

Minutes of a meeting of the **Cabinet** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 9 January 2018** at **9.00 am** when there were present:

Mr A J Proctor – Policy

Portfolio holders:

Mr S M Clancy	Economic Development
Mr J F Fisher	Environmental Excellence
Mr R R Foulger	Communities and Housing
Mrs T M Mancini-Boyle	Finance
Mr S A Vincent	Planning

Mrs Bannock and Mrs Leggett were in attendance for part of the meeting. Mr D Harrison attended the meeting for its duration.

Also in attendance were the Deputy Chief Executive, Head of Democratic Services and Monitoring Officer, Head of Finance and Revenue Services, Head of Economic Development, Head of Corporate Resources, Corporate Finance Manager, Environmental Protection Manager, Historic Environment Officer and the Committee Officer (JO).

#### **104 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8**

<b>Member</b>	<b>Minute No &amp; Heading</b>	<b>Nature of Interest</b>
Mr A Proctor	115 – Update Report on News Joint Venture Company 116 – Overview and Scrutiny Committee – Exempt Minutes	Non pecuniary, local choice interest as Director of the Joint Venture Company

#### **105 MINUTES**

The Minutes of the meeting held on 5 December 2017 were confirmed as a correct record and signed by the Chairman

#### **106 REPRESENTATIONS FROM NON CABINET MEMBERS**

The Chairman agreed that, at his discretion, all non-Cabinet Members in attendance be allowed to join the debate at the relevant point of the proceedings on request.

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**107 OVERVIEW AND SCRUTINY COMMITTEE**

The Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet agenda on 4 January 2018, as each item was considered.

**Time and Task Panel Review: Broadland Early Help Hub**

Members considered the recommendations by the Time and Task Panel, which had been deferred from the 5 December 2017 Cabinet meeting (Minute no. 92 – Overview and Scrutiny Committee).

The Chairman of the Panel advised the meeting that the Panel had been convened over March to October 2017 to assess the work of Broadland's Early Help Hub, which was a multi-agency team based at Thorpe Lodge which delivered early intervention to residents of all ages who required some form of support.

The Panel had attended several Hub collaboration meetings, where officers from any of the participating agencies could present cases to obtain more information or assistance from other agencies. The Hub operated a referral model through which residents could be offered support before issues became a problem requiring more specialised help.

Members were advised that it was clear that the service was beneficial for Broadland and that it compared favourably with Early Help Hubs at neighbouring authorities. However, there was no mechanism in place for measuring the performance of the Hub. Establishing a performance framework that would allow the benefits to be quantified was one of the 10 recommendations of the Panel as set out below:

- (1) Norfolk County Council to consider how a single point information sharing platform could be implemented for Norfolk Hub's use;
- (2) ensure the Council's new ICT Strategy takes account of the multi-agency working practices to enable fluent information exchange;
- (3) Broadland Early Help Hub to continue to form a performance measuring framework to assess success and cost-savings achieved by the Hub and report this at minimum on an annual basis to the Overview and Scrutiny Committee;
- (4) Broadland Early Help Hub Steering Group to consider running 'virtual Hub' meetings e.g. conference calls or video calling to provide opportunities for partners unable to attend collaboration meetings to participate in person eg school representatives;

- (5) the Broadland Early Help Hub Steering Group to strongly encourage representatives from Mental Health and Adult Social Care services to engage with the Early Help Hub;
- (6) Broadland Early Help Hub Steering Group to explore incorporating Age UK into the Hub as a partner or collaboration agency;
- (7) the Overview and Scrutiny Committee to request the six monthly Public Health Update reports include a chapter on the performance and effectiveness of the Broadland Early Help Hub;
- (8) Heads of Service to encourage professional curiosity in meeting the needs of residents; helping their officers to understand the principles of early help, how it affects their service area and how they can effectively link with services provided within the Early Help Hub;
- (9) the Overview and Scrutiny Committee to investigate further how the model of the Early Help Hub partnership working could be applied to other Council service areas;
- (10) in the course of investigating the Early Help Hub, Panel Members were made aware of a 'social prescribing' project; therefore suggest the Overview and Scrutiny Committee request information about it is included in the next Public Health Update report. Furthermore inviting the Early Help Hub Steering Group to explore effective links with social prescribing projects.

