback to explore options for an online platform.
- Nine new Local Authority projects had been added for 2022, shown in paragraph 2.3 on page 92 of the report. Additional projects had been added to the list of funded projects including Marriotts Way and Bure Valley Path, North Walsham, Honing and Stalham resurfacing of the Weavers Way. There were up and coming projects, which were those likely to meet the criteria for not enough information to fully include them at that time.
- The Norfolk Strategic Infrastructure Delivery Plan allowed for all projects to be seen in one place, showing the start date and progress being made towards their delivery. Notable progress had been made so far this year and work would continue on a coordinated approach.
- The Chairman moved the recommendations as set out in the report.

- 9.2 The Cabinet Member for Adult Social Care, Public Health and Prevention noted that without strategic overview of the Council, the projects around development of utilities set out on page 128 of the report would not have been possible. These supported the development of a vibrant economy, for example, the Thetford and Attleborough energy supplies. Highlighting the Thetford railway project as an example, The Cabinet Member for Adult Social Care, Public Health and Prevention felt that the Norfolk Strategic Infrastructure Delivery Plan could be used to highlight to Government what was important for Norfolk and where money could be drawn down.
- 9.3 The Cabinet Member for Environment and Waste noted the third paragraph on page 103 of the report discussing the work being taken by districts to support the net zero commitments in the Climate Change Act and carbon targets adopted by Norfolk County Council. He welcomed the inclusion of information on climate change and its impact on Norfolk.
- 9.4 The Cabinet Member for Innovation, Transformation and Performance was pleased to note that Fakenham had been highlighted in the plan as an area for agritech and food processing which provided a large number of jobs for the County. Project GigaBit was being rolled out across the county and an announcement was being waited for on this. The roundabout on the A148 would

be very important for Fakenham and the Cabinet Member for Innovation, Transformation and Performance was therefore pleased to see this in the plan.

- 9.5 The Cabinet Member for Children's Services noted that the plan showed the importance of Great Yarmouth being an area for renewable energy and development of the road and bus network and included information on planning for development of schools across the County.
- 9.6 The Chairman added that the plan provided a strategic overview of all sectors in the County; he thanked officers for their work in producing the plan.
- 9.7 Cabinet **RESOLVED**
1. To approve the 2022 NSIDP
 2. To support the continued production of the NSIDP, together with annual review

9.8 **Evidence and Reasons for Decision**

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

9.9 **Alternative Options**

If a Norfolk Strategic Infrastructure Delivery Plan were not to be produced it would be more difficult to retain the inclusive approach to infrastructure planning. It would reduce the ability to keep track of the collective progress of the county's key infrastructure projects. The information in the Norfolk Strategic Infrastructure Delivery Plan assists in co-ordinating resources to ensure projects are delivered as planned.

10. **Regulation of Investigatory Powers Act 2000 and Investigatory Powers Act 2016**

- 10.1.1 Cabinet received the report detailing the use of the Regulation of Investigatory Powers Act (RIPA) and the Investigatory Powers Act (IPA) by the Council for 2022 and seeks approval of the associated policies, which had been reviewed and slightly amended in line with current national guidance and good practice.
- 10.1.2 The Cabinet Member for Communities and Partnerships introduced the report to Cabinet:
- This was an annual report to Cabinet. The policies had been reviewed and minor amendments had been made reflecting the change in responsibilities when someone left a service, and someone took over as a responsible person.
 - The powers had only been used by the Trading Standards service twice, once for directed surveillance and once for acquisition of communications data.
 - It was important to have these policies in place so they could be utilised if required by a service and ensured that the council was compliant with all relevant legislation.

- The Cabinet Member for Communities and Partnerships moved the recommendations as set out in the report.

10.2 Cabinet **RESOLVED**

1. To note the use of RIPA and the IPA by the Council for 2022, as set out in Appendix A of the report; and
2. To approve the revised policy documentation provided at Appendix B and Appendix C of the report

10.3 **Evidence and Reasons for Decision**

The two Acts, the associated Regulations and Codes of Practice set out expectations for local authorities in relation to the oversight of Regulation of Investigatory Powers Act authorisations for directed surveillance and CHIS (Covert Human Intelligence Sources) and for the acquisition of communications data under the Investigatory Powers Act. The recommendations set out in this report meet the requirements of the legislation. There are no other reasonably viable options to the recommendations above.

