

Scrutiny Committee

Date: **Wednesday 22 November 2023**

Time: **10 am**

Venue: **Council Chamber, County Hall, Martineau Lane,
Norwich NR1 2DH**

Membership:

Cllr Steve Morpew (Chair)
Cllr Daniel Elmer (Vice-Chair)
Cllr Carl Annison
Cllr Lesley Bambridge
Cllr Phillip Duigan
Cllr John Fisher
Cllr Tom FitzPatrick
Cllr Keith Kiddie

Cllr Mark Kiddle-Morris
Cllr Brian Long
Cllr Ed Maxfield
Cllr Jamie Osborn
Cllr Brian Watkins

Parent Governor Representatives

Vacancy
Vacancy

Church Representatives

Helen Bates
Paul Dunning

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing committees@norfolk.gov.uk

Current practice for respiratory infections requests that we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

A g e n d a

1 To receive apologies and details of any substitute members attending

2 Minutes

(To Follow)

To confirm the minutes of the meetings held on 18 and 31 October

3. Members to Declare any Interests

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

4 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Thursday 16 November 2023**. For guidance on submitting a public question, please visit

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee>

5 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Thursday 16 November 2023**.

6 To note that the deadline for calling-in matters, from the Cabinet meeting held on Monday 6 November 2023 was 4pm on Monday 13 November 2023

7 Review of Norfolk Flood Prevention Activity (Page 4) Report from Interim Executive Director of Community and Environmental Services

8 Coastal Matters (Page 22) Report from Interim Executive Director of Community and Environmental Services

9 Scrutiny Committee Forward Work Programme (Page 31)

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Date Agenda Published: 14 November 2023



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Scrutiny Committee

Item No: 7

Report Title: Review of Norfolk Flood Prevention Activity

Date of Meeting: 22 November 2023

Responsible Cabinet Member: Cllr Eric Vardy (Cabinet Member for Environment & Waste)

Responsible Director: Grahame Bygrave (Interim Executive Director of Community and Environmental Services)

Executive Summary

The County Council has a statutory role as the Lead Local Flood Authority for Norfolk and also has status and responsibility as a Risk Management Authority for flooding in its statutory role as a Highway Authority. For context in Norfolk there are 36 key organisations that meet the definition of a Risk Management Authority and these include the Environment Agency, Anglian Water, the District, City and Borough Councils and Internal Drainage Boards.

The Norfolk Strategic Flooding Alliance brings together all the relevant organisations across the county to concentrate on agreed priorities and has lobbied for the implementation of Schedule 3 of the Flood and Water Management Act 2010 as part of this. Schedule 3 relates to sustainable drainage and has not yet been implemented in England and in January 2023, the Government explained its plan to implement Schedule 3 in 2024 following a consultation in 2023, which is still awaited.

This report outlines the opportunities and implications for the County Council that would arise from the implementation of Schedule 3 as currently legislated, particularly:

- The potential for the County Council to become an approval body for sustainable drainage systems and the workforce implications for the County Council of a new statutory role.
- The responsibility of the County Council for the adoption of sustainable drainage systems, ie their upkeep and maintenance, with the associated costs met by developers, and the cost risks for the County Council associated with funding long-term aftercare.

The report also outlines the extent of the County Council's emergency response by the Norfolk Fire and Rescue Service and Highways Authority service to recent flooding events in October linked to Storm Babet. Examples of recent flood mitigation work being delivered by partners of the Norfolk Strategic Flooding Alliance are

provided and information is provided about the service volumes being delivered by the County Council in its role as a Lead Local Flood Authority.

Recommendations

- 1. Review the information relating to the extent of the County Council's response to the flooding associated with Storm Babet.**
- 2. Note and comment on the expected timeframe for the implementation of Schedule 3 of the Flood and Water Management Act 2010 and the associated risks for staffing requirements.**
- 3. Note the risk around long-term costs for aftercare of approved sustainable drainage systems and the associated increase in the County Council's assets that would relate to the implementation of Schedule 3 of the Flood and Water Management Act 2010.**
- 4. Support the approach that the County Council will submit a robust response to the expected consultation by Government on the implementation of Schedule 3 of the Flood and Water Management Act 2010.**

1. Background and Purpose

- 1.1 Schedule 3 of the [Flood and Water Management Act 2010](#) relates to the role of sustainable drainage in new development but this has not yet been implemented in England. On 10 January 2023, Defra [announced the publication](#) of [The Review for Implementation of Schedule 3 to The Flood and Water Management Act 2010](#).
- 1.2 Schedule 3 includes recommendations from the 2008 Pitt Review into the floods of summer 2007 and seeks to elevate the use of sustainable drainage systems (SuDS), mandating their requirement for dealing with water in new developments. This objective has been partly achieved by use of planning policy, however the [Jenkins Report](#) published by Defra in August 2020 established that this reliance was not entirely suitable, particularly in relation to ensuring SuDS were built and maintained as required.
- 1.3 Schedule 3 also seeks to remove the right to connect surface water runoff to public sewers, which can be seen as a route to helping reduce the future growth in pressure on existing systems and thereby addressing issues and concerns around the use of combined storm overflows. This is clarified in the legislation which explains that in this context a drainage system is a structure designed to receive rainwater, not including a public sewer or natural watercourse.
- 1.4 In progressing Schedule 3 Government intends to set national standards for the implementation of sustainable drainage systems, that covers their design, construction, maintenance and operation.

- 1.5 In Wales Schedule 3 has already been progressed, and from 07 January 2019 SuDS for surface water have been required for all new developments of more than one dwelling or where the construction area is more than 100m².

Those SuDS must be designed and built in accordance with statutory standards published by the Welsh Ministers and SuDS Schemes must be approved by the local authority acting in its SuDS Approving Body (SAB) role, before construction work begins and in specified circumstances, adopting the approved drainage systems.

In March 2022 the Welsh Government commissioned a post-implementation review that was published in July 2023 and findings from this review ([Sustainable Drainage Systems \(SuDS\) Schedule 3 Post Implementation Review | GOV.WALES](#)) are presented in Section 8.7 of this report.

- 1.6 Appendix A to this report, which is the '*Update on Rainfall Events and Flooding in Norfolk*' provides details about:
- a) The activities of the County Council in its role as a Lead Local Flood Authority, including responding to over 400 reports of flooding so far in 2023, and responding to around 1,000 consultations.
 - b) Examples of flood mitigation work delivered by partners of the Norfolk Strategic Flooding Alliance.
 - c) The co-ordinated response to recent storm related flooding that for Storm Babet involved the Norfolk Fire and Rescue Service with 205 flood related calls and attendance at 55 incidents; the Norfolk Flooding Hotline with 83 calls, and Highways Authority services which received 410 calls and recorded 401 flood related defects to the road network (eg blocked drains or standing water).

2. The County Council as a SuDS Approving Body

- 2.1 If Schedule 3 is implemented then the County Council will become the SuDS Approval Body (SAB) for Norfolk.

This would mean that any construction work which has drainage implications, including affecting the ability of land to absorb rainwater, such as by a hard surface, could only progress with the approval of the County Council as a SAB. SAB approval would not be required for nationally significant infrastructure projects and national guidance may be given on other exemptions for construction work, for example work to be or not to be treated as having drainage implications in specified circumstances.

