

Cabinet

Date: **Monday 3 July 2023**

Time: **10 am**

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

Membership

Cllr Kay Mason Billig	Chair. Leader and Cabinet Member for Strategy and Governance
Cllr Andrew Jamieson	Vice-Chair. Deputy Leader and Cabinet Member for Finance
Cllr Bill Borrett	Cabinet Member for Public Health and Wellbeing
Cllr Penny Carpenter	Cabinet Member for Children's Services
Cllr Margaret Dewsbury	Cabinet Member for Communities and Partnerships
Cllr Fabian Eagle	Cabinet Member for Economic Growth
Cllr Jane James	Cabinet Member for Corporate Services and Innovation
Cllr Graham Plant	Cabinet Member for Highways, Infrastructure and Transport
Cllr Alison Thomas	Cabinet Member for Adult Social Care
Cllr Eric Vardy	Cabinet Member for Environment and Waste

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

We have amended the previous guidance relating to respiratory infections to reflect current practice but 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 any apologies.

2 Minutes

To confirm the minutes from the Cabinet Meeting held on 5 June 2023

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

5 Updates from the Chairman/Cabinet Members

6 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 Tuesday 27 June 2023. For guidance on submitting a public question, please follow this link: [Ask a question to a committee - Norfolk County Council](#)

Any public questions received by the deadline and the responses will be published on the website from 9.30am on the day of the meeting and can be viewed by clicking this link once uploaded: [Click here to view public questions and responses](#)

7 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 Tuesday 27 June 2023.

8 Improving outcomes – an integrated approach to establishing Mental Page 40 Health Collaboratives for Adults, Children and Young People

Report by the Executive Director of Children's Services and Executive Director of Adult Social Services

9 Transport for Norwich – Update on Progress Page 57

Report by the Executive Director of Community and Environmental Services

10 Norwich Western Link Page 73

Report by the Executive Director of Community and Environmental Services

11 Risk Management Quarterly Report Page 123

Report by the Director of Strategic Finance

12 Risk Management Annual Report 2022/23 Page 175

Report by the Director of Strategic Finance

13 Corporately Significant Vital Signs To Follow

Report by the Executive Director of Strategy and Transformation

14 Adult Learning – Community Delivery Page 186

Report by the Executive Director of Community and Environmental Services

15 Disposal, Acquisition & Exploitation of Property Page 193

Report by the Executive Director of Community and Environmental Services

16 Health, Safety and Wellbeing Annual Report 2022-23 Page 207

Report by the Executive Director of Strategy and Transformation

17 Finance Monitoring Report - 23-24 P2 Page 233

Report by the Director of Strategic Finance

18 Reports of the Cabinet Member and Officer Delegated Decisions made since the last Cabinet meeting:

To note the delegated decisions made since the last Cabinet meeting.

Decisions by the Cabinet Member for Finance:

- [Household Support Fund – voucher scheme](#)

Decision by the Cabinet Member for Highways, Infrastructure and Development:

- [Norwich - Dereham Road Corridor including Bowthorpe Travel Hub and Longwater Lane](#)
- [Norwich - Mayfly Way – Transforming Cities Improvements](#)
- [Norwich - Newmarket Road – Transforming Cities Improvements](#)
- [Active Travel Fund – Tranche 4 - Bid Outcome and addition to Highway Capital Programme](#)
- [Additional Highways Maintenance and Potholes Funding 2023-24 – Budget 2023](#)

Decision by the Cabinet Member for Economic Growth:

- [Individual Placement Support in Primary Care \(IPSPC\)](#)

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Cabinet
Minutes of the Meeting held on Monday 5 June 2023
in the Council Chamber, County Hall, at 10am

Present:

Cllr Kay Mason Billig	Chair. Leader and Cabinet Member for Strategy and Governance
Cllr Andrew Jamieson	Vice-Chair. Deputy Leader and Cabinet Member for Finance
Cllr Bill Borrett	Cabinet Member for Public Health and Wellbeing
Cllr Penny Carpenter	Cabinet Member for Children's Services
Cllr Margaret Dewsbury	Cabinet Member for Communities and Partnerships
Cllr Fabian Eagle	Cabinet Member for Economic Growth
Cllr Jane James	Cabinet Member for Corporate Services and Innovation
Cllr Graham Plant	Cabinet Member for Highways, Infrastructure and Transport
Cllr Alison Thomas	Cabinet Member for Adult Social Care

Deputy Cabinet Members Present

Cllr Shelagh Gurney	Deputy Cabinet Member for Adult Social Care
Cllr Lana Hemsall	Deputy Cabinet Member for Highways, Infrastructure and Transport
Cllr Greg Peck	Deputy Cabinet Member for Finance

Executive Directors Present:

Harvey Bullen	Director of Strategic Finance
Paul Cracknell	Executive Director of Transformation and Strategy
Kat Hulatt	Assistant Director of Governance
Tom McCabe	Executive Director for Community and Environmental Services
Sara Tough	Executive Director of Children's Services

1 Apologies for Absence

- 1.1 Apologies were received from the Interim Executive Director of Adult Social Services and the Cabinet Member for Environment and Waste.

2 Minutes from the meeting held on 10 May 2023

- 2.1 Cabinet agreed the minutes of the meeting held on 10 May as an accurate record.

3 Declaration of Interests

- 3.1 None declared

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

4.1 No matters were referred.

5 Update from the Chair/Cabinet Members

5.1 No updates were given

6. Public question time

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

6.2.1 Anthony Cain asked a supplementary question:

- Mr Cain noted that the answer to his substantive question stated that the Council was investigating technology however he felt that looking at the state of the highways would suggest that the investigations should reach some conclusions. Mr Cain suggested the machine he referred to could do 4 to 6 times the workload from a mechanical point of view, opposed to the traditional way of repairing roads.