10.4 **Alternative Options**

These corporate policies are considered to be the most effective way to ensure the Council fulfils its legal responsibilities, when using covert investigatory techniques to gather intelligence for the purposes of one of its regulatory functions.

11. **Corporately Significant Vital Signs**

11.1.1 Cabinet received the quarter 3 report providing an update on the Council's performance against its Corporately Significant Vital Signs.

11.1.2 The Cabinet Member for Innovation, Transformation and Performance introduced the report to Cabinet:

- This report gave an important health check of the organisation and helped deliver on the aims of Better Together for Norfolk. The data allowed the Council to understand what was happening across the organisation and ensure early intervention could take place where there were issues.
- The Council was still in a period of challenge and looking to transform services. Opportunities would be used to make budget savings in the coming financial year and beyond.
- The report showed what was being done to address areas of challenge.
- The report was presented to Cabinet quarterly however the vital signs were reviewed on an ongoing basis.
- The Cabinet Member for Innovation, Transformation and Performance moved the recommendations as set out in the report.

11.2 The Cabinet Member for Children's Services noted that new indicators had been established ahead of the new school year in September, with a focus on developing mechanisms for schools to share learning and increase standards. Implementation of this strategy would improve inspection outcomes for future years. The service was also looking at a change to the way that looked after children was reported by separating out local looked after children and asylum seeking children.

- 11.3 The Cabinet Member for Commercial Services and Asset Management endorsed the report.
- 11.4 The Cabinet Member for Communities and Partnerships discussed the two vital signs for the Fire and Rescue Service where the report was showing deteriorating performance; one of these related to a visit to an unoccupied building which was no longer required to be visited and therefore no longer a risk. This along with attempted safety visits to people who were not at home when expected, for a variety of reasons, had impacted on performance.
- 11.5 Cabinet **RESOLVED** to
1. Review and comment on the end of quarter two performance data.
 2. Review the considerations and next steps.
 3. Agree the planned actions as set out.
- 11.6 **Evidence and Reasons for Decision**
- N/A
- 11.6 **Alternative Options**
- Information Report.
- 12 Risk Management**
- 12.1.1 Cabinet received the risk management report setting out the corporate risks, key changes to corporate risks and departmental risks.
- 12.1.2 The Chairman introduced the report to Cabinet:
- The responsibility for an adequate and effective risk management function sat with Cabinet, supported by portfolio holders and delivered by the risk owners as part of the risk management framework.
 - The department was also required by the constitution to report on departmental risks managed within the Council and so red rated departmental risks were also included in the report. The report set out the latest risks for monitoring and agreement following review of the corporate level risks.
 - The audit and governance committee were responsible for reviewing adequacy of the risk management system. Risk management systems were in place within the Council as set out in the constitution
 - **RM002, Income Streams:** it was proposed to temporarily reduce the score for this risk as a result of managed income streams from 2022-23. This score was proposed to be reverted back at the end of the financial year.
 - **RM037, NFRS Industrial Action:** this risk was proposed to be closed as proposed industrial action had been called off following a pay award agreement.
 - Departmental risk data was shown in appendix D of the report with full details of red rated departmental risks at appendix E of the report.
 - The Chairman moved the recommendations as set out in the report.

12.2 The Cabinet Member for Adult Social Care, Public Health and Prevention noted that Adult Social Services' red rated risks were related to national issues and ongoing challenges outside of the control of the council however the council was working to mitigate them as much as possible. The Adult Social Services team had worked over the last months with Government ministers to try and ensure that they understand the issues experienced in Norfolk and what the Government could do to support the Council.