2.2 Schedule 3 would also impose a duty on the County Council to adopt sustainable drainage systems in its role as a SAB. Such systems would be limited to those:

- a) Approved by the County Council in its role as a SAB.
- b) Constructed in accordance with the given approval and certified as such by the SAB (and in line with national guidance).
- c) Drainage systems that are sustainable drainage systems.
- d) Part of a drainage system where other parts are exempt from adoption.

Exemptions from the duty to adopt include drainage systems which:

- i) Serve a single property.
- ii) Are part of a publicly-maintained road.
- iii) Are drainage systems relieving public sewers constructed under section 114A of the Water Industry Act 1991.

When the SAB adopts a drainage system (and it can also voluntarily adopt all or part of a sustainable drainage system where the duty to adopt does not apply) it becomes responsible for maintaining the system and must comply with national standards in doing so.

3. The Approvals Process

3.1 Applications for SAB approval may be 'free-standing' where a planning permission is not required or 'combined applications', ie with an application for planning permission.

If the SAB approval application is combined with an application for planning permission the relevant planning authority must consult the SAB. All applications to the SAB will include a fee for the costs (direct and indirect) that the SAB incurs in connection with approval.

3.2 Approval should be given by the SAB if it is satisfied that the drainage system, if constructed as proposed, will comply with national standards for sustainable drainage, and refused if not. Where approval is granted, it can be subject to conditions including the nature of the construction of the drainage system, inspection rights, the requirement to pay fees and provision of a non-performance bond (to cover works required if the drainage system is not constructed in accordance with the approved proposals or the drainage system is unlikely to be completed).

3.3 As part of the approval process the County Council as a SAB must consult, where relevant, Anglian Water, the Environment Agency, the relevant highway authority, the British Waterways Board, and the local Internal Drainage Board.

In addition, national regulations may be given on the timing and procedure for determinations and the failure to comply with those.

- 3.4 The requirement for approval would be enforced nationally by ministerial orders to deal with instances where construction has started before approval of drainage systems, or conditions of approval and requirements for construction are breached; this enforcement power by ministerial order would extend to the use of enforcement and stop notices, financial penalties, compensation and applications to court and tribunals.

4. Guidance

- 4.1 National standards would be published for the implementation of sustainable drainage to address how drainage systems are designed, constructed, maintained, and operated. National guidance may also extend to the process of seeking and obtaining approval, including the timing and procedure for determinations and the failure to comply with those.
- 4.2 A right to appeal would be allowed for in relation to decisions made by the SAB and in relation to the duty to adopt by a SAB.

5. Financial Implications

- 5.1 Implementing Schedule 3 has financial implications for businesses and the County Council as a SuDS Approval Body, and the three main costs recognised by Government are the:

- a) Costs to set up the SAB.
- b) Running costs of the SAB.
- c) Operation and maintenance costs of SuDS.

The Welsh Local Government Association published a report '*Measuring the effects of the Sustainable Drainage legislation on SABs*' in May 2021, which found funding issues and gave recommendations. The review reported SABs are running at a loss. It did, however, recognise that this could improve over time as developers and SABs become more competent in the processes. The main reasons for this deficit lay in a lack of consideration of the need to improve skills and capabilities.

- 5.2 Where a drainage system has not been constructed as required, or is unlikely to be completed, part 12 of Schedule 3 clarifies that in such scenarios the SAB can undertake any work necessary to ensure that the drainage system is completed and use the funds from a non-performance bond from the developer to do that. The level of the non-performance bond would be set at the application stage and with due regard for any national guidance about what amounts may be required.

- 5.3 The fees that can be charged for applications would be set nationally, as explained in part 13 of Schedule 3, with regard to ensuring that fee income *‘does not significantly exceed the costs (direct and indirect) that approving bodies incur in connection with approval’*. However, insights from a review in Wales established that fees did not cover costs for approval and had to be topped up by pre-application advice charges.

6. Resource Implications

6.1 Staff:

Early estimates of extra staff resources needed to cover the SAB role is for 30 additional officers on approvals only – with more on aftercare and maintenance, and this figure is similar to those quoted for other authorities. However, a precise figure would only become clearer with further details on the national standards, processes and exceptions.

There are also associated risks with staff recruitment and retention in a new start up service and one that may also be under scrutiny and challenge, for example by developers.

6.2 Property:

The SAB must adopt a drainage system if it is a sustainable drainage system and has been approved by the SAB (with exceptions). When the SAB adopts a drainage system it becomes responsible for maintaining the system.

The adoption provision explicitly only extends to the maintenance responsibilities for a sustainable drainage system and consequently leaves a clear gap in relation to ownership.

6.3 IT:

The new statutory function of a SAB could be delivered by possible amendment to the existing planning portal for other applications for planning permission, and this is a recommendation in the Welsh post-implementation review published in July 2023. Alternatively, the national ‘MasterGov County Planning’ software could be developed as a suitable alternative.

7. Other Implications

7.1 Legal Implications:

Schedule 3 of the Flood and Water Management Act 2010 has not been commenced in England, however in January 2023 Government explained its plan to implement Schedule 3 in 2024, via secondary legislation and following a consultation in 2023.

The sections in the report above explain the implications of Schedule 3 for the County Council if it were commenced as currently legislated, however, the

consultation process could lead to changes in its implementation in England or it may not be commenced and the status quo may prevail.

7.2 Human Rights Implications: Not applicable.

7.3 Equality Impact Assessment (EqIA): Not applicable at this stage in relation to Schedule 3, but will be relevant when the County Council's obligations are clear.

7.4 Data Protection Impact Assessments (DPIA): Not applicable.

7.5 Health and Safety Implications: Not applicable at this stage in relation to Schedule 3, but will be relevant when the County Council's obligations are clear.

7.6 Sustainability Implications:

Sustainable drainage is explained in part 2 of Schedule 3 to mean managing rainwater (including snow and other precipitation) with the aim of:

- a) Reducing damage from flooding.
- b) Improving water quality.
- c) Protecting and improving the environment.
- d) Protecting health and safety.
- e) Ensuring the stability and durability of drainage systems.

7.7 Any Other Implications:

7.7.1 In March 2022 the Welsh Government commissioned a [post-implementation review of Schedule 3](#) into the challenges and successes which was published in July 2023. However, it is important to note there are fundamental differences in the legislative context and ways of working between England and Wales that may mean the findings and recommendations in the Welsh review are not all directly applicable to England.

7.7.2 The key issues highlighted in the Welsh review are summarised below:

- a) There is a significant shortfall in resource and a lack of consistency of skills in the Welsh SABs. Retention of resources is also a challenge with some experienced staff leaving the SABs in recent years.
- b) Linked to the lack of resource and skills was the determination periods for applications extending beyond the statutory timescales in many cases and causing delays to development.
- c) There appears to be a significant shortfall in SAB applications received when compared to the number of submitted applications for planning permission. Although some development that require a SAB application may

not require planning application there was a reported disconnect between the SAB and planning processes.

- d) There was a recurring theme of a lack of consistency in the use of pre-application advice, local guidance and technical requirements, the approach to and acceptance of SuDS in highways and the use of commuted sums.
- e) Many SABs considered fees should be increased to cover costs, however there was insufficient and inconsistent data to support this at the time.
- f) A priority issue for all stakeholders was a sustainable approach to funding long-term maintenance. Some commuted sum periods used result in development becoming unviable.