The Portfolio Holder for Economic Development commended the review of the Hub, which he considered an excellent initiative. He agreed with the Panel that it needed to be monitored to provide positive evidence of the benefits being produced for Broadland's Council Tax payers. He added that the recommendation for representatives from Mental Health and Adult Social Care to engage with the Hub was also particularly pertinent.

The Deputy Chief Executive confirmed that the Early Help Hub Steering Group now had a representative from Adult Social Services sitting on it. He also advised Members that he would be meeting with the Assistant Director of Adult Social Care at Norfolk County Council shortly and would discuss the Panel recommendations and would feed any responses back to the Overview and Scrutiny Committee in due course.

The Deputy Chief Executive also emphasised that a lot of the agencies had their own performance frameworks, but there was no overarching one for Early Help Hubs and he was of the view that one might be difficult to establish. He suggested that an alternative means of measuring the performance of the Hub might be to look at individual case studies. He also confirmed that Clinical Commissioning Groups (CCG) had had limited

involvement with Early Help Hubs at this stage, as they were commissioning bodies and not involved with delivery of services. However, a meeting was to be held with the North Norfolk CCG shortly and this was an issue that could be explored.

**RESOLVED**

to endorse and approve the recommendations of the Time and Task Panel.

**108 WELLBEING PANEL**

Cabinet received the Minutes of the meeting of the Wellbeing Panel held on 4 December 2017.

**109 ENVIRONMENTAL EXCELLENCE PANEL**

Cabinet received the Minutes of the meeting of the Environmental Excellence Panel held on 7 December 2017.

The Panel had considered a report about a proposal from the Environment Agency to rationalise parts of the Main River Network, which could have significant financial implications for the Council.

Members expressed concern about the potential costs to Council Tax payers in the district and emphasised that Broadland's representatives on the Internal Drainage Boards had a role to play in ensuring that the levies that they submitted to the Council were correct.

A report that set out proposals to expand and diversify the Food Safety Service was also considered and commended by the Panel, as it would be good for business and generate income for the Council.

Cabinet noted the Panel's views and it was:

**RESOLVED**

to

- (1) agree to the diversification of the Food Safety Service; and
- (2) delegate authority to the Portfolio Holder for Environmental Excellence and the Food, Safety and Licensing Team Manager to take all necessary steps to implement the decision.

**110 SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE**

Cabinet received the Minutes of the meeting of the Service Improvement and Efficiency Committee held on 18 December 2017.

**111 COUNCIL OWNED BRIDGES ON THE BURE VALLEY AND MARRIOTT'S WAY ROUTES**

The Council owned sections of two former railway lines: the Bure Valley Railway and a section of Marriott's Way, which was used as a long distance permissive footpath, bridleway and cycle route. Along these routes were 24 bridges and five culverts, owned by the Council and which a recent inspection had identified were in need of major repair. The report sought an increase in the capital budget of £120,000 pa for a period of five years for this purpose. Legal advice had been taken and it had been confirmed that the Council had a contractual liability to maintain the bridges.

It was noted that one of the bridges was in North Norfolk, but as this been installed by the Council, it was unlikely that North Norfolk District Council would contribute towards its maintenance, despite the economic and social benefits provided by the bridge. The bridge could be removed, but this would cost around £10,000 and leave Bure Valley train and footpath users without a safe walking route unless a new pedestrian crossing could be installed and a right of way negotiated with the owner of a nearby car park.

The other bridge in Attlebridge could be closed, but the bridge could not be allowed to collapse into the river and its removal would be likely to cost more than its repair.

The Portfolio Holder for Economic Development suggested that both North Norfolk Council and Norfolk County Council had an interest in maintaining access to the footways, as well as a number of nearby stakeholders such as parish councils and retailers.

It was proposed that accurate costings be identified for the high priority bridges and stakeholders approached regarding sharing the costs of the repairs and that a decision on the lower priority bridges be deferred to a later date.

**RESOLVED**

to

- (1) obtain accurate costings for the required works to the two bridges identified as high priority, for inclusion in the Capital Programme, and undertake discussions with other interested parties to seek a financial

contribution towards the repair costs; and

- (2) defer a decision on setting a budget for further bridge repairs pending a report back to Cabinet.

### **Reasons for decision**

To meet the Council's contractual obligations.