6.2.2 The Cabinet Member for Highways, Infrastructure and Transport replied that, as described in the response to the substantive question, the council was looking at various technologies for carrying out pothole repair and spray patching. Norfolk had fewer potholes than its neighbours however were investigating methods and speed of repair, as well as way to increase the time in which a pothole would return. The Council therefore was still investigating Mr Cain's suggestion.

7 Local Member Questions/Issues

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

8. Corporate Delivery Plan 2023 – 2024

8.1.1 Cabinet received the report setting out the Corporate Delivery Plan for 2023-24

8.1.2 The Executive Director of Transformation and Strategy introduced the report to Cabinet:

- The Corporate delivery plan was completed each year as part of the Council's planning process. The report on the 2023-24 plan had been deferred from the May 2023 meeting
- The Plan was a way to reflect the Council's short-term contributions to the longer term strategy, Better Together for Norfolk
- Following Cabinet's agreement, it would be cascaded to officers, and a further report would be brought back to Cabinet in due course.

8.2 The Chair noted that this built on the work already done and the manifesto given to the public at the general election in 2019. This Plan would allow the council to ensure that services to the public were as good as possible.

8.3 Cabinet **RESOLVED** to

1. Approve the Corporate Delivery Plan for 2023-2024
2. Agree that the plan will form the basis of the next annual report at the start of the business planning cycle

Evidence and Reasons for Decision

N/A

Alternative Options

N/A

9. A County Deal for Norfolk: Consultation and findings

- 9.1.1 Cabinet received the report setting out the response from the public consultation and engagement exercise about the County Deal for Norfolk.
- 9.1.2 The Executive Director of Transformation and Strategy introduced the report to Cabinet:
- The report set out the outcome of the consultation on the Norfolk County Deal. Completing the consultation was a requirement in the deal and the results of this had been shared with the Scrutiny Committee, Norfolk County Council and district council Members and leaders of the district councils.
 - This was a factual output of the consultation. Questions were open questions structured around key themes linked to the deal text. A free text space was provided with each question for people to provide their own feedback.
 - There was no pass mark required for the consultation; this was a factual exercise for engaging with the public.
 - The next task was to pass the results of the consultation to Government to consider.
- 9.2 The Cabinet Member for Adult Social Care noted that Cabinet were being asked whether to refer the results of the consultation to Government; the public had made their comments on the potential of a County Deal, and she felt it was the Council's duty to provide their views to the Government.
- 9.3 The Vice-Chair agreed with the Cabinet Member for Adult Social Care' comments and noted that the deal would bring £6m funding to the county including £7m for brownfield sites.
- 9.4 The Chair pointed out that the consultation results had been pre-scrutinised. She asked The Executive Director of Transformation and Strategy if the Council had done all they had been asked and if this was fit for purpose. The Executive Director of Transformation and Strategy replied that this was the case.
- 9.5 Cabinet considered the contents of the report, including the responses from the public consultation and engagement exercises and **RESOLVED** to submit the findings to the Secretary of State for Levelling Up, Housing and Communities.
- 9.6 **Evidence and Reasons for Decision**
- N/A

9.7 **Alternative Options**

N/A

10. **Delivering Norfolk County Council's Net Zero Pledge: Retrofitting our buildings**

- 10.1.1 Cabinet received the report setting out details of the programmes of work being undertaken across Norfolk County Council buildings to reach its target of net zero carbon by 2030.
- 10.1.2 The Cabinet Member for Corporate Services and Innovation introduced the report to Cabinet
- A large amount of work was being carried out by the council to achieve the target of net zero by 2030, including removing fossil fuels from buildings starting from 2023. This work would be led by the Corporate Property team and would span 193 sites.
 - Some were freehold and some were leasehold sites.
 - The highest priority programme related to freehold sites, using fossil fuels, looking at space heating and hot water.
 - 160 buildings across 100 sites had been surveyed so far and retrofitting improvement plans had been completed. These buildings were primarily ones from which frontline services were provided such as libraries, children's homes and fire stations. These reports set out the energy improvement measures needed to remove carbon emissions down to zero as well as reducing energy consumption to the lowest possible levels
 - The next stage would be tendering of construction work and appointing the design and build contractor.
 - Subsequent programmes relating to electricity only sites, leased in and leased out buildings and a catch-all for all buildings would be developed, but as at the time of reporting heated use of fossil fuels had been compiled as shown in the report.
 - The combined programme would achieve net zero fossil fuel use by the 2030 target date and reduce energy consumption to the lowest possible.
 - The price of this project would be £82.5m; this was a large figure, but it would be irresponsible to not highlight the size of the task. The team had challenged the survey costs and there had been robust reductions in the costs now presented.
 - The project would start with the changes that would make the biggest impact and a phased approach would provide a deliverable plan, allowing for reviews and adaptations in approach if needed.
- 10.2 The Cabinet Member for Public Health and Wellbeing noted the size and cost of the task however felt this was the only way net zero could be delivered as the council needed these buildings to deliver services. This investment would allow the council to reduce carbon emissions while maintaining services. The Cabinet Member for Public Health and Wellbeing challenged residents and businesses in Norfolk to think how they could deliver similar solutions in their own buildings.
- 10.3 The Deputy Cabinet Member for Highways, Infrastructure and Transport congratulated the Cabinet Member and her predecessor for bringing forward this piece of work; she noted that this piece of work would not be cheap but would be necessary to achieve the targets set by the council.