8. Risk Implications / Assessment

- 8.1 Staff: Early estimates of extra staff resources needed to cover the SAB role is for 30 additional officers on approvals only – with more on aftercare and maintenance, and this figure is similar to that quoted for other authorities. This step change would have national implications which could be addressed by use of career paths, apprenticeships, new training courses and improved links with local academia and allied organisations. However, the introduction of a new statutory function would bring with it a lack of experience in that function and this and other considerations may lead to an over reliance on consultants.
- 8.2 Funding: The three main financial risks recognised by Government are the costs to set up the SAB, the running costs of the SAB and the operation and maintenance costs of SuDS. Issues around these costs create the risks of front-loaded requirements (such as IT, staffing and training) not being funded; the risk of fees of non-performance bonds not matching the required resources, and long-term management costs not being fully funded. Around these cost considerations is also the possibility of challenge by developers within national parameters or the possibility that local costs are high in relation to national parameters, where set.
- 8.3 Land: Where SuDS are adopted there may be liability considerations and complication where these do not come with landownership.
- 8.4 Biodiversity Net Gain and Natural Flood Management: The increase in the role of SuDS can allow strong links to be made with biodiversity net gain and increase the prominence of natural flood management techniques, and these positive agendas could also benefit from links with the County Council's wider objectives and with its work with partner organisations.
- 8.5 Climate Change: An acceleration of climate change exceeding the modelled parameters and guidance for SuDS could create risks around space or funding implications to address the weather effects that causes.

9. Select Committee Comments

9.1 Not applicable.

10. Recommendations

1. Review the information relating to the extent of the County Council's response to the flooding associated with Storm Babet.
2. Note and comment on the expected timeframe for the implementation of Schedule 3 of the Flood and Water Management Act 2010 and the associated risks for staffing requirements.
3. Note the risk around long-term costs for aftercare of approved sustainable drainage systems and the associated increase in the County Council's assets that would relate to the implementation of Schedule 3 of the Flood and Water Management Act 2010.
4. Support the approach that the County Council will submit a robust response to the expected consultation by Government on the implementation of Schedule 3 of the Flood and Water Management Act 2010.

11. Background Papers

11.1 [Schedule 3, Flood and Water Management Act 2010](#)

11.2 [Sustainable Drainage Systems \(SuDS\) Schedule 3 Post Implementation Review, Welsh Government, July 2023](#)

11.3 [Sustainable Drainage \(SuDS\) Statutory Guidance, Welsh Government, 2019](#)

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

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Update on Rainfall Events and Flooding in Norfolk

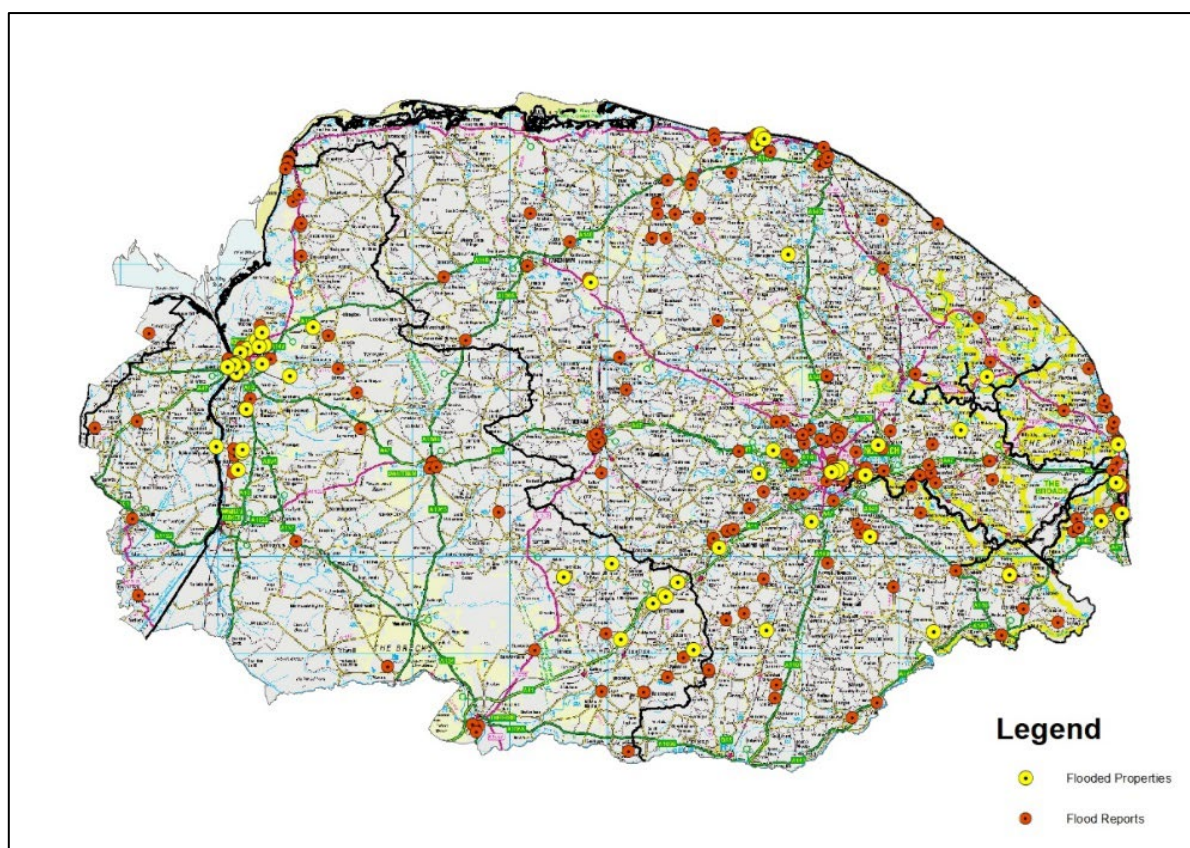
A1. Background

This appendix provides details about the activities of the County Council in its role as a Lead Local Flood Authority; an update on the work of the Norfolk Strategic Flooding Alliance; and the co-ordinated response to recent storm related flooding that has involved the Norfolk Fire and Rescue Service and Highways Authority services of the County Council.

A2. Lead Local Flood Authority

A2.1 Flood Investigations

So far in 2023 the County Council's Flood and Water Team has received just over 470 reports of flooding across the county, however the number is increasing as reports are still coming in from the recent rainfall events on 02 October 2023 and 20 October 2023 and more are expected to be reported relating to events in November. The figure below shows the extent of flood reports to the Lead Local Flood Authority across the county for 2023 in the period up to October.



96 reports have already been verified as meeting the thresholds for a formal flood investigation which are:

- Any loss of life or serious injury.
- Internal flooding to one or more properties.
- Flooding affecting critical infrastructure, for example a hospital or school.
- One or more properties rendered inoperable or their functions severely compromised due to the access to the premises being impassable.
- Flooding to priority roads, for example, gritting roads.

24 confirmed reports relate to flooding largely in west Norfolk in May, and a further 22 confirmed reports relate to flooding largely in south Norfolk and south Breckland in October, and an example of the scale and impact of flooding is shown in the two images below, which relate to flooding in Sheringham on 02 October 2023.



The Flood and Water Team's work on formal Flood Investigation Reports are published on the County Council's website (available on this link: [Flood investigations - Norfolk County Council](#)) after investigations and consultation with residents and relevant organisations are complete.