## **112 BUDGET AND MEDIUM TERM FINANCIAL PLAN 2018-2021**

The report presented a summary of Broadland's 2018/19 budget for net revenue and capital expenditure, as well as the schedule of proposed fees and charges for the year. It set out a three year projection, as there was increasing uncertainty about economic matters beyond this period. This was due in part to the reduction of the Revenue Support Grant to zero in 2021/22 and a forthcoming Fair Funding Review, which might result in less income for the Council.

The predicted level of New Homes Bonus also reflected a prudent estimate and no amounts had been included after October 2018, as the scheme was likely to be reformed.

The budget also took account of a rise in inflation to three percent to reflect contractual costs, income and supplier price inflation.

The report proposed the following Council Tax options for consideration:

- (1) Option 1 showed a rise in Band D Council Tax of £5.00 each year from 2018/19.
- (2) Option 2 showed no rise in Band D Council Tax for the year 2019/20 only, but allowed for an increase in Special Expenses of £5.00 in that year.
- (3) Option 3 showed no rise in Band D Council Tax in 2018/19 and 2019/20 but allowed for an increase in Special Expenses of £5.00 in 2018/19.

The public consultation on the budget had received 31 responses. Of these, 27 were in favour of a rise in Council Tax in order to protect the key services provided by the Council; two neither agreed nor disagreed with an increase in Council Tax and two strongly disagreed.

Members were asked to note the pressures on services throughout the Council and in particular those relating to Universal Credit and Housing Benefit changes.

The draw on the Council General Reserves was approximately £2m for Council Tax option 1, rising to £3.1m for option 2.

The Medium Term Financial Plan included provision for an uplift of two percent on salary costs in respect of inflation and Performance Related Pay (PRP) rises each year. A remuneration consultancy would provide the Council with recommended cost of living increases each year and should their recommendation for 2018 be close to the Local Government Employer's offer of two percent this would be considered. This did not include a decision on the PRP award. An additional one percent salary increase for the Council's staff equated to approximately £76,500 (including pensions and National Insurance contributions). This was not reflected in the draft budget.

During 2017/18, Broadland would receive a grant of £752,000 in relation to Business Rates Relief. It was proposed that this sum would be earmarked for the Business Rates reserve to address any loss of income through appeals.

The Portfolio Holder for Finance noted that there would a lot of variables to consider in the future not least collaborative working. She recommended Council Tax Option 2, as it would allow the additional cost of footway lighting to be passed on to the parishes that benefited by it and not the Council Tax payer across the district as a whole. She also noted that the current provision for pay was acceptable and that a decision on increasing the budget for this could be made when the remuneration consultancy made their report.

The Head of Finance and Revenue Services confirmed that an amendment would be made to the draw on capital receipts to take account of the £270,000 required for the bridge maintenance already agreed (see Minute 111).

The Chairman noted that an increase in Council Tax was justified if it served to maintain current levels of service and that Option 2 would help address the Special Expense issue in the short term, but a new way to manage the cost of footway lighting would need to be found in the longer term. He also noted that the possibility of an increase levy from the Internal Drainage Boards was part of a move to localise taxes, which would also need to be addressed in the future.

## **RECOMMENDED TO COUNCIL**

to approve

- (1) the amendments to be included in the Budget for 2018/19 (attached at Appendix 1 to these Minutes);
- (2) proposed changes in discretionary fees and charges (attached at Appendix 2 to these Minutes);
- (3) the capital programme for 2018/19 to 2020/21, as amended (attached at Appendix 3 to these Minutes);
- (4) no rise in Band D Council Tax for the year 2019/20 only, but allow for an increase in Special Expenses of £5.00 in that year. Therefore a £5.00 Council Tax rise will be recommended for 2018/19 (Option 2);
- (5) the General Reserves draw for 2018 to 2021 (attached at Appendix 4 to these Minutes).

### **Reasons for decision**

To meet the Council's statutory requirements for setting a budget.

## **113 BROADLAND AND SOUTH NORFOLK – COLLABORATIVE WORKING OPPORTUNITIES**

Broadland and South Norfolk Councils had agreed to develop a Feasibility Study to explore sharing services. The paper outlined the opportunity for the early adoption of a shared Planning Management Team to support the delivery of a planning service at both councils.