- 10.4 The Vice-Chair welcomed this stage of the strategy which was well thought out to achieve net zero by 2030, targeting actions bringing the largest impact first. The first tranche of work would cost £22.5m and the council would expect significant assistance from Government for the remainder due to the high cost. Grant funding had already been received as part of the Salix programme so further central Government funding may be available. Expenditure above the initial tranche of £22.5m would be subject to further Cabinet reports and grants would be sought where possible.
- 10.5 The Cabinet Member for Communities and Partnerships discussed the importance of keeping library buildings up to date as they were an important community asset, with computer access, places for people to find information on councils and organisations, access activities and meet and access warm rooms in winter.
- 10.6 The Cabinet Member for Highways, Infrastructure and Transport discussed the Great Yarmouth library and attached museum which was from the 1700s. He was sure that the changes would help achieve net zero in this building and across the Council's estate.
- 10.7 The Chair discussed that this was an ambitious programme; libraries were essential, providing a range of services and were the hub of the community. It was important to look after the Council's buildings as well as its environmental credentials. Norfolk County Council as a pioneering Council was doing all it could to reach its net zero target.
- 10.8 The Cabinet Member for Corporate Services and Innovation moved the recommendations as set out in the report.
- 10.9 Cabinet **RESOLVED**
1. To approve continuation of this programme of works to maintain progress towards NCC's 2030 Net Zero Carbon Target, which will in turn allow:-
 - i. Tendering of design and build contractual arrangements through which the main programme of works can be delivered
 - ii. Tendering and appointment of the consultant teams to manage and quality assure delivery
 - iii. Scoping out and defining works for other programmes, including electric only sites, and leased in/leased out properties, that will be undertaken in future years.
 2. To delegate to the Director of Procurement and Sustainability in consultation with Cabinet Member for Corporate Services and innovation and the Director of Property approval to award the necessary contracts.
 3. To note the likely cost of over £80 million and that NCC will look to engineer cost, seek external funding, and identify programme efficiencies to reduce this. Spend will be between 2023 and 2030.
 4. To note that the work will be carried out in tranches and approve the first tranche of £22.5m covering 2023/24 and 2024/25
 5. To note that subsequent tranches will be subject to future Cabinet reports.
 6. To note the existing funding provision of £5.8m and recommend to full council that £16.7m is added to the capital programme to be funded from prudential borrowing in the first instance to enable the delivery of tranche 1 (The

prudential borrowing amount will be reduced by any external funding received).

10.10 **Evidence and Reasons for Decision**

Continued support for the retrofit works to ensure NCC meets the Climate Strategy targets

10.11 **Alternative Options**

Not to undertake this programme would mean NCC not achieving the targets to reducing CO2 emissions and so there is no other viable option.

11. **Market position Statement**

11.1.1 Cabinet received the report detailing the Norfolk Market Position Statement for 2023, setting out the social care landscape for the area and the direction of travel required.

11.1.2 The Assistant Director, Workforce, Markets and Brokerage, Adult Social Services, introduced the report to Cabinet:

- The Market Position Statement set out the Norfolk position of care provision across the county and the trajectory. It was part of how the county achieved its responsibilities under the Care Act 2014 and helped people to have choice.
- It was also important for social care providers by setting out the direction of travel, setting out needs, giving a forecast and showing the council's requirements
- The Market Position Statement included a continued commitment to improve care quality in Norfolk and address the quality needed across services for people with learning disabilities and autism, and the continuing need for more high-quality nursing care.
- There was an aim to work with organisations as part of the Connecting Communities approach, reinforcing the ongoing commitment to support older people with more opportunities for independent and supported living.

1.1.3 The Cabinet Member for Adult Social Care introduced the report to Cabinet:

- This was a statement for Cabinet to agree each year and was an opportunity to engage with the care market.
- There was an aim to move the Market Position Statement to a more digital platform so those providing care could access information more easily.
- There were elements within the Statement which were repeated to allow people to “dip in” and get the information they needed.
- It was important to consider the challenges in the system, the same as in previous years, such as recruitment and retention of staff.
- The Cabinet Member for Adult Social Care acknowledged the value of people in the care sector to both the council and the people they care for.
- There was more to do, including work on improving quality of care in care homes, with an aspiration to reach 85% good rated by 2024. The Care Quality Commission would be unlikely to assess all care homes in this time frame so there would not be an official record of reassessment, although quality may improve.

- The Cabinet Member for Adult Social Care highlighted new schemes being opened which offered 124 new care homes, with one more opening in 2024 and 4 more being planned. In-home care had worked to reduce the interim care list
 - Paragraph 2.2 of the report showed the work being done with the integrated care board to identify which tasks could be provided by public health colleagues.
- 11.3 The Deputy Cabinet Member for Highways, Infrastructure and Transport acknowledged the work of NorCa (Norfolk Care Association) with care providers which was helping bring all care aspects and practices up to date, respecting people's rights and needs.
- 11.4 The Vice-Chair welcomed the Market Position Statement. He pointed out that over 70% of the Adult Social Care budget was spent on independent care providers, so working with them to give clear messages on what was expected and how care services were promoted was key. Connecting Communities and Promoting Independence would support the Council's commitment to help people to be independent for longer.
- 11.5 The Chair was pleased to see this Market Position Statement which would help provide services to residents with the goal of providing a seamless service. She was also pleased to see the progress being made in this area.
- 11.6 The Cabinet Member for Adult Social Care moved the recommendations as set out in the report
- 11.7 Cabinet **RESOLVED** to agree the draft Market Position Statement 2023
- 11.8 **Evidence and Reasons for Decision**
- N/A
- 11.9 **Alternative Options**
- N/A
- 12 Trading Standards Service Plan 2023/24**
- 12.1.1 Cabinet received the report describing Trading Standards Service Plan and associated sub-plans (as annexed to the main plan) that set out the service priorities for 2023-24, taking account of the service budget set in February 2023.
- 12.1.2 The Cabinet Member for Communities and Partnerships introduced the report to Cabinet:
- In 2023, the service responded to 65 avian flu outbreaks in Norfolk by providing foot patrols and mailshots to residents in affected areas to advise poultry keepers and prevent spread of the disease. There were 306 outbreaks in the country, meaning around one fifth of outbreaks were in Norfolk. People from other services at the council and other county councils helped with door knocking.
 - Despite the need for refocussing services, the service continued its surveillance on illegal goods such as e-cigarettes, vapes, second hand

cars and sub-standard food. Vaping was mentioned when this report was taken to the Infrastructure and Development Select Committee, as this was seen to be increasing in younger children due to marketing. A Member had asked what they could do to help; Members could put out warnings to local people at parish meetings and other places.