The reports cover key aspects of flooding incidents, such as the rainfall intensity and impact related to a flooding event, the response of relevant organisations, the likely causes of flooding and the organisations responsible for addressing those, and recommend remedial actions and measures for the relevant organisations.

However, the County Council does not have the powers to enforce many of these recommendations, meaning that there is a strong reliance on partnership approaches to address issues.

A2.2 Statutory Consultee on Major Developments

As a Lead Local Flood Authority the County Council is also a statutory consultee to planning decisions for major developments. Most consultations relate to formal planning applications, for which a chargeable paid advice service is offered, and this process aims to help improve the quality of applications before they are formally reviewed and also provides an income stream for the County Council.

In addition, the County Council responds to Local and Neighbourhood Plans, Nationally Strategic Infrastructure Projects and appeals, and furthermore can be consulted more than once for each application.

The annual service volume for the County Council that relates to this aspect of the Lead Local Flood Authority's statutory consultee role are summarised below:

- 642 statutory consultations for major development from Local Planning Authorities.
- 169 consultations for Nationally Significant Infrastructure Projects.
- 25 consultations on Local Plans.
- 31 consultations on Neighbourhood Plans.
- 105 requests for paid pre-application advice.

These figures do not include general enquires and consultations on screening and scoping.

A3. Norfolk Strategic Flooding Alliance

The Norfolk Strategic Flooding Alliance is chaired by Henry Cator OBE and continues to bring together all relevant organisations across the county to concentrate on priorities agreed by all partners and stakeholders, which alongside the County Council include the District, City, Borough, Town and Parish Councils, Environment Agency, Anglian Water, the Broads Authority, Internal Drainage Boards, Coastal Partnership East and Water Resources East and others.

Recent work has focussed on the maintenance of rivers and watercourses, delivery of solutions on priority sites agreed by the Alliance, issues around coastal change, and identifying the changing nature of flood risk related to climate change and how Norfolk can be prepared for and respond to that.

Examples of recent flood mitigation schemes completed by partners in the Alliance are detailed below.

A3.1 Besthorpe

Recent and repeat flooding has affected 16 properties along Hill Road, Morley Road and Norwich Road in Besthorpe. The mitigation measures installed include an attenuation basin next to the Village Hall that doubles up a parking area in dry weather, and upstream clay bunds to reduce flows, as shown in the two images below.



This work was delivered by Norfolk Rivers Inland Drainage Board through the County Council's Public Sector Co-operation Agreement and further work is required downstream of the attenuation basin to upsize/remove culverts that are holding back flood water and causing overtopping and flooding.

A3.2 Brockdish

In December 2020 an ordinary watercourse within Brockdish overtopped during extreme rainfall and flows, leading to 16 properties flooding. The scheme that has been delivered uses nature-based solutions to slow, store and filter peak flow and the construction to achieve this involved seven engineered log dams, diversion of land drains, highways drainage improvements supplemented with two years' monitoring.

Funding came from the County Council and the Environment Agency and most of the scheme was also delivered through the County Council's Public Sector Co-operation Agreement with Norfolk Rivers Inland Drainage Board, and the image below shows one aspect of the scheme.



A3.3 Beighton Road, Acle

This location has suffered repeat flooding affecting nine properties between 2016 and 2020. The agreed works involved clearance of a section of main river, installation of an improved section of culvert and an improved connection to the existing surface water sewer, and images from the scheme are showed below.



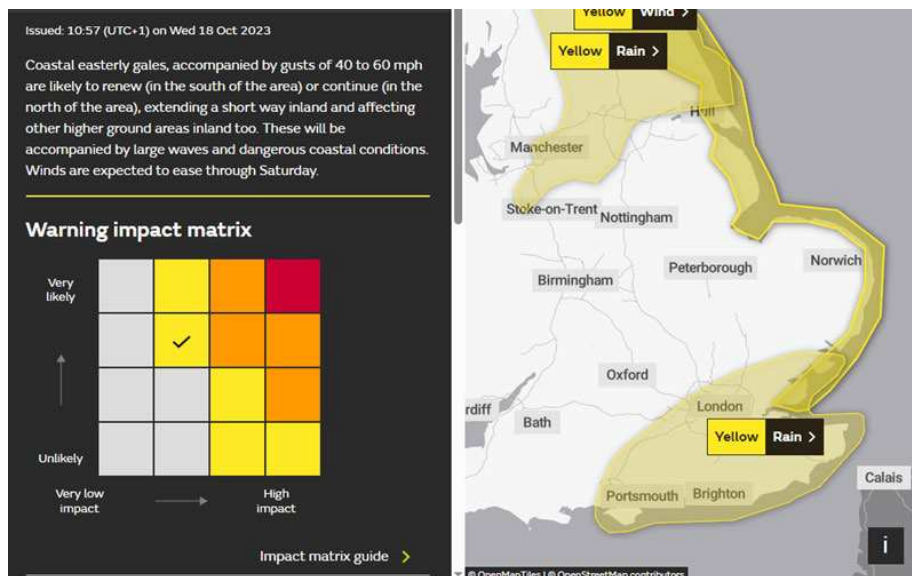
This scheme was delivered by multiple partners, the Norfolk Rivers Inland Drainage Board via the County Council's Public Sector Co-operation Agreement with the County Council as a Lead Local Authority, the Environment Agency and the County Council as a Highways Authority, which completed the connection to existing surface water sewer.

A feasibility study is also underway to look at further options to reduce or divert flows and capture excess water from more extreme events and the two images above show aspects of the scheme that have recently been delivered.

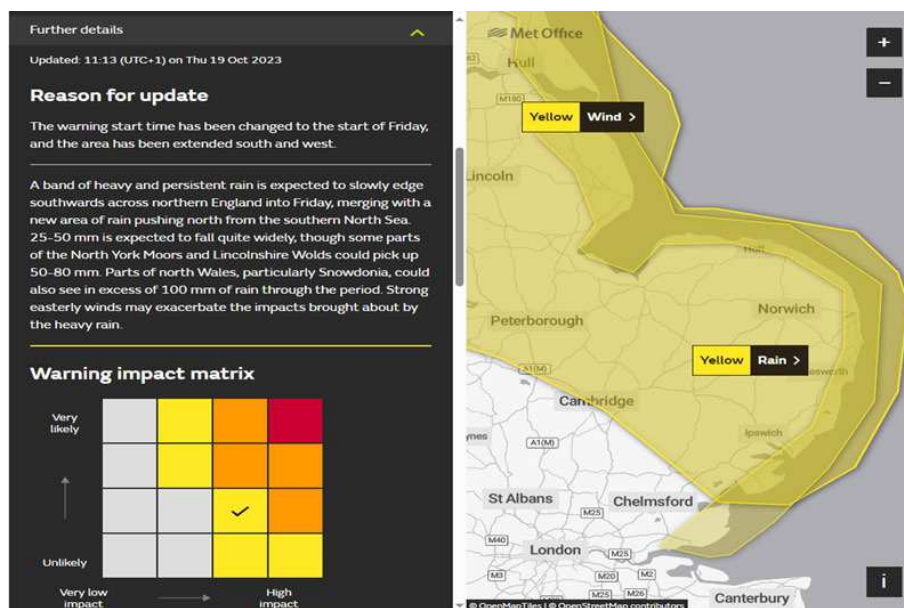
A4. Emergency Flood Responses by the County Council

A4.1 Storm Babet, 20 October 2023

A Met Office yellow weather warning was issued on 18 October relating to coastal gales and rain from midday Friday 20 October to midday Saturday 21 October as shown in the image below:



This weather warning was updated on 19 October as below, increasing the affected area to cover the entirety of Norfolk and significant areas of neighbouring counties.