Whilst the Feasibility Study was being developed it had been agreed to explore any potential shared arrangements as they presented themselves. South Norfolk had recently had a vacancy in a senior planning post, which presented an opportunity for a shared Planning Management Team. It was proposed to combine the planning teams from Broadland and South Norfolk together, under a joint Management Team comprising the following three posts: Head of Planning; Development Manager and Spatial Planning Manager. It was suggested that the proposal be an interim arrangement for an initial period of 12 months.

If agreed, the next stage would be for the Head of Planning and the managers to review team structures and identify if there were any opportunities for expanding service delivery, driving efficiencies and delivering further savings. The service would continue to be delivered from the respective council offices. The autonomy of the respective Planning Committees would remain as at present.

It was emphasised that the increased staffing costs, as set out in the report, would cease in March 2018. From then on a small saving would be made.

Both Council's Overview and Scrutiny Committees had considered the report and the following recommendations:

- (1) agree the introduction of an interim shared planning management team between Broadland District and South Norfolk Councils on the basis set out in the report;
- (2) agree that the new structure and post holders be in place by 22 January 2018; and
- (3) review the impact of the interim arrangements 3, 6, 9 and 12 months after being established. Reviews will be taken back to the informal joint member groups at each reviewing stage. After 9 months, both Councils to consider whether as a result of the wider Feasibility Study outcomes the arrangement is made permanent and a formal recruitment process is undertaken;
- (4) agree that officers be delegated authority to pursue other early opportunities without the need to go through the formal Member governance process.

The recommendations had been endorsed subject to the following amendments: Recommendation 3 should include reference to a six month review by the Overview and Scrutiny Committee and in recommendation 4 that the delegation to officers should be limited to opportunities regarding shared posts where vacancies occur and other contract opportunities.

The following additional recommendation had also been proposed by the Overview and Scrutiny Committee:

- (5) *that the Head of Planning provide Members with a clear plan of the arrangements for the respective Planning Departments over the next 12 months.*

The Head of Planning confirmed that he would be in a position to report on the arrangements for the respective Planning Departments to the Overview and Scrutiny Committee after three months.

Members expressed concern about recommendation 4, which lacked Member involvement in pursuing other early opportunities. The Chairman concurred with this view and suggested that meetings could be convened at short notice, if required, to make decisions regarding opportunities for sharing services. It was, therefore, proposed that recommendation 4 be amended to resolve that final implementation would go through the formal governance process.

**RESOLVED**

to

- (1) agree the introduction of an interim shared planning management team between Broadland District Council and South Norfolk Council on the basis set out in the report;
- (2) agree that the new structure and post holders be in place by 22 January 2018; and
- (3) review the impact of the interim arrangements at 3, 6, 9 and 12 months intervals after being established. Reviews will be taken back to the informal joint member groups at each review stage and to the Overview and Scrutiny Committee at the 6 month stage. After 9 months, both councils to consider whether as a result of the wider Feasibility Study outcomes the arrangement is made permanent and a formal recruitment process is undertaken;
- (4) agree that officers be delegated authority to pursue other early opportunities regarding shared posts where vacancies arise and other contract opportunities, but for final implementation to go through the formal governance process; and
- (5) that the Head of Planning provide Members with a clear plan of the arrangements for the respective Planning Departments over the next 12 months.

**Reasons for decision**

To explore an early opportunity for sharing services with South Norfolk Council.

**114 EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED**

to exclude the Press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

**115 UPDATE REPORT ON NEWS JOINT VENTURE COMPANY**

The report provided information on the financial performance of the NEWS Joint Venture Company.

Following discussion; (as detailed in the exempt Minutes) it was:

**RESOLVED**

to

- (1) note the contents of the report; and
- (2) endorse the continuing progress made by NEWS to provide a cost effective way for this Council to process recycling it collects.

**Reasons for decision**

The report was a factual account.

**116 OVERVIEW AND SCRUTINY COMMITTEE – EXEMPT MINUTES**

A letter from the Managing Director of NORSE in response to the two main issues raised by the NEWS Time and Task Limited Panel was received.

Following discussion; (as detailed in the exempt Minutes) it was:

**RESOLVED**

to note the response to the letter from the Managing Director of Norse Commercial Services regarding the two main points raised by the Time and Task Limited Panel.

**Reasons for decision**

The letter was a factual account.

*The meeting closed at 10.19 am*