- Fifteen new no cold-calling zones had been put in place, bringing the total in Norfolk to 310, supporting 14,500 properties.
- There was a shortage of trading standards staff and there were people retiring from the service so 11 trainees had been supported on the qualifications pathway; in summer of 2023, trainees would sit their qualifications.
- The Plan focussed on 5 elements:
 - Responding to business and consumer vulnerabilities arising from the cost of living crisis
 - Environmental protection: ensuring:
 - businesses are supported to comply with new green legislative requirements, and
 - the service operates in a manner to support the council's net-zero ambitions.
 - Investment in the workforce to develop a resilient service: recruitment and development of Trading Standards Officers and trainee Trading Standards Officers to ensure the service has the staffing resources necessary now and, in the future, to fulfil its statutory duties and address the county council's priorities.
 - Greater integration with the Norfolk Fire and Rescue Service to realise improved services for businesses and communities and inhouse efficiencies.
 - Development of commercial services: increasing income, primarily through calibration and chargeable business advice functions to reduce reliance on grant funding.

12.2 The Cabinet Member for Economic Growth credited Cllr Proctor who had been the most senior politician in the UK raising the seriousness of bird flu during its outbreak, which businesses appreciated. He hoped that the council would lobby Government for extra funds towards the costs in dealing with this outbreak, noting that several councils had no outbreaks, bringing a significant cost to Norfolk County Council.

12.3 The Cabinet Member for Highways, Infrastructure and Transport noted the discussion of calibration, verification, testing and hire of weighing and measuring equipment which generated income for the council. The addition of the new no cold-calling zones, work on food allergen work, complaints on food standards, and work with second hand car traders to identify un road worth cars showed how the service was keeping people safe in the county and the Cabinet Member for Highways, Infrastructure and Transport congratulated them for their work.

12.4 The Cabinet Member for Public Health and Wellbeing noted that the service planned to focus on preventing sale of alcohol, cigarettes and e-cigarettes to young people, and work with the tobacco alliance and alcohol partnership. This would disrupt illegal activity in the county which put young people and all people at risk through unlicensed products. The Cabinet Member for Public Health and Wellbeing noted that illegally sold cigarettes, as well as having more unsafe ingredients, did not have self-extinguishing characteristics so had a higher fire

risk. The work in this plan aligned with the overall campaign of the council to encourage people to make healthy decisions in life.

- 12.5 The Chair agreed that the Council should be lobbying Government for money towards the costs of addressing the avian flu outbreak. She was concerned about the prevalence of vaping in young people and the ability of young people to obtain them illegally. Carrying out work in partnership with schools to address this would be beneficial.

- 12.6 The Chair moved the recommendations as set out in the report.

- 12.7 Cabinet **RESOLVED** to agree and adopt the Trading Standards Service Plan and associated Annexes set out in Appendices 1 to 4 of the report

12.8 **Evidence and Reasons for Decision**

The Trading Standards Service Plan, inclusive of Annexes I, II and III (Appendices 1 to 4 of the report), is considered to be the most effective way to demonstrate how the service intends to fulfil its regulatory/statutory responsibilities, taking into account the available intelligence, resources and the Better Together, for Norfolk priorities we are seeking to support.

12.9 **Alternative Options**

The proposed Plan and associated documents have been prepared following staff engagement and are considered to set out the most effective approach and best fit with the strategic direction of Norfolk County Council. Alternative approaches could be taken, but these would require further work to develop, may be constrained by the need to ensure we have capacity to fulfil our statutory duties, and may result in a need to secure additional funding to deliver.

13 Annual Treasury Management Outturn Report 2022-23

- 13.1.1 Cabinet received the report and the attached annex providing details of the 2022-23 treasury activities and highlighting compliance with policy and strategy previously approved by Members in relation to treasury management.
- 13.1.2 The Director of Strategic Finance introduced the report to Cabinet. This was a statutory report looking at 2022-23 treasury management activities, which Cabinet were asked to consider before consideration by Full Council.
- 13.1.3 The Vice-Chair introduced the report to Cabinet:
- This was a backwards looking report, tying in with item, 15 “Finance Monitoring Report 2022-23 Outturn”, giving an overview of treasury activities over the previous financial year and in compliance with the policy approved by Members.
 - The Council’s gross external debt as of 31 March 2023 was £893.4m, slightly lower than in 2021-22, and less than forecast. This included debt for PFI schemes and leasing.
 - The level of actual debt borrowed was less than £849m. Norfolk County Council had committed to pay the unitary charge including debt to PFI and lease payments to leasing companies, so gross external debt was higher than actual debt.

- During the year the council borrowed £10m in November 2022 at 3.56%; this was less than the planned £80m due to deferring capital projects and positive cashflow from underspend against interest rates.
- This year, 2023, the situation was different as public loans work rates were around 5%, so the Council would be attentive to reviewing capital projects and they would be subject to rigorous scrutiny by the Capital Review Board.
- Spending departments would be required to submit bids to a centrally held pool of capital.
- Appendix B of the report showed £15m had been repaid, saving £762,000 interest. Some of the debt repaid during 2022-23 had interest over 8%. Cost of carrying would continue to get lighter as higher interest payments were stripped out, creating savings of around £800,000 to £1m. However, it was possible that similar rates may be seen in the future
- Financing costs as a proportion of revenue stream was 6.46%, rising to 8.17% including MRP. This was not expected to rise substantially.
- Rising repayments and rising interest rates along with and end to a period of previously overprovided MRP had meant a repositioning of how the MRP was provided for. Use of capital receipts of £21.9m to provide for capital expenditure had now reduced MRP for future years.

