

Cabinet



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Friday, 27 December 2019

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices, Holt Road, Cromer, NR27 9EN on **Monday, 6 January 2020 at 10.00 am.**

At the discretion of the Chairman, a short break will be taken after the meeting has been running for approximately one and a half hours

Members of the public who wish to ask a question or speak on an agenda item are requested to arrive at least 15 minutes before the start of the meeting. It will not always be possible to accommodate requests after that time. This is to allow time for the Committee Chair to rearrange the order of items on the agenda for the convenience of members of the public. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel:01263 516010, Email:emma.denny@north-norfolk.gov.uk.

Anyone attending this meeting may take photographs, film or audio-record the proceedings and report on the meeting. Anyone wishing to do so should inform the Chairman. If you are a member of the public and you wish to speak on an item on the agenda, please be aware that you may be filmed or photographed.

Emma Denny
Democratic Services Manager

To: Mr A Brown, Mrs S Bütikofer, Mrs A Fitch-Tillett, Ms V Gay, Mr G Hayman, Mr R Kershaw, Mr N Lloyd and Mr E Seward

All other Members of the Council for information.
Members of the Management Team, appropriate Officers, Press and Public



If you have any special requirements in order to attend this meeting, please let us know in advance
If you would like any document in large print, audio, Braille, alternative format or in a different language please contact us

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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

1 - 6

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 06 December 2019.

3. PUBLIC QUESTIONS AND STATEMENTS

To receive questions and statements from the public, if any.

4. ITEMS OF URGENT BUSINESS

To determine any other items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act 1972.

5. DECLARATIONS OF INTEREST

Members are asked at this stage to declare any interests that they may have in any of the following items on the agenda. The Code of Conduct for Members requires that declarations include the nature of the interest and whether it is a disclosable pecuniary interest

6. MEMBERS' QUESTIONS

To receive oral questions from Members, if any

7. OVERVIEW & SCRUTINY MATTERS

To consider any matters referred to the Cabinet by the Overview & Scrutiny Committee for reconsideration by the Cabinet in accordance within the Overview and Scrutiny Procedure Rules

8. STRATEGIC LEADERSHIP RESTRUCTURE

7 - 10

To consider a proposed restructure of the strategic leadership of the Council.

9. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

“That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs _of Part I of Schedule 12A (as amended) to the Act.”

10. PRIVATE BUSINESS

CABINET

Minutes of the meeting of the Cabinet held on Friday, 6 December 2019 at the Council Chamber - Council Offices, Holt Road, Cromer, NR27 9EN at 2.00 pm

Committee

Members Present:

Mrs S Bütikofer (Chair)	Mrs A Fitch-Tillett
Mr G Hayman	Mr R Kershaw
Mr N Lloyd	Mr E Seward

Members also attending:

Dr P Butikofer
Mr N Dixon
Mr J Toye

Officers in Attendance:

Democratic Services Manager, Head of Legal & Monitoring Officer, Head of Finance and Asset Management/Section 151 Officer, Housing Options Manager and Head of Environmental Health

Also in attendance:

Press and Public

Apologies for Absence:

Mr A Brown
Ms V Gay

14 MINUTES

The minutes of the meeting of Cabinet held on 4th November 2019 were approved as a correct record and signed by the Chairman.

15 PUBLIC QUESTIONS AND STATEMENTS

None received.

16 ITEMS OF URGENT BUSINESS

None received.

17 DECLARATIONS OF INTEREST

None received.

18 MEMBERS' QUESTIONS

The Chairman reminded Members that they could ask questions during the meeting as issues arose.

19 OVERVIEW & SCRUTINY MATTERS

The Chairman of the Overview & Scrutiny Committee was in attendance. He informed Cabinet that there were no matters for reconsideration.