12.3 The Chairman noted that RM024, "Great Yarmouth Third River Crossing" was working within budget and timeframe.

12.4 Cabinet **RESOLVED:**
to agree:

1. The key messages detailing key changes to corporate risks since the last report to January 2023 Cabinet (paragraphs 2.1 and 2.2 and Appendix A of the report)
2. The corporate risks as at April 2023 (Appendices B and C of the report)

to note:

1. The departmental risk summaries as at April 2023 (Appendix D of the report)
2. The red rated departmental level risks as at April 2023 (Appendix E of the report)

12.5 **Evidence and Reasons for Decision**

Not applicable as no decision is being made.

12.6 **Alternative Options**

There are no alternatives identified.

13 Authority to enact revenue pipeline

13.1.1 Cabinet received the report seeking approval for the appropriate delegations to be put in place to allow procurement processes to take place.

13.1.2 The Executive Director of Finance and Commercial Services discussed that the proposals in this report would put the delegations in place for procurement to take place, with Annex A of the report setting out the list of procurement actions due to take place for the upcoming period.

13.1.3 The Chairman introduced the report to Cabinet:

- At the last meeting of Full Council, the procurement programme was agreed as a whole.
- This report would allow officers to engage with suppliers and agree the nature of contracts including their costs, and delegate processes to the Director of Procurement.
- The proposals set out in the report would also ensure that bidding standards and overall standards were of best practice and value.
- The Chairman moved the recommendations as set out in the report.

13.2 Cabinet **RESOLVED** to agree

1. To proceed with the procurement actions set out in Annex A of the report;

2. to delegate to each responsible chief officer authority to discuss with the contractors concerned the issues around extension of contracts designated herein as open for extension and to determine whether to extend the contracts (with such modifications as the chief officer considers necessary) or whether to conduct a procurement exercise to replace them;
3. to delegate to the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any); to shortlist bidders; to make provisional award decisions; to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary;
4. that the officers exercising the delegated authorities set out above shall do so in accordance with the council's Contract Standing Orders and Public Contract Regulations 2015 and in consultation, as appropriate, with the responsible Cabinet Member. The officers shall also act in accordance with the Provider Selection Regime should it become law during this period.

13.3 Evidence and Reasons for Decision

Cabinet recommended adoption of the budget and it is now logical that it approves the decisions in respect of contracts needed to deliver the budget. Expeditious execution of the contract pipeline requires the delegations to officers set out in this paper.

Reasons for decisions about individual contracts or groups of contracts are set out at Annex A of the report.

13.4 Alternative Options

Cabinet could choose not to approve the delegations set out herein. This would require a plethora of individual cabinet or cabinet member decisions and be likely to delay programme execution: this course of action is not recommended.

14 Finance Monitoring Report 2022-23 P11: February 2023

- 14.1.1 Cabinet received the report giving a summary of the forecast financial position for the 2022-23 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2023, together with related financial information.
- 14.1.2 The Chairman introduced the report to Cabinet:
 - This report set the scene for next year, 2023-24. It was important to ensure that there were no unforeseen overspends as knock-on effects of this would be considerable. It was therefore positive that as of the end of February 2023 a balanced budget was being forecast on a net budget of £464m.
 - Revenue Annex 1 of the report showed that additional costs flowing from the increased pay award had been paid off from within departmental budgets
 - Children's Services continued to experience operational pressures. The department had successfully concluded an agreement with the Department for Education for the Safety Valve deal which would see spend in the dedicated schools grant reduced from £75.976m to

£47.976m by March 2023 after receipt of £28m Department for Education funding in 2023.

- Plans for new special needs schools would be brought forward as part of the local First Inclusion programme.
- Appendix 3 of the report set out additions to the capital programme funded externally including £11.484m Department for Transport funding to expand the ZEBRA scheme for electric buses and an £1.11m uplift for Better Broadband Next Generation project from BT rebates and £5m from capital funding receipts to fund the adult social care transformation programme as earmarked in appendix 3, paragraph 3.3 of the report.
- The Chairman moved the recommendations as set out in the report