13.2 The Chair moved recommendations as set out in the report.

13.3 Cabinet **RESOLVED** to Endorse and recommend to County Council the Annual Treasury Management Outturn Report 2022-23 as set out in Annex 1 of the report

13.4 **Evidence and Reasons for Decision**

The annex attached to this report sets out details of treasury management activities and outcomes for 2022-23, including:

- Investment activities
- Borrowing strategy and outcomes
- Non-treasury investments
- Prudential indicators.

The Council's Treasury Management Panel has discussed and endorsed the recommendations in this report.

13.5 **Alternative Options**

In order to achieve treasury management in accordance with the Council's treasury management strategy, no viable alternative options have been identified to the recommendation in this report.

14 **Notification of Exemptions Under Contract Standing Orders**

14.1.1 Cabinet received the report setting out exemptions to standing orders granted for the award of contracts valued in excess of £250,000.

14.1.2 The Vice-Chair introduced the report to Cabinet:

- Following the success of the bid for the bus service improvement plan funding, Norfolk County Council received £50m in funding; Norfolk was the only county in the East of England to receive this funding.
- The Council were now starting to award contracts using this funding. The first five contracts set out in the report were to improve bus services including to the Queen Elizabeth Hospital.
- The other of exemptions showed good governance as they were extensions to existing contracts and were necessary as caused by a delay in the publication of the Government's National Suicide Prevention Strategy.

14.2 The Cabinet Member for Highways, Infrastructure and Transport noted the funding received to help with bus services across Norfolk. These contracts were awarded by the Department for Transport to enhance existing bus services. There would be several schemes as part of this and this was part of this improvement.

14.3 The Chair was pleased to see that the Council had received this money from Government and that they were investing in Norfolk.

14.4 The Chair moved the recommendations as set out in the report.

14.5 Cabinet **RESOLVED**, as required by paragraph 10.b of Contract Standing Orders, to note the exemptions over £250,000 that have been granted under paragraph 10.a.ii of those orders by the Director of Procurement & Sustainability and Director of Legal Services in consultation with the Leader of the Council.

14.6 **Evidence and Reasons for Decision**

N/A

14.7 **Alternative Options**

N/A

15 **Finance Monitoring Report 2022-23 Outturn**

15.1.1 Cabinet received the report setting out a summary of the outturn position for the 2022-23 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2023, together with related financial information.

15.1.2 The Director of Strategic Finance reported that this gave the final position for 2022-23 and the information had been transcribed to meet statutory reporting requirements. The draft statement of accounts for 2022-23 had been published on 31 May 2023.

15.1.3 The Vice-Chair introduced the report to Cabinet

- This report looked back over the last year, 2022-23 and a balanced outturn had been achieved. This was achieved while managing in-year pressures in Children's Services of around £18m and having allowed for the impact of ongoing pressures as part of the 23-24 budget setting process.

- Adult Social Services and Children's Services would face increased demand and complexity of need moving forward. In the response to Cllr Watkin's question at item 7 of the agenda, it was discussed that work had been done to increase the quality of services and reduce cost of delivery through the Connecting Communities Work to deliver £18m savings.
- Elsewhere, pressure from hospital discharge would be managed by working with the ICS, and there was a rising challenge of increased financial pressure on the care market.
- Children's services, along with ongoing cost avoidance, had pressure on the home to school transport budget and cost of care budgets were its main focus.
- General reserves increased to £24.1m in line with the policy to maintain the general fund at 5% of the main budget.
- Departmental reserves and provision sat at £202.463m at year end. Adult Social Care reserves were strong, while the ability of Children's Services to offset overspend with reserves was limited. In Children's Services, the position of the Dedicated Schools Grant had improved due to the contribution towards it of the Safety Valve Project by Department for Education. Local First Inclusion, to implement this, would see elimination of the deficit of £48.77m.
- 85% of last year's target saving had been achieved. Permanently undeliverable savings had been considered as part of this year's budget.
- Slippage, deferment and removal of capital budget had meant that only £10m was borrowed in 2022-23.
- Cash balances were over £293m at the end of 2022-23, which meant interest receivable was higher than anticipated at the end of last year 2021-22.
- Lower than anticipated increased borrowing and debt being repaid at an interest rate higher than rates currently had resulted in an interest rate repayable of £24.69m
- The total capital programme was £217m; of this was £10m additional borrowing and £79m financed internally or for capital receipts. The balance of £128m came from Government and other external sources. Capital expenditure would come under increased scrutiny moving forward.

15.2 The Cabinet Member for Public Health and Wellbeing congratulated the Cabinet Member and team on bringing the budget within £70,000 of the forecast. He noted the difficult times experienced in the Covid-19 pandemic which caused disruption for the Council and residents. Bringing the council in in budget showed the rigour which had been applied.

15.3 The Chair also gave her congratulations for the finances being brought in under budget and noted that the Council were looking at how to bring Children's Services under budget. She was confident that the finances would be under budget next year with the help of officers.

15.4 The Chair moved the recommendations as set out in the report

15.5 Cabinet **RESOLVED**

1. To recognise that the revenue outturn for 2022-23 is a **balanced budget after transferring £0.570m to the general fund;**

2. To note the COVID-19 funding utilised in year of **£21.572m**, and the carry forward of **£9.553m** COVID-19 funding to 2023-24 to mitigate the on-going cost pressures and risks associated with infection prevention;
3. To recognise the saving shortfall of **£4.300m**; being 85% savings delivery in 2022-23, as described in Appendix 1 paragraph 6 of the report, which has been offset by other savings;
4. To recommend to Full Council that the General Balances at 31 March 2023 be increased to **£24.410m** after a transfer of £0.570m from a contribution to General Balances and underspends in Finance General.
5. To note the expenditure and funding of the revised current and future 2023-27 capital programmes, including the (reprofiling of £126.940m from 2022-23 into 2023-24 addition of £62.938m to the capital programme to address the capital funding requirements from various external sources as set out in Appendix 3, paragraph 1.3 of the report.