20 HOMELESS AND ROUGH SLEEPING STRATEGY 2019 - 2024

The Leader introduced this item in the absence of the Portfolio Holder, Cllr Brown. She said that she had worked with the Housing Options Manager on the strategy and it had been amended as needed. Overview & Scrutiny Committee had considered the strategy at their meeting on 13 November and had responded to the consultation.

Cllr N Dixon, Chairman of the Overview & Scrutiny Committee drew Members' attention to section 5 of the report - 'consultation'. This referred to two recommendations by the committee;

1. To recommend that costings and resource implications be included in the Strategy
2. To recommend that the Strategy demonstrates that all potential areas for collaborative working have been taken into consideration.

He asked whether these had been considered. The Leader replied that the second point regarding collaborative working had been accepted and included in the strategy. She asked the Housing Options Manager to respond to the first recommendation. The Housing Options Manager said that she had discussed it with the Portfolio Holder and it had been agreed not to include the financial implications as this was not included in the strategies of other local authorities – or in line with the advice from the Ministry of Housing, Communities and Local Government.

The Portfolio Holder for Finance, Cllr Seward, said that there was work underway on a financially sustainable delivery plan and it would be necessary to come up with a viable and practical approach that linked to homelessness and temporary accommodation. He added that if Members were comfortable with this issue being picked up via the delivery plan then the Overview & Scrutiny Committee could receive an update on the suggested approach and options.

Cllr Dixon agreed to this suggestion.

It was proposed by Cllr S Butikofer, seconded by Cllr R Kershaw and

RESOLVED

To adopt the Homelessness & Rough Sleeping Strategy 2019-2024

21 FEES AND CHARGES 2020-2021

Cllr E Seward, Portfolio Holder for Finance, introduced this item. He explained to Members that the proposed changes to the fees and charges were minimal. Revised changes would be implemented from 1 April 2020. He drew Members' attention to the high fee applied to sex shops or sex entertainment venues, adding that this sector was highly regulated and the fees reflected this.

Cllr G Hayman referred to statutory charges and queried why they had gone down rather than up. The Head of Finance replied that the fee level reflected the statutory requirement.

It was proposed by Cllr E Seward, seconded by Cllr N Lloyd and

RESOLVED

That Cabinet agree and recommend to Full Council:

- a) The fees and charges from 1 April 2020 as included in Appendix A.
- b) That Delegated Authority be given to the Section 151 Officer, in consultation with the Portfolio Holder for Finance and relevant Heads of Service, to agree those fees and charges not included within Appendix A as required as outlined within the report

22 TREASURY MANAGEMENT HALF YEARLY REPORT 2019/20

Cllr E Seward, Portfolio Holder for Finance, introduced this item. He explained that the report set out the treasury management activities actually undertaken during the first half of the 2019/20 financial year compared with the Treasury Management Strategy for the year.

It was proposed by Cllr E Seward, seconded by Cllr G Hayman and

RESOLVED to recommend to Council

- 1. That the Treasury Management Half Yearly Report 2019/20 is approved.
- 2. That the Council be asked to APPROVE changes to the Counterparty Limits.

23 MEDIUM TERM FINANCIAL STRATEGY - 2020/21 TO 2023/24

Cllr E Seward, Portfolio Holder for Finance, introduced this item. He explained that the report presented an updated Medium Term Financial Strategy (MTFS) for the period 2020/21 to 2023/24. The strategy had been updated to support the Corporate Plan for the period 2019 to 2022. He went onto say that the financial position for 2020/21 was currently showing a small surplus with deficits in future years. The MTFS identified key themes and priorities for the Council in seeking to reduce the forecast budget gap.

Cllr Seward informed Members that the funding settlement from Government had been deferred and was now likely to be announced in January 2020. He said that the announcement regarding the New Homes Bonus (NHB) as part of the Settlement Review in September 2019 had a positive impact on future projections, particularly in relation to legacy payments. These significantly supported the previously projected budget deficit and were to be welcomed.