14.2 Cabinet **RESOLVED**

1. To recommend to full Council the addition of **£17.491m** to the capital programme to address capital funding requirements funded mostly from various external sources as set out in detail in capital Appendix 3 of the report, paragraph 4.1 as follows:
 - £5m flexible use of Capital Receipts to fund the Adult Social Care Transformation Programme costs as previously earmarked in Appendix 3 of the report, paragraph 3.3
 - £1.011m uplift to the Better Broadband Next Generation project funded from BT rebates received
 - £11.480m Department of Transport funding received to expand the Zero Emissions Bus Regional Area (ZEBRA) scheme for 55 additional electric buses
2. Subject to full Council approval of recommendation 1 and to delegate:
 - 2.1) To the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any) and the award criteria; to shortlist bidders; to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme); to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary.
 - 2.2) To the Director of Property authority (notwithstanding the limits set out at 5.13.6 and 5.13.7 of Financial Regulations) to negotiate or tender for or otherwise acquire the required land to deliver the schemes (including temporary land required for delivery of the works) and to dispose of land so acquired that is no longer required upon completion of the scheme;
 - 2.3) To each responsible chief officer authority to:
 - (in the case of two-stage design and build contracts) agree the price for the works upon completion of the design stage and direct that the works proceed; or alternatively direct that the works be recompleted
 - approve purchase orders, employer's instructions, compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope
 - subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme or programme budget.
 - That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the

approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.

3. To recognise the period 11 general fund revenue forecast of a balanced budget, noting also that Executive Directors will take measures to reduce or eliminate potential over-spends where these occur within services to maintain a balance budget at the year end.
4. To recognise the period 11 forecast of 88% savings delivery in 2022-23, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
5. To note the forecast General Balances at 31 March 2023 of **£24.340m**, assuming the Council will mitigate the overspends reported in P11.
6. To note the expenditure and funding of the revised current and future 2021-26 capital programmes.

14.3 **Evidence and Reasons for Decision**

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

Appendix 1 of the report summarises the revenue outturn position, including:

- Forecast over and under spends
- Changes to the approved budget
- Reserves
- Savings

Appendix 2 of the report summarises the key working capital position, including:

- Treasury management
- Payment performance and debt recovery.

Appendix 3 of the report summarises the capital outturn position, and includes:

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

Additional capital funds will enable services to invest in assets and infrastructure as described in Appendix 3 section 4 of the report.

14.4 **Alternative Options**

To deliver a balanced budget, no viable alternative options have been identified to the recommendations in this report. In terms of financing the proposed capital expenditure, no further grant or revenue funding has been identified to fund the expenditure, apart from the funding noted in Appendix 3 of the report.

15 **Limited Company Consents**

- 15.1.1 Cabinet received the report setting out changes to directorships of Council owned Companies.
- 15.1.2 The Chairman introduced the report to Cabinet:
- Limited companies owned by the Council required consent of Council before appointing directors.
 - With the Director of Financial Management due to be promoted when the Executive Director of Finance and Commercial Services left the Council, the Director of Financial Management was required to stand down from his director role on some of the Council's Companies. These changes were set out in Appendix A of the report.
- 15.2 Cabinet **RESOLVED** to approve the change of directors to companies as detailed in appendix A of the report
- 15.3 **Evidence and Reasons for Decision**
- N/A
- 15.4 **Alternative Options**
- N/A
- 16 Reports of the Cabinet Member and Officer Delegated Decisions made since the last Cabinet meeting**
- 16.1 Cabinet **RESOLVED** to **note** the Delegated Decisions made since the last Cabinet meeting
- 16.2 The Cabinet Member for Adult Social Care, Public Health and Prevention thanked Simon George, the Executive Director of Financial and Commercial Services, for his work over the years and during the challenging period of the Covid-19 Pandemic and wished him well in the future. Cabinet also gave their thanks to Simon and wished him well.