15.6 **Reasons for Decision**

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

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

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

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

- Treasury management
- Payment performance and debt recovery.

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

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

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

15.7 **Alternative Options**

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

16 **Financial and Strategic Planning 2024-25**

- 16.1.1 Cabinet received the report setting out sets out the framework for how the Council will approach budget setting for 2024-25 to be read in conjunction with the 2022-23 Financial Outturn report at item 15.
- 16.1.2 The Director of Strategic Finance stated that this was a forward-looking report starting the budget setting process for 2024-25.

- 16.1.3 The Vice-Chair introduced the report to Cabinet:
- This report represented the start of the budget setting process for 2024-25.
 - The Finance Team had been working on efficiencies with departments and the first budget challenge would be held in July 2023.
 - It would be important to look at ongoing operational costs with total savings required representing a significant sum given the pressures highlighted in the report.
 - It was previously thought that funding from the Department for Levelling Up Housing and Communities would be for the life of the Medium-Term Financial Settlement however last year, the local government finance settlement was for only one year, impacting on the council's ability to plan ahead. Major changes in long term funding reform were unlikely in the near future.
 - Assumptions on growth of pressures and savings were set out in tables 1 and 2 of the report and gaps were highlighted in table 8.
 - This year, the council was looking within a whole council context of savings targets, with a minimum target of £10m outside of the frontline within operational service departments by implementing insights gained in the strategic review.
 - An estimated £25m demand driven demographic pressures consistent with previous years pressures emerged as part of the budget setting process, however this would be held centrally to be drawn down in the case of competitive business cases drawn up by spending departments.
 - Capital commitments were now subject of challenge of the Capital Review Board. Including MRP for every £50m borrowed would at 1% to council tax so a maximum amount to be borrowed would be held centrally, to be bid for by spending departments, including a new review of the councils spending and asset activities.
 - Spending departments had been asked to focus on and mitigate cost pressures and look for new savings.
 - The medium-term financial settlement ran to 2027-28 and showed a gap of £145.211m. This was not materially larger than previous figures.
 - The robust and well-tried budget process of the council meant that a balanced book had always been achieved so far. A gap was seen each year as funding did not keep up with increased costs.
- 16.2 The Chair noted that this report set out the challenges for 2024-25 and she had confidence that the team would put together a balanced budget. One year of funding settlement made planning ahead difficult for the Council.
- 16.3 The Chair moved the recommendations as set out in the report.
- 16.4 Cabinet **RESOLVED** to
1. To consider the overall budget gap of £126.522m included in the Medium Term Financial Strategy (MTFS) set by Full Council in February 2023, and agree:
 - a. the gap of £46.216m to be closed for 2024-25; and
 - b. the extension of the MTFS by a further year (to 2027-28), adding a further £18.689m to the gap and resulting in additional pressure assumptions to be addressed and leading to an overall gap for planning

- purposes of £145.211m over the next four years. (Section 2 of the report).
2. To review the key budget risks and uncertainties as set out in this report. (Section 10 of the report).
 3. To consider the principles of the proposed approach to budget setting for 2024-25, noting that there may be a need for flexibility within both the process itself and the assumptions applied, and agree:
 - a. the process and indicative timetable set out in Section 3 of the report, including the proposed consultation process for 2024-25.
 - b. that there should be a detailed review of cost pressures and growth already provided within the Budget (including 2023-24 inflation provisions) against actual costs experienced to identify any opportunities for budget reduction.
 - c. the minimum savings targets allocated to each Department to be found (Table 8 of the report), and that these will be kept under review throughout the budget process.
 4. To approve the initial budget virements for 2023-24 as set out in Appendix 1 of the report, reflecting budget transfers for whole services between departments as a result of the Strategic Review, while noting:
 - a. The virements do not change the overall Council Budget.
 - b. That there will be further 2023-24 budget virements as a result of the Strategic Review, which will be reported for approval as required later in the year through regular financial reporting to Cabinet.

16.5 Evidence and Reasons for Decision

Please see section 5 of the report

16.6 Alternative Options

Please see section 6 of the report.

17 Norfolk County Council Local List for Validation of Planning Applications 2023

- 17.1.1 Cabinet received the report advising them of the consultation to the draft Local List for the validation of planning applications and present a revised Local List to be adopted.
- 17.1.2 The Head of Planning introduced the report to Cabinet:
 - The draft Local List was used for validation of all planning applications received by the planning authority. It was not exhaustive and set out the minimum level to set out a planning application to take to determination.
 - Information should be proportionate to the scale of the development, relevant, necessary and link to material considerations.
 - The validation process was a tick box exercise and not a critical assessment of the proposal and did not preclude the county planning authority asking for additional information.
 - The list had been significantly reformatted, and the main changes were for minerals and waste developments and for county council developments. In each there were additional comments made for biodiversity and net gain due to a change of legislation, net zero carbon to demonstrate how

proposals would put in place measures to achieve this target, and nutrient neutrality to show appropriate measures are in place.

- The department had consulted widely, and comments and feedback received were attached for Cabinet's consideration.
- This information was also considered by the Infrastructure and Development Select Committee in May 2023.

17.2 The Chair moved the recommendations as set out in the report.

17.3 Cabinet **RESOLVED** to

1. To formally adopt the Norfolk County Council Local List for Validation of Planning Applications 2023
2. That authority be delegated to the Head of Planning Services, to make future amendments to the Local List in response to any relevant new legislation, policy and guidance introduced within the 2-year review period

17.4 **Evidence and Reasons for Decision**

Please see section 4 of the report

17.5 **Alternative Options**

Please see section 5 of the report.