The update also revised the timing of the warning from midnight Thursday to 06:00 Saturday and the warning detailed a band of heavy and persistent rain with 25 to 50mm anticipated to fall quite widely through the affected area, including Norfolk.

For additional context for the flooding events related to Storm Babet, a weather warning was also received a week earlier for 13 October, which was for heavy rain in Norfolk which had the effect of saturating land ahead of the storm, with examples of the resulting flooding in Attleborough on 20 October shown in the two images below.



A4.2 Norfolk Fire and Rescue Service Response

For a 12-hour period on Friday 20 October the Norfolk Fire and Rescue Service response included:

- a) 205 flood related calls received (nine of these related to Suffolk/Cambridgeshire and six related to Lincolnshire).
- b) Attending 55 flood related calls, some of which involved multiple appliances. This included the areas around Attleborough where around multiple houses were impacted (as shown in the two images above).
- c) 12 were vehicle flooding calls.

In addition, as part of national resilience, the Norfolk Fire and Rescue Service sent resources, including a crew from Thetford, a tactical advisor and a high volume pump, to support Lincolnshire on Saturday 21 October.

A4.3 Highways Authority Response

A4.3.1 Preparations

In line with the Highways Team Inclement Weather Procedure the Highway Service teams were readied in advance of the storm arriving. This process included:

- a) Teams in area depots liaising directly with contractors and to triage calls from the Customer Service Centre and inspect online reports of flooding and other highway related issues.
- b) Staff proactively scouting the Primary, Main Distributor, and Access roads to deal with third party reports from customers and identify issues for the contractor to attend.

- c) Drainage Hit Teams (Norse Highways) visiting 'hot-spot' locations to inspect and respond accordingly.
- d) Norse Highways proactively traveling the network to remove water as observed.
- e) Tarmac advised to stand up its gully emptying contractors.
- f) Tarmac confirming its resource was available to assist if required.
- g) Out of Hours Duty Officer resource bolstered to two staff, and Norse Highways resource increased overnight to nine gangs, plus five tree contractor resources on standby.

A4.3.2 Storm Response

On Friday 20 October there were 317 highways / flood related calls to the Customer Service Centre (83 to the Norfolk Flooding Hotline on 0344 800 8013, and 234 to Highways Services), and a further 94 calls on the emergency 'out of hours' number.

For comparison, for the same period a week earlier on 13 October when there was no storm there was a total of 74 such calls (1 to the Norfolk Flooding Hotline and 73 to Highways Services); and during Storm Ciarán on 02 November there were 164 such calls (19 to the Norfolk Flooding Hotline and 145 to highways Services).

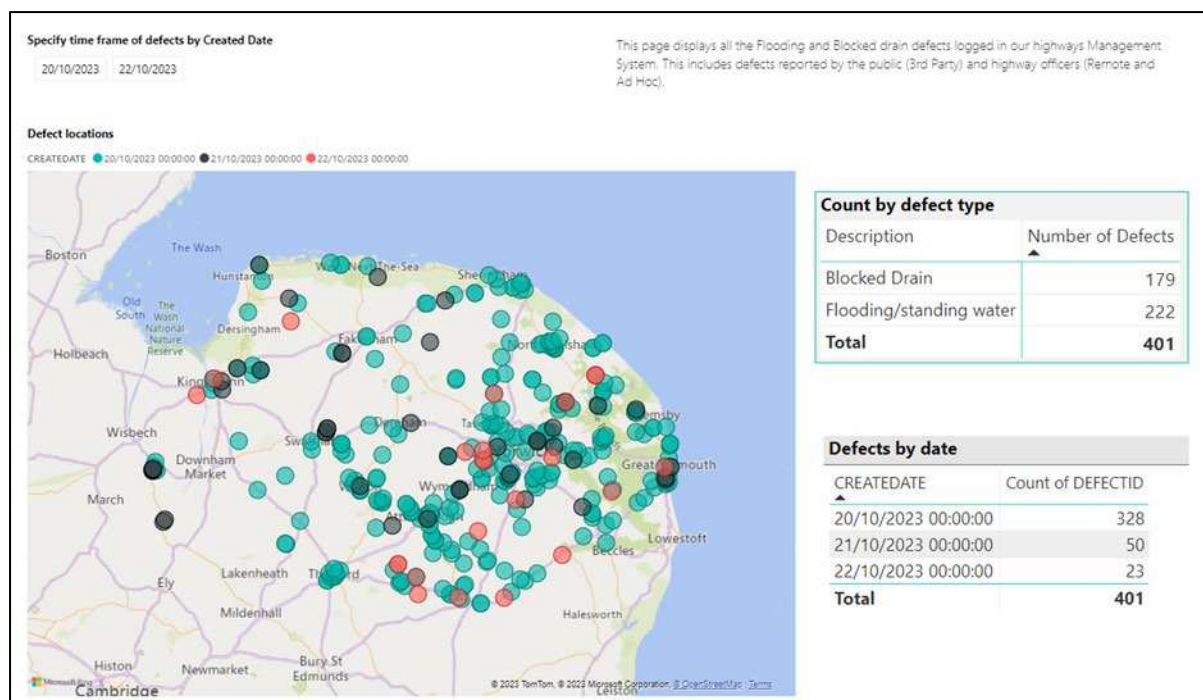
In relation to storm Babet there were a further 82 calls made to the 'out of hours' number over the weekend (Saturday 21 to Sunday 22 October inclusive).

The main types of queries raised during the storm related calls were:

- Sandbag queries.
- Finding out who is responsible for water courses running alongside or near properties.
- Reporting standing water.
- Reporting flooding occurring.

From Friday 20 October to Sunday 22 October 401 flood related defects were recorded in the County Council's highways management system. This included customer reports as well as issues identified by staff, with 179 defects relating to blocked drains, and 222 defects identifying flooding or standing water.

The majority of the defects were logged on Friday 20 October, there were 328 in total and the map below indicates where defects were reported. As a comparison, in October 2022 137 flood reported defects were recorded for the entire month.



The spread of incidents by district council area was:

- 28.4% for South Norfolk Council.
- 23.3% for Breckland Council.
- 14.8% for North Norfolk District Council.
- 13.6% for Broadland District Council.
- 11.3% for the Borough Council of King's Lynn and West Norfolk.
- 7.4% for Great Yarmouth Borough Council.
- 1.15% for Norwich City Council.

4.3.3 Storm Recovery

The area maintenance teams subsequently started the process of investigating the flood sites to identify the causes and to also clear any gullies or drainage assets which became silted during the flooding incidents, with the surface condition also being inspected to deal with any build-up of debris.

Some sites remained flooded and heavy rainfall on 24 October exacerbated matters further, however the Highways Service area teams managed those sites to ensure the network remained safe and where required, in extreme cases, that meant temporary road closures, which were also required by National Highways, such as on the A47 trunk road between Mattishall and Easton.