The meeting ended at 10.57

Chairman of Cabinet

Cabinet
3 April 2023
Public & Local Member Questions

	Public Question Time
6.1	<p>Question from Dillon Crawford Does the Cabinet believe that the County Deal for Norfolk will be effective for delivering more transparency?</p> <p>Response from the Cabinet Member for Strategy and Governance A directly elected leader for Norfolk would be accountable to the council through our own constitution, and to government and the people of Norfolk through the "Accountability Framework" published on Wednesday 15th March. by the Department for Levelling Up. This sets out the protocols for reporting and accountability for all areas with a devolution deal. This will cover the delivery of Norfolk's plans and ambitions through the county deal. We believe that a county deal will in fact increase transparency and accountability for these very reasons.</p>
6.2	<p>Question from Samantha Allison What assurances can the cabinet /full council give to the men/women of norfolk that the 15/20 minute cities will not be the doorway to digital id, travel restriction, more cameras, and fines for credit systems of pollution, fake pollution zones, and finally comunist china style fences and security.</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport We are at a very early stage with looking at the concept of 15/20 minute neighbourhoods in Norfolk. However, we have already been asked a number of questions on the topic, so to help we have recently uploaded some Frequently Asked Questions (FAQs) to the County Council website to provide a high-level summary of this potential approach. It is important to note that the concept of a 20-minute neighbourhood will mean different things to different people and that no decisions have been taken at this stage on if, when and where this concept could be implemented and the form it may take. We also recognise that the needs of local people and businesses will need to be understood before anything can be proposed for consultation and further consideration.</p> <p>Further work on this concept will help to identify whether outcomes can be delivered that enable people to be more active, improving their mental and physical health, improve air quality, strengthen community bonds and encourage local shops and services to thrive.</p>
6.3	<p>Question from Peter Lambert Under section 86 of the Education Act 1996, parents have the right to express a preference for any state-funded school in England and Wales. This includes community schools, foundation schools, voluntary aided schools, and academies. Do the plans of 20 minute districts restrict the choices that parents will be able to make in choosing secondary schools. In particular used to reduce the right to appeal a Decision.</p> <p>Response from the Cabinet Member for Children's Services We are at a very early stage with looking at the concept of 15/20 minute neighbourhoods in Norfolk. Providing convenient and fully accessible access to</p>

	<p>schools, along with other essential services, will be considered as we explore this concept.</p> <p>Initial thoughts are that there would be no change to the approach for Admissions set out within the Admissions Code and parents right to express a preference for schools (either First Admissions at primary or Year 7 Admissions for secondary). This includes the appeals process.</p> <p>Supplementary question from Peter Lambert What affordable options are there to provide a choice of at least 2 secondary schools within travel time less than 20 minutes. The logical mitigating factor is to provide more secondary schools locally. These will be smaller , more expensive and have less choice of subjects. Please advise how many schools would be needed to meet this policy. Does the government funds cover this cost.</p> <p>Response from the Cabinet Member for Children's Services We are at a very early stage with looking at the concept of 15/20 minute neighbourhoods in Norfolk and detailed analysis would be needed to provide an appropriate response. However, initial thoughts are that there would be no change to the approach for Admissions set out within the Admissions Code and parents right to express a preference for schools.</p>
6.4	<p>Question from Liz Cross, Home Start The Princess of Wales's Royal Foundation, Central Governments Start for Life roll out and Norfolk County Council's Flourish Pledge all support the need to prioritise early childhood and document the importance of children's early years being vital to support their future health, happiness, resilience and lifelong outcomes. Home-Start Norfolk, a family support charity supporting thousands of families over the last 35 years has seen a 91% increase in demand for its service , and 70 % of those referrals come from the statutory sector. Therefore, why is it that Home-Start Norfolk is fighting for survival due to further cuts in its funding from the sector?</p> <p>Response from the Cabinet Member for Children's Services Norfolk benefits from a vibrant voluntary and community sector that delivers fantastic support to children and their families. They are a key partner in helping children and young people to flourish. All charities, including Home Start Norfolk, are facing financial challenges, as are many of the families they work with. Home Start have been funded by Action for Children for the last three years as part of our Early Childhood and Family Service and this service level agreement is ending as planned in March 2023. Action for Children have been in discussion with Home Start since 2022 about them providing a new service from April and I welcome this given our early childhood focus on 0-5s. As part of supporting children and their families, we are keen to develop opportunities for peer support for families. We will continue to work with charities such as Home Start to develop how families can benefit from peer support and volunteers and, should funding become available, to potentially commission new services.</p>