18 Planning Obligation Standards 2023

18.1.1 Cabinet received the report which set out the 2023 Planning Obligations Standards, supporting the County Councils Better Together for Norfolk priority for infrastructure to be in place to support housing development, inward investment, and sustainable growth.

18.1.2 The Cabinet Member for Highways, Infrastructure and Transport introduced the report to Cabinet:

- These standards had been in place since 2000 and determined what the Council could seek in monetary or land obligations from housing developers to mitigate impacts from new developments including education, green infrastructure and fire hydrants. The highway authority responded directly to planning authorities.
- Each planning application was assessed on a site-by-site basis and only required mitigations were sought.
- Planning obligations were secured through section 106 agreements set out in the report for education mitigation for early years, primary, secondary or sixth form expansion of provision, land for new schools, library mitigation for expansion of book stock, library expansion or new build libraries, green infrastructure to improve public rights of way, monitoring fees to fund monitoring of agreement sites and highways improvements directly through the highway authority.
- Planning obligations standards had been secured from 462 housing developments.
- The 2023 review took an evidence-based approach with officers from across departments to review the costs sought. Education and library costs were found to be lower than needed to introduce infrastructure and

it was proposed that they were increased in line with national guidance and neighbouring county councils

- The following changes were proposed to be made to the Standards 2023:
 - To seek planning obligations for Special Educational Needs and Disabilities (SEND) places
 - Increase the cost per place for education places in alignment with government multipliers and County Councils in the region
 - The inclusion of minimum and maximum land requirement for new school sites
 - The addition of text detailing school capacity. Detailing that a range of factors are considered, including total number of places, permitted development within the area and numbers on roll to ensure sufficient capacity within schools
 - Increase the cost associated with libraries infrastructure in alignment with government guidance and County Councils in the region
- Amendments would ensure that S106 were sought effectively to address the impact of developments on services and allow infrastructure to be provided for new and existing residents. Amendments also gave greater certainty around what the council could seek from new housing developments of 20 houses or more.
- This updated policy was taken to the Infrastructure and Development Select Committee who recommended it for approval.

- 18.2 The Deputy Cabinet Member for Highways, Infrastructure and Transport asked about the threshold for Special Educational Needs and Disabilities collection of 100 dwellings, which she felt seemed high. The Executive Director for Community and Environmental Services **agreed** to look into whether this was a threshold applied locally or a national requirement, and ensure it was correct.
- 18.3 The Vice-Chair noted that the report showed that a future levy for home to school transport was being considered, which would support the cost of this budget.
- 18.4 The Cabinet Member for Adult Social Care noted the impact of large developments on communities and infrastructures they relied on; contributions around new schools were noted however contributions on the pupils in the schools would be welcomed.
- 18.5 The Deputy Cabinet Member for Adult Social Care also noted the demands of new developments on communities and asked if negotiations for contributions towards health provision was part of this policy. The Executive Director for Community and Environmental Services noted that this specifically looked at formal obligations on the Council but would continue to discuss this aspect with planning authorities and work with the Cabinet Member for Public Health and Wellbeing. The Cabinet Member for Public Health and Wellbeing added that health partners could be encouraged to look at this with the support of the Council.
- 18.6 The Cabinet Member for Highways, Infrastructure and Transport noted the increased costs sought through planning obligation standards which were deemed fair and in line with others across the region.

- 18.7 The Chair noted the importance of working with district councils on new health provision, who would have plans to put in place for new doctors and dentists.
- 18.8 The Cabinet Member for Children's Services felt that work could be done with developers to ensure land was released for health to build provision at an earlier stage, as well as with health colleagues to ensure they built modern health centres for residents and took up land when it was provided.
- 18.9 The Chair moved the recommendations as set out in the report.
- 18.10 Cabinet **RESOLVED** to approve for the Planning Obligation Standards 2023 to be adopted from 5 June 2023.

18.11 **Evidence and Reasons for Decision**

The increased costs sought through the 2023 Planning Obligations Standards will support the County Council to continue to deliver infrastructure in the right places to benefit Norfolk residents. The increased costs are deemed to be fair, reasonable, and align with government guidance and costs sought by County Councils from across the region.

18.12 **Alternative Options**

The alternative option would be to continue with the County Council's existing Planning Obligations Standards (2022), however, if the evidence-based costs for education and libraries are not increased there is a risk that the required infrastructure in Norfolk may not be able to be delivered.

19 Disposal, acquisition and exploitation of property

- 19.1.1 Cabinet received the report setting out proposals aimed at supporting Norfolk County Council priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County.
- 19.1.2 The Cabinet Member for Corporate Services and Innovation introduced the report to Cabinet:
- There were 9 proposals in the report, 2 of which were for re-use and others of which were related to properties which were surplus to Council requirements.
 - The proposals also included an opportunity for for further commercialisation to bring in revenue to the council by leasing 2 floors of County Hall
- 19.2 The Cabinet Member for Public Health and Wellbeing noted the proposal for Norfolk and Suffolk Foundation Trust to move into County Hall, where the Integrated Care Board was also based. This campus of public bodies would help the council to be integrated with health and social care. Health partners deciding to move here would help make a difference by establishing trust and relationships between services.
- 19.3 The Chair moved the recommendations as set out in the report. Cabinet

confirmed that they would not discuss the contents of the exempt appendix and therefore would not exclude the public from the meeting, however they confirmed that accepted the figures within this exempt appendix.