Scrutiny Committee

Item No: 8

Report Title: Coastal Matters

Date of Meeting: 22 November 2023

Responsible Cabinet Member: Cllr Eric Vardy (Cabinet Member for Environment & Waste)

Responsible Director: Grahame Bygrave (Interim Executive Director of Community and Environmental Services)

Executive Summary

For coastal flooding in Norfolk the main statutory responsibilities are with the Environment Agency. For coastal erosion the district councils have a key role, with Coastal Partnership East bringing together the coastal management resources and expertise from North Norfolk District Council and Great Yarmouth Borough Council, together with those from East Suffolk Council.

Although the County Council has a statutory role as the Lead Local Flood Authority for Norfolk, and also has status and responsibility as a Risk Management Authority for flooding in its statutory role as a Highway Authority, this does not extend directly to responsibilities for issues that relate to coastal erosion and flooding.

Three Regional Flood and Coastal Committees are responsible for different stretches of the Norfolk coastline and the County Council has elected Member representation on those Committees, which set an annual levy on the County Council in respect of the Environment Agency's flood and coastal erosion risk management functions in that area.

The Norfolk Strategic Flooding Alliance brings together organisations in the county with a relevant role and interest in flooding and aims to ensure that residents of Norfolk have confidence that inland and coastal flood risks are as low as reasonably practicable and are being well managed.

An explanation is provided of a current campaign to see the creation of a government minister for the coast and associated pledge for the coast campaign.

Recommendations

- 1. Review and comment on the information relating to responsibilities for flooding and coastal erosion.**

2. **Consider suggesting that support is given by the County Council to the campaign for a dedicated Minister for the Coast and the associated ‘pledge for the coast’ initiative.**
3. **To suggest that as a priority, the issue of coastal erosion and flooding is considered in further detail by Infrastructure and Development Select Committee so that an approach for further assessment by Scrutiny Committee can be established.**

3. Background and Purpose

- 3.3 In Norfolk the main lead roles for coastal erosion and flooding are the Environment Agency and district councils and not the County Council. This report is to clarify the roles and responsibilities of organisations in relation to coastal erosion and flooding and highlight the County Council’s involvement with those organisations and processes.

4. The Environment Agency

- 4.3 In England Defra is the policy lead for coastal erosion and flood and risk management and provides funding administered by the Environment Agency.

The Environment Agency has a strategic overview of coastal erosion and flooding and is also responsible for flood and coastal erosion risk management, and the [Flood and Water Management Act 2010](#) requires the Environment Agency to develop, maintain, apply and monitor a National Flood and Coastal Erosion Management (FCERM) Strategy for England that must specify:

- a) The risk management authorities.
 - b) The flood and coastal erosion risk management functions that may be exercised by those authorities.
 - c) The objectives for managing flood and coastal erosion risk.
 - d) The measures proposed to achieve those objectives.
 - e) How and when the measures are to be implemented.
 - f) The costs and benefits of those measures, and how they are to be paid for.
 - g) The assessment of flood and coastal erosion risk for the purpose of the strategy.
 - h) How and when the strategy is to be reviewed.
 - i) The current and predicted impact of climate change on flood and coastal erosion risk management.
 - j) How the strategy contributes towards the achievement of wider environmental objectives.
- 2.2 The current [National Flood and Coastal Erosion Risk Management Strategy for England](#) was adopted by Government on 25 September 2020 and specifies the responsibilities of risk management authorities in Annex A to the Strategy ([‘Outline of existing roles and responsibilities in relation to flood and coastal risk](#)

[management activities](#)') which clarifies that the Environment Agency duty in relation to coastal flooding includes:

- a) Carrying out works to manage flood risk from the sea.
- b) Carrying out works to manage coastal change.
- c) Setting the direction for managing the risks through the national flood and coastal erosion risk management strategy for England.
- d) Preparing preliminary flood risk assessments and flood risk management plans for flooding from the sea.

The Environment Agency allocates Government funding to projects to manage flood and coastal erosion risks by prioritising and distributing the government's budget and applies the National Flood and Coastal Erosion Risk Management (FCERM) Strategy and delivers projects to manage flood risks from the sea.

The Environment Agency also has a responsibility to manage, review and approve Shoreline Management Plans on behalf of Defra.

5. District Councils

- 3.1 The coastal management authorities for maritime districts are defined in the [Coast Protection Act 1949](#) such that the relevant lead for coastal management is a district or unitary council, and not county councils in two tier local authority areas such as Norfolk. This includes the relevant district council leading on coastal erosion risk management activities, leading and supporting coastal groups and alongside the Environment Agency leading the production of shoreline management plans (see section 7 below). In this role they work closely with the Environment Agency to ensure the best outcomes in managing coastal erosion risk.

A coastal management authority 'shall have such powers and perform such duties in connection with the protection of land in their area' and as such leads on coastal erosion risk management activities in its area. This responsibility is fulfilled under the overview of the Environment Agency (as the Agency has a strategic overview to ensure that decisions about the coast are made in a joined-up manner), with both carrying out coastal protection measures to reduce the risk of flooding and to protect against erosion.

With the Environment Agency coastal management authorities play a key role in developing Shoreline Management Plans which provide a long-term framework for managing the risk of coastal change on a given section of the coast.

- 3.2 For large parts of the local coast, since 2016 [Coastal Partnership East](#) has brought together the coastal management resources and expertise in Norfolk from North Norfolk District Council, Great Yarmouth Borough Council, together

with those from Suffolk Coastal and Waveney District Council, now as East Suffolk Council. This approach allows a cohesive approach to be taken across around 107 miles of local coastline, from Holkham in north Norfolk, around the coast to Felixstowe in Suffolk, on matters such as creating a climate ready coast and supporting communities and business.

The Coastal Partnership East Board provides the strategic direction for the Partnership and is currently chaired by Cllr James Bensly as Cabinet Member for Tourism, Culture and Coastal Management at Great Yarmouth Borough Council. The Board is supported by an Operational Officer Group, comprising officers from the relevant district and borough councils, and the Partnership is led by Karen Thomas as Head of Coastal Partnership East, who also chairs the East Anglian Coastal Group.

- 5.3 The East Anglian Coastal Group covers the coast from Gibraltar Point in Lincolnshire to the Thames barrier and brings together on a quarterly basis Coastal Protection Authorities and governmental bodies, including the County Council, to work towards a joined-up sustainable approach to coastal management in the region and to assist Defra in developing national coastal risk management policies.

Originally called the Anglian Coastal Authorities Group, it is one of seven coastal groups which cover the coastline of England and Wales which are brought together four times a year via Coastal Group Chairs meetings.

6. Regional Flood and Coastal Committees

- 4.1 The Environment Agency is responsible for establishing a Regional Flood and Coastal Committee for each region of coast, and Norfolk is covered by three such committees and has representation on them as below:
- a) Anglian Eastern RFCC, two appointees out of a total of ten Lead Local Flood Authority representatives. These are Cllr Eric Vardy and Cllr Richard Price, with Cllr James Bensly as a substitute.
 - b) Anglian Great Ouse RFCC, one appointee out of a total of seven LLFA representatives. This is Cllr Brian Long.
 - c) Anglian Northern RFCC, zero appointees due to the area of Norfolk within this RFCC being too small.

As part of this process the Environment Agency may apply a levy to each of the Lead Local Flood Authorities in the Committee area, ie such as the County Council, in respect of the Agency's flood and coastal erosion risk management functions in that area.