Cabinet
3 April 2023
Local Member Questions

	Member Question Time
7.1	<p>Question from Cllr Paul Neale Residents are constantly reporting potholes on Norfolk's streets and roads. Sometimes, councillors have to get involved to get potholes repaired. Yet recently, there have been a number of cases where the patching work on potholes has been such poor quality that the holes have opened up again after just a few weeks – for example on Bowthorpe Road and Hellesdon Mill Lane. Does the Cabinet Member accept that the quality of repairs on potholes is below standard and can he explain what checks the council undertake for quality with the contractor, providing me some assurance regarding the sites I have highlighted.</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport I am sorry to hear of these cases which I have asked the local Highways team to investigate. Initial feedback is that these failures are isolated incidents or new potholes forming next to the repair. The Council's approach is to undertake permanent pothole repairs first time and this works in the majority of cases.</p> <p>I would also point out that the first three months of the year is the time when roads are most susceptible to potholes forming due to the cold and wet weather. This is a national problem and I was pleased to see the government recognise this and announced additional funding in the recent Budget for pothole repairs. Norfolk will receive over £6m of additional funding, the majority of which will be spent on proactive maintenance to stop potholes appearing in the first place. This is key and is part of this Council's proactive asset management approach.</p> <p>As part of this approach, there is also already a resurfacing scheme planned for the junction of Farrow Road and Bowthorpe Road later this year.</p> <p>Second question from Cllr Paul Neale A workplace parking levy would raise around £3m a year in revenue that could be used to improve the reliability of buses around Norwich. Will you commit to a feasibility assessment for a workplace parking levy?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport Consideration of a workplace parking levy is outlined in the Transport for Norwich Strategy as one of a series of measures that would need significant further study over the coming years, with the overall aim of improving air quality. This will be done through a mix of technical study work alongside extensive engagement with partners, businesses and the general public.</p> <p>An Enhanced Partnership has been formed between the County Council and local bus operators to enable us to deliver Norfolk's Bus Service Improvement Plan. Late last year, just under £50m of funding was awarded to Norfolk to improve public transport across Norwich and Norfolk by offering more simple and affordable fares and improved bus service frequency and reliability. Officers are working closely with</p>

	<p>bus operators on this and some measures to improve reliability and enhanced bus services have already been implemented with more to follow over the next two years.</p>
7.2	<p>Question from Cllr Jamie Osborn</p> <p>The “reference design” proposed for the NWL viaduct included a 2.5m gap between the carriageways. Alongside both carriageways the design allowed a 1m-wide hard strip, 2.5m-wide verge and a 0.5m-wide barrier plinth. At the outer edges an additional 1.2m-wide working zone and parapet plinth was proposed. The “tender design” submitted by Ferrovial proposed no central gap, instead just a barrier with no verges. The outer edges of the carriageways are a simple single plinth for a combined parapet and safety barrier. Please could Cabinet Member explain why this inferior tender design was accepted?</p> <p>Response from the Cabinet Member for Highways Infrastructure and Transport</p> <p>The single deck solution provided by the contractor has reduced the overall width of the viaduct and this reduces the levels of shading to the river and valley below by 20%. This was a key consideration for the rivers Special Area of Conservation status.</p> <p>By reducing the width of the viaduct, the number of supporting piers has also been reduced, which results in less impact to the valley and floodplain. There has also been a significant reduction in the overall weight of the structure, which also reduces the foundation design, resulting in further benefits.</p> <p>I therefore don’t agree with the suggestion that the contractor’s design is inferior. The accepted design meets the specification requirements and addresses the specific constraints that exist. It has optimised the overall solution and has reduced the impact of the structure, providing notable environmental benefits.</p> <p>Supplementary question from Cllr Jamie Osborn</p> <p>Norfolk Constabulary advise that in the case of breakdown, passengers should get out of the car and seek refuge on the verge beyond the safety barrier. Yet the NWL viaduct proposes no verges and no refuge zone behind the safety barrier. Does the Cabinet Member believe that there will not be any breakdowns on the viaduct, or does he believe that the advice from Norfolk Police is unnecessary?</p> <p>Response from the Cabinet Member for Highways Infrastructure and Transport</p> <p>The Norwich Western Link (NWL) viaduct would be similar in layout to the A47 River Yare viaduct to the east of Norwich. Highway improvement projects, such as the NWL, are subject to independent safety audit processes. The NWL viaduct is designed to national design standards and is only 500m long.</p> <p>If, in the very rare likelihood of there being a breakdown on the viaduct, the general advice would be to keep to the left and travel to a place of safety before stopping. Beyond the extents of the viaduct there is a 2.5m verge. On the viaduct itself there is a minimum of a 0.6m hard verge and a 1.0m hardstrip at the edge of the carriageway that can be used in an absolute emergency.</p>
7.3	<p>Question from Cllr Ben Price</p> <p>The Norfolk Strategic Infrastructure Development Plan has announced new road schemes that were not in the Local Transport Plan voted on by Full Council. These</p>