In conclusion, Cllr Seward said that financial forecasting was currently a 'rollercoaster' with no idea of future income from central government sources. He then asked the Head of Finance to update members on the revised reserves statement (Appendix 2). The Head of Finance said that the reserves statement showed the position at the present time and that it would be updated ahead of the Budget in February 2020.

Cllr N Dixon referred to proposals to raise council tax to close the deficit gap. He asked whether calculations included cost reduction proposals and income generation too – or whether it would just rely on council tax revenue. Cllr Seward replied that both cost reduction initiatives and income generation had been factored in. He said that if the Council was to maintain and improve services it could not rely on council tax payers alone and he was very mindful of the need to reduce costs and generating income and the delivery plan reflected this.

It was proposed by Cllr E Seward, seconded by Cllr G Hayman and

RESOLVED to

- 1) note:
 - a) The current high level financial forecast for the period 2020/21 to 2023/24;
 - b) The current capital funding forecasts;
- 2) recommend to Full Council:
 - a) The revised reserves statement as included at Appendix 2 to the financial strategy.

24 ANNOUNCEMENT OF AWARD DECISION FOR WASTE & RELATED SERVICES CONTRACT

Cllr N Lloyd, Portfolio Holder for Environmental Services, introduced this item. He said that waste collection was a key function of the Council, together with grounds maintenance and cleansing. The Council's current contract with Kier Environmental Services was due to end on 31st March 2020. In June 2017, Cabinet had approved proposals to procure the waste and related services contract jointly with Breckland District Council and Kings Lynn and West Norfolk Borough Council, with the aim of achieving better value for money and improved competition. A full and thorough tender process had been completed and all legal obligations had been met. In addition, a costed option had been obtained for the introduction and delivery of food waste collections – which could be implemented at a later date if required.

Cllr Lloyd concluded by saying that the successful bidder offered flexibility and sustainability. He thanked officers for their hard work over the last 18 months – particularly the Head of Environmental Health. He also thanked Breckland District Council and Kings Lynn & West Norfolk Borough Council for their trust and collaboration. The Leader said that she wanted to thank the Head of Environmental Health and his team for their hard work. Cllr Lloyd added that this was very much an officer led initiative – across all three councils.

Cllr G Hayman commented that the Council was insulated against failure of the contract by purchasing the vehicles and it should be acknowledged that this provided 'insurance'.

It was proposed by Cllr N Lloyd, seconded by Cllr R Kershaw and

RESOLVED

1. That the most economically advantageous tender for the contract for the provision of waste and related services submitted by Bidder B is accepted, subject to formal contract and satisfactory conclusion of the statutory standstill time.
2. That Cabinet do not approve the implementation of a food waste collection at service implementation.
3. That Cabinet delegate authority to the Head of Environmental Health, to implement provisional items in relation to clinical waste collections and garden waste disposal.

25 EXCLUSION OF PRESS AND PUBLIC

26 PRIVATE BUSINESS

The meeting ended at 2.26 pm.

Chairman

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Strategic Leadership Restructure

Summary: This report sets out a proposed strategic leadership restructure to better enable the Council to meet the priorities set out in its new Corporate Plan and the ambitions of Members following the District Council elections in May last year.

It is proposed that the Corporate Director roles are deleted and replaced with a single Chief Executive.

This report seeks authority to move forwards with a formal consultation with the Corporate Directors.

Conclusions: A proposed restructure of the strategic leadership is recommended to ensure the Council is well placed to deliver on its Corporate Plan priorities agreed by the Council.

That the single Chief Executive model represents the most effective one for the Council in delivering those priorities and is put forward as the basis for consultation and that formal consultation commences with affected employees (Corporate Directors and Heads of Paid Service).

That following formal consultation, the matter should be reconsidered by Cabinet and any financial implications arising from the agreement of a proposed restructure are reported at that point if necessary.