- 4.2 The emphasis of the Committees' programmes is to protect communities, businesses and infrastructure from the harmful effects of coastal erosion and

flooding, taking into account the extra challenges of climate change. As part of the project development process each scheme within the Flood and Coastal Erosion Risk Management (FCERM) Programme will assess this separately.

- 4.3 Major projects in Norfolk that have recently benefitted from support by the Committees include Great Yarmouth Tidal Defences (a £42.9m project to better protect over 2,100 homes for the next 30 to 50 years), Hemsby interim rock protection (contribution to £0.735m costs), Norton and Ravingingham pumping station replacement, Hunstanton Coastal Management Plan and East Anglia property flood resilience schemes.

Local levy funding from the Committees is also supporting a number of current County Council surface water improvement projects including those in Dereham (£1m), Watton (£0.75m to £0.95m), Thetford (£0.556m), Kenninghall (£0.253m, with an additional bid for £0.15m made), Besthorpe / Morely (£0.193m), Burnham (£0.124m) Banham (£0.077m), and Brockdish (£0.05m).

7. Norfolk Strategic Flooding Alliance

- 5.1 The Norfolk Strategic Flooding Alliance is chaired by Henry Cator OBE and brings together bodies with roles and interest that relate to flooding and water management across the county, including the Environment Agency, Anglian Water, Coastal Partnership East, Norfolk's County, Borough, City, District and Parish Councils, the Association of Drainage Authorities, the Water Management Alliance, Water Resources East, the Norfolk Resilience Forum, and the Broads Authority.
- 5.2 The central aim of the Alliance is to ensure that through effective partnership working residents of Norfolk have confidence that inland and coastal flood risks are as low as reasonably practicable and are being well managed.

The Alliance has an inland and a coastal flooding sub-group, and as well as working across agencies to deliver improvements in line with agreed priorities the increasing focus of the Alliance is to secure funding to achieve that and to ensure that the changing nature of risks in Norfolk driven by climate change are understood and taken into account locally and nationally. Alongside that has been work by the Alliance to influence change on national policy, to help ensure appropriate changes to legislation are made that will more easily facilitate action to address and reduce flood risk.

8. County Council as Lead Local Flood Authority and Highway Authority

- 6.1 The County Council has an emergency response role for floods and coastal change events. However, the County Council's Lead Local Flood Authority statutory role for Norfolk as a Risk Management Authority is limited to local

flooding, ie the risks of flooding from surface water runoff, groundwater and ordinary (ie smaller) watercourses and not coastal flooding.

- 6.2 In addition, the County Council's role as a Highway Authority, and the associated status as Risk Management Authority in relation to that role, relates to its responsibility for providing and managing highway drainage and some roadside ditches and ensuring that road projects do not increase flood risks.

9. Shoreline Management Plans

- 9.3 The Environment Agency has a responsibility to manage, review and approve Shoreline Management Plans on behalf of Defra. Shoreline Management Plans are coastal defence management plans that for a particular stretch of coastline set out a preferred, non-statutory approach for long-term sustainable coastal flood and erosion risk management. The plans support other coastal planning by providing information on coastal processes and expected changes to them.

Plans are developed taking account of technical, environmental, social and economic factors whilst being flexible enough to adapt to new information and changes in legislation, politics and social attitudes.

The development and maintenance of plans is led by Risk Management Authorities, either the Environment Agency or the local relevant Coastal Protection Authority in conjunction with a group of stakeholders often referred to as SMP Working Groups (including other bodies such as Defra, wildlife charities, landowners, Regional Flood and Coastal Committee representatives and the County Council) and through a process of wider engagement and consultation.

- 9.4 The plans contain management policies that generally fall into four categories:

- a) Hold the line.
- b) Managed realignment.
- c) No active intervention
- d) Advance the line.

The plans are divided into '*super-frontages*' with each sub-divided in to '*policy development zones*' (a section of the coast defined by the geography of the area and coastal processes). For every policy unit the plans provide a management policy for each epoch, currently taken to be:

- i) Epoch 1 to 2025.
- ii) Epoch 2 from 2026 to 2055.
- iii) Epoch 3 from 2056 to 2105.

7.3 Norfolk's coastline is covered by three separate plans that all date from 2010 and which are in the scope of a national refresh of Shoreline Management Plans that began in 2019:

- a) [Gibraltar Point \(Skegness\) to Old Hunstanton](#) (Shoreline Management Plan 4).
- b) [Hunstanton to Kelling](#) (Shoreline Management Plan 5).
- c) [Kelling to Lowestoft](#) (Shoreline Management Plan 6).

In relation to Shoreline Management Plans 4 and 5, the County Council endorsed their adoption by the Secretary of State at [Cabinet on 09 August 2010](#) (page 89 on the agenda) having had them previously considered by [Environment, Transport and Development Overview and Scrutiny Panel on 21 July 2010](#) (page 105 on the agenda).

10. Campaign for a Dedicated Minister for the Coast

8.1 In October 2023 the All Party Parliamentary Group for Coastal Communities supported the launch of the [Pledge for the Coast](#) which asks everybody to consider one thing that they can pledge to do to support our coasts and their resilience, and reiterated the call for a dedicated Minister for the Coast that could bring together governmental departments and raise the profile of the needs of coastal communities.

11. Financial Implications

9.1 Not applicable as a consequence of this report.

12. Resource Implications

10.1 **Staff:** Not applicable as a consequence of this report, however the County Council's active support and participation in the Norfolk Strategic Flooding Alliance should be noted.

10.2 **Property:** Not applicable as a consequence of this report.

10.3 **IT:** Not applicable as a consequence of this report.

13. Other Implications

11.1 **Legal Implications:** Not applicable.

11.2 **Human Rights Implications:** Not applicable as a consequence of this report.

11.3 **Equality Impact Assessment (EqIA):** Not applicable as a consequence of this report.

11.4 Data Protection Impact Assessments (DPIA): Not applicable.

11.5 Sustainability Implications: The speed and scale of change in Norfolk that is associated with climate change means that issues and considerations around coastal erosion and flooding will continue to escalate.

11.6 Any Other Implications: Not applicable as a consequence of this report.

14. Risk Implications / Assessment

12.1 The main risk for Norfolk is that inadequate funding is allocated to the agencies that have the responsibilities in the county to deliver required schemes to address coastal erosion and flooding risk.

12.2 The speed and scale of change in Norfolk that is associated with climate change creates the risk that the pace and scale of local need in Norfolk may not be matched by national funding processes and approaches.

12.3 Norfolk has an active and diverse coast that is experiencing very aggressive erosion in specific locations and has experienced large scale catastrophic flooding and remains at continued risk of that happening. Competing priorities and limited funding will continue to require priority actions to be established and the risk is that this process will not always meet the needs and expectations of all stakeholders.

15. Select Committee Comments

13.1 Not applicable.

16. Recommendations

- 1. Review and comment on the information relating to responsibilities for flooding and coastal erosion.**
- 2. Consider suggesting that support is given by the County Council to the campaign for a dedicated Minister for the Coast and the associated 'pledge for the coast' initiative.**
- 3. To suggest that as a priority, the issue of coastal erosion and flooding is considered in further detail by Infrastructure and Development Select Committee so that an approach for further assessment by Scrutiny Committee can be established.**

17. Background Papers

17.3 'The Wash Shoreline Management Plan and North Norfolk (Hunstanton to Kelling) Management Plan', [Cabinet, 09 August 2010](#) (page 89 on the agenda).