include the North Walsham Western Link Road and an Attleborough Link Road. The LTP has to demonstrate quantifiable carbon reduction pathways, but these new road schemes seem to have been announced without any sustainability appraisal. Without a sustainability appraisal or measurement of carbon emissions, there is no evidence that these roads can be built while remaining in Norfolk's carbon budget. Does the Cabinet Member accept that with no sustainability appraisal, the council cannot say these projects fit within the LTP4?

Response from the Cabinet Member for Highways, Infrastructure and Transport

The NSIDP does not set the agenda for development or delivery of projects across the county, it simply draws together information on the key infrastructure projects being taken forward, many of which are being led by other interests and organisations and not therefore in the control of, or being delivered by, the county council. These two projects have been included in previous versions of NSIDP, which is produced collaboratively with a range of partners to provide an overview of strategic infrastructure projects across the county. In the case of the two projects mentioned, these are developer proposals for infrastructure to serve new housing. However, if delivered in the right way, they could have significant benefits for local communities.

If the proposals continue to be promoted and subsequently come forward, they will be subject to relevant assessments required by the appropriate decision-makers, in this case district councils via the planning processes, at which point the county council – as a statutory consultee – will be able to make any relevant comments.

Second question from Cllr Ben Price

Children as young as 8 are being strip-searched by police, including in schools. This is a traumatic and humiliating experience for many children. Black children are disproportionately more likely to be targeted for strip-searches. The Children's Commissioner has raised concerns about the lack of safeguarding when children are strip-searched. What is the Cabinet Member doing to work with schools and children's services to ensure there are adequate safeguards in place?

Response from the Cabinet Member for Children's Services:

Children's Services Teams work in partnership with Norfolk Constabulary and the wider Norfolk Safeguarding Children Partnership on a range of issues related to safeguarding, crime prevention and support for young people. In order to support schools with issues related to exploitation, we host a termly Child Exploitation Network to support the work of Designated Safeguarding Leads across Norfolk in tackling child exploitation.

The network aims to:

- Share best practice across education and multi-agency colleagues
- Provide updates about training and responses across the multi-agency partnership
- Share current developments around the exploitation of children
- Provide an arena for reflective practice discussions
- Promote collaborative multi-agency working
- Identify areas for development
- Review the child exploitation toolkit for education settings

The issue of searching pupils was discussed at last Exploitation Network; schools have the powers to search pupils and in exercising this right are advised to ensure any searches are justified and proportionate and follow the [Department for Education Guidance](#) including their obligations under the European Convention on Human Rights including a pupil's right to expect a reasonable level of personal privacy. If a child refuses to allow a school to search them, then they may call the police to assist. However, the police will only then carry out a stop search (a search of outer clothing only) where the police are satisfied there is sufficient grounds and a teacher is always present. We are not aware of any incidents of children being strip searched in a Norfolk School but in response to the learning from Case Q, Norfolk Constabulary refreshed their training and procedures for staff in this area.

An exploitation toolkit is currently being developed for schools by a range of teams and will provide further, relevant guidance on this and related matters.