Recommendations:

1. To refer the proposed model to the Employment and Appeals Committee (EAC) on 7th January 2020 for consideration and onward reporting to Council on 15th January 2020.
2. To recommend to Council on 15th January 2020 to receive the Cabinet's preferred model for consultation and delegate to the EAC any consequential employment matters arising from any restructuring process, following the consultation and a subsequent Cabinet decision to the EAC.
3. To commence formal consultation with the affected post holders subject to the view of the Employment and Appeals Committee and Council.

Reasons for the Recommendations: There is now an imperative to review the strategic leadership structure, to ensure that it is aligned to deliver and achieve the ambitions that Members have set out in the new Corporate Plan. The Council needs to ensure its senior leadership structure has the right roles and skills in place to deliver on the Council's objectives.

1. Introduction

This report sets out a proposed senior leadership restructure to better enable the Council to meet the priorities set out in its new Corporate Plan and the ambitions of Members following the District Council elections in May last year.

The current strategic leadership structure, consisting of two Corporate Directors, was adopted by Council on 16 November 2016.

2. Council Priorities

Preferred Model:

Shortly after assuming control of the hung Council in late 2018, the Leader was made aware that the current structure of the organisation was a concern for the Local Government Association, subsequent advice recommended reversion to a one Head of Paid Service model.

Since taking control of the Council in May 2019, the ability of the Council to deliver a new strategic direction and to better engage with our residents and communities has been a key concern of the Cabinet.

Consequently the Administration has been reviewing the appropriateness of the current structure to deliver the new corporate plan, particularly in light of Cabinet's views about how well the current arrangements are operating, the Investors in People Assessment in spring 2019 and the Capability Review report.

To support the Cabinet in this process the Leader sought HR advice from the Local Government Association and external legal advice.

The LGA advice is that they are only aware of one other Council currently operating the same model as NNDC. Some other Councils have used variations of the model but many are now reverting back to more familiar Chief Executive models due to some of the challenges posed with the 'twin headed' approach.

There is now an imperative to review the strategic leadership structure, to ensure that it is aligned to the achievement of the ambitions that Members have set out and the Council has the right roles and skills in place to deliver on the Council's objectives.

On 7th October 2019 the Cabinet indicated their support in reviewing the strategic leadership of the Council and exploring moving to a new model to be able to be better able to deliver the priorities for the Council.

Following informal preliminary discussions with the current Corporate Directors, Cabinet considers that the one Chief Executive model is the most appropriate model and are now minded to engage in formal consultation with the affected post holders and Unison.

3. Next Steps

The next stage in the process, is to put the preferred model forward for formal consultation with the post holders affected and Unison and to convene the Employment and Appeals Committee following resolution by Council to deal with any consequential employment matters.

That following formal consultation, the matter is reported to Cabinet to decide whether to implement the proposals, together with the financial implications of any decision.

There are no financial implications at this stage as the Council is merely moving forward with a consultation process. If, following consultation, the proposed model is adopted, any financial Implications will be reported at that stage.

4. Recommendations

1. To refer the proposed model to the Employment and Appeals Committee (EAC) on 7th January 2020 for consideration and onward reporting to Council on 15th January 2020.
2. To recommend to Council on 15th January 2020 to receive the Cabinet's preferred model for consultation and delegate to the EAC any consequential employment matters arising from any restructuring process, following the consultation and a subsequent Cabinet decision to the EAC.
3. To commence formal consultation with the affected postholders subject to the view of the Employment and Appeals Committee and Council.

5. Implications and Risks

As this is a consultation exercise no significant risks have been identified.

6. Financial Implications and Risks

There are no financial implications in moving to formal consultation on the proposed new structure at this stage. If the proposed structure is approved following consultation then a full financial assessment will be made and reported to Cabinet and Council (if necessary).

7. Sustainability

None

8. Equality and Diversity

None identified.

9. Section 17 Crime and Disorder considerations

None

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