17.4 'The Wash Shoreline Management Plan and North Norfolk Management Plan (Hunstanton to Kelling)' [Environment, Transport and Development Overview and Scrutiny Panel on 21 July 2010](#) (page 105 on the agenda).

Officer Contact

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Scrutiny Committee

Item No: 9

Report Title: Scrutiny Committee Forward Work Programme

Date of Meeting: 22 November 2023

Executive Summary

This paper sets out the current forward work programme for the Scrutiny Committee, outlining committee dates and agreed items.

Recommendations

Members of the committee are asked to:

1. Note the current Scrutiny Committee forward work programme and discuss potential further items for future consideration.

1. Background and Purpose

- 1.1 Members of the Scrutiny Committee took part in a work programming session held on the 22 April 2023, discussing proposed items for the Committee to consider through until May 2024.
- 1.2 The work programme attached is amended frequently to better reflect officer pressures and changes to the Cabinet forward plan of decisions.
- 1.3 All topics are subject to change, with the committee remaining flexible to ensure the ability to adapt to emerging and urgent topics for consideration.

2. Proposal

- 2.1 Members are asked to note the attached forward programme of work (**Appendix A**) and discuss potential further items for consideration.

3. Impact of the Proposal

- 3.1 Maintaining the proposed work programme will ensure that the Scrutiny Committee has a full schedule of work, and officers are well prepared to present to the committee.

4. Financial Implications

- 4.1 None

5. Resource Implications

5.1 Staff:

None

5.2 Property:

None

5.3 IT:

None

6. Other Implications

6.1 Legal Implications:

None

6.2 Human Rights Implications:

None

6.3 Equality Impact Assessment (EqIA) (this must be included):

None

6.4 Data Protection Impact Assessments (DPIA):

None

6.5 Health and Safety implications (where appropriate):

None

6.6 Sustainability implications (where appropriate):

None

6.7 Any Other Implications:

None

7. Risk Implications / Assessment

7.1 None

8. Select Committee Comments

8.1 None

9. Recommendations

Members of the Scrutiny Committee are asked to:

1. Note the Scrutiny Committee forward work programme and discuss potential further items for future consideration.

10. Background Papers

10.1 Appendix A – Scrutiny Committee Forward Programme of Work

Officer Contact

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Scrutiny Committee Forward Work Programme

Appendix A

Date	Report	Further notes/Comments	Better Together for Norfolk - Strategic Goal(s)*	Cabinet Member	Lead Officer
22/11/23	Review of Norfolk Flood Prevention Activity	Agreed by the Scrutiny Committee at the meeting held on the 23 November 2022	- A Greener, More Resilient Future	Cllr Eric Vardy, Cabinet Member for Environment and Waste	Grahame Bygrave, Executive Director of Community and Environmental Services
	Coastal Erosion/Drought in Norfolk	Requested by Scrutiny Members	- A Greener, More Resilient Future	Cllr Eric Vardy, Cabinet Member for Environment and Waste	Grahame Bygrave, Executive Director of Community and Environmental Services
13/12/23	County Deal – Consideration of Statutory Instrument	Scheduled item on the County Deal timeline	<ul style="list-style-type: none"> - A Vibrant and Sustainable Economy - Better Opportunities for Children and Young People - Healthy, Fulfilling and Independent Lives 	Cllr Kay Mason-Billig, Leader of the Council and Cabinet Member for Strategy and Governance	Paul Cracknell, Executive Director of Strategy and Transformation

			<ul style="list-style-type: none"> - Strong, Engaged and Inclusive Communities - A Greener, More Resilient Future 		
	Norfolk Youth Justice Plan	Annual policy framework item	<ul style="list-style-type: none"> - Better Opportunities for Children and Young People - Strong, Engaged and Inclusive Communities 	Cllr Margaret Dewsbury, Cabinet Member for Communities and Partnerships	Grahame Bygrave, Executive Director of Community and Environmental Services
	Update from the Chair of the Norfolk Countywide Community Safety Partnership	Standing item	Strong, Engaged and Inclusive Communities	None	Grahame Bygrave, Executive Director of Community and Environmental Services
	Digital Connectivity in Norfolk	Requested by Scrutiny Members	<ul style="list-style-type: none"> - A Vibrant and Sustainable Economy - Better Opportunities for Children and Young People - Healthy, Fulfilling and Independent Lives 	Cllr Jane James, Cabinet Member for Corporate Services	Paul Cracknell, Executive Director of Strategy and Transformation

			- Strong, Engaged and Inclusive Communities		
20/12/23	Nothing Currently Scheduled				
25/01/24	Update on Local Government Finance Settlement	Standard budget setting item	- A Vibrant and Sustainable Economy	Cllr Andrew Jamieson, Cabinet Member for Finance	Harvey Bullen, Director of Strategic Finance
	Access to Museums Service	Requested by Scrutiny Members	- Strong, Engaged and Inclusive Communities	Cllr Margaret Dewsbury, Cabinet Member for Communities and Partnerships	Grahame Bygrave, Executive Director of Community and Environmental Services
	People with Disabilities, Engagement and Charging Policy	Requested by Scrutiny Members	- Healthy, Fulfilling and Independent Lives	Cllr Alison Thomas, Cabinet Member for Adult Social Care	Debbie Bartlett, Executive Director of Adult Social Care
	Performance Review Panels – Quarterly Update	Standard quarterly item	<ul style="list-style-type: none"> - Better Opportunities for Children and Young People - Healthy, Fulfilling and Independent Lives 	Cllr Alison Thomas, Cabinet Member for Adult Social Care & Cllr Penny Carpenter, Cabinet Member for Children's Services	Debbie Bartlett, Executive Director of Adult Social Care & Sarah Tough, Executive Director of Children's Services

14/02/24	Scrutiny Committee 2023-24 Budget scrutiny	Standard budget setting item	<ul style="list-style-type: none"> - A Vibrant and Sustainable Economy - Better Opportunities for Children and Young People - Healthy, Fulfilling and Independent Lives - Strong, Engaged and Inclusive Communities A Greener, More Resilient Future	Cllr Andrew Jamieson, Cabinet Member for Finance	Harvey Bullen, Director of Strategic Finance
20/03/24	Nothing Currently Scheduled				
24/04/24	Performance Review Panels – Quarterly Update	Standard quarterly item	<ul style="list-style-type: none"> - Better Opportunities for Children and Young People - Healthy, Fulfilling and Independent Lives 	Cllr Alison Thomas, Cabinet Member for Adult Social Care & Cllr Penny Carpenter, Cabinet Member for Children’s Services	Debbie Bartlett, Executive Director of Adult Social Care & Sarah Tough, Executive Director of Children’s Services

The ‘Better Together for Norfolk – County Council Strategy 2021-25**’ outlines five strategic priorities. These are:*

- *A Vibrant and Sustainable Economy*

- *Better Opportunities for Children and Young People*
- *Healthy, Fulfilling and Independent Lives*
- *Strong, Engaged and Inclusive Communities*
- *A Greener, More Resilient Future*

When scheduling items for the work programme the committee should consider, where applicable, the item contributes to the above strategic goals and overall delivery of the County Council's strategy for 2021-25.