19.4 Cabinet **RESOLVED**

1. To acknowledge the permanent acquisition of 37.6 hectares (93 acres) of County Farms Estate land, temporary use of a further 39.9 hectares (98.5 acres) and the temporary use with permanent rights acquired of another 9.1 hectares (22.5 acres) by National Highways in accordance with Compulsory Purchase provisions in support of the A47 Blofield to North Burlingham Improvement Scheme.
2. To formally declare the individual land parcels at Banningham Road, Aylsham surplus to County Council requirements and:
 - (i) Instruct the Director of Property to dispose of the land parcels to the adjoining owners, or
 - (ii) In the event of no satisfactory agreements instruct the Director of Property to dispose of all or remaining land parcels on the open market.

In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.
3. To formally declare the Land at Saxon Way, Dersingham (2020/023A) surplus to Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.
4. To formally declare 18 Kings Arms Street, North Walsham (1074/011) surplus to Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.
5. To agree to the granting of a lease of floor 6, County Hall, Martineau Lane Norwich NR1 2DH to Norfolk and Suffolk NHS Foundation Trust on the agreed terms.
6. To agree to the granting of a lease of floor 7, County Hall, Martineau Lane Norwich NR1 2DH to Norfolk and Suffolk NHS Foundation Trust on the agreed terms.
7. To formally declare the Land at Main Road, Rollesby (6017/100 & 6017/104) surplus to Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.
8. To formally declare the Additional Land at Hall Lane, South Wootton (2072/011), edged red on plan, surplus to Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.

9. To formally declare the Land at Main Street (2101/011 & 11A), Wormegay surplus to Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.

19.5 Evidence and Reasons for Decision

Please see section 4 of the report

19.6 Alternative Options

Please see section 5 of the report

20 Appointments to Internal and External bodies

- 20.1.1 Cabinet received the report detailing that authority to appoint to internal panels/boards/working groups and external bodies had been delegated to the Leader of the Council.

- 20.1.2 The Chair stated that the list of these appointments was still being finalised and would be appended to the minutes of the Cabinet meeting once agreed.

- 20.2 Cabinet **RESOLVED** to note that the Leader is in the process of making appointments to the appropriate joint committees, internal panels/boards/working groups and external bodies, consulting with Group Leaders as to their appointees, where appropriate. The final list of appointments will be circulated following the meeting.

20.3 Evidence and Reasons for Decision

The Council has delegated authority to the Leader of the Council to appoint to the internal and external bodies.

20.4 Alternative Options

N/A

21 Reports of the Cabinet Member and Officer Delegated Decisions made since the last Cabinet meeting

- 21.1 Cabinet **RESOLVED** to **note** the Delegated Decisions made since the last Cabinet meeting

22 Exclusion of the Public

- 22.1 Cabinet **RESOLVED NOT** to exclude the public.

23 Disposal, Acquisition & Exploitation of Property: Exempt Appendix 1

- 23.1 Upon resolving item 19, Cabinet **RESOLVED** to accept the figures included in the exempt appendix. Cabinet did not discuss the contents of the appendix due

to them being exempt from public disclosure.

The meeting ended at 11:39

Chair of Cabinet

Cabinet
5 June 2023
Public & Local Member Questions

	Public Question Time
6.1	<p>Question from Anthony Cain Have the department considered purchasing or leasing a JCB Profile Pro machine, so that it could speed up Pothole repairs. I ask this question as the number of potholes increase by the day on Norfolk roads and potholes that are repaired are done to a very low standard.</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport We are aware of the JCB Pothole Pro system and we do maintain a careful eye on emerging technology. We have not engaged with JCB to explore this further at this stage. Our maintenance teams have been utilising alternative innovative methods for pothole hole repairs such as spray injection patching. This alternative has been operating in Norfolk for several years and is a proven, quick, effective and reliable method to repair potholes, and complements the existing patching resource utilised routinely via our supply chain.</p> <p>In addition to spray injection patching, we are also trialling an alternative thermal method for surface patching which if it proves advantageous could also be deployed to repair potholes.</p>
6.2	<p>Question from Paul Hill Why is the council going ahead with LTNs? Having just heard on the local news that Norfolk County Council are planning to trial LTNs.</p> <p>I must strongly protest over this decision, it is an attack on public freedoms and has no place in this country.</p> <p>These schemes are being forced onto people up and down the country and they are undemocratic.</p> <p>It seems that the council has forgotten that they work for the people not the other way round. We tell you what we want you to do and we do not want LTNs, 20 minute neighborhoods, 15 minute cities, ULEZ or anything else that has come from the WEF.</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport There are currently no plans to introduce any Low Traffic Neighbourhoods in Norfolk. The future development of a scheme like this anywhere in Norfolk, would follow full consultation with locally elected representatives, the local community and other key stakeholders.</p> <p>We are currently reviewing the evidence for, and potential benefits and disbenefits of low traffic neighbourhoods - based on experience and feedback from across the country. However, this work is at a very early stage and there are no plans at the current time to undertake preliminary design or consultation on any scheme.</p>
6.3	<p>Question from Eleanor Laming Cabinet agreed the Norfolk County Council Climate Strategy on 10 May 2023. How do the priorities outlined for decarbonisation of Norfolk's transport sector align with</p>

	<p>the closure of the Postwick Park and Ride, which if reinstated using a suitable business case and sufficient advertising would contribute to reduction of carbon emissions?</p> <p>Response from the Cabinet Member for Environment and Waste / Highways Infrastructure and Transport</p> <p>We fully recognise the role that the Park & Ride service, including that from Postwick, can fulfill for our Climate Strategy. This must be measured against the comparatively low patronage that Park and Ride has experienced post-pandemic and re-opening the site and service would add up to £200k to the subsidy that Norfolk County Council have had to find since the pandemic to open and run the other sites. We have every intention of re-opening the site once passenger numbers on the P&R service as a whole have recovered to 75% of pre-covid levels, which will ensure that we have sufficient funds to run all the sites.</p> <p>Supplementary Question from Eleanor Laming</p> <p>Why did the bid for Bus Service Improvement Plan Funding in 2022 not include a funding request to help reinstate Postwick Park and Ride?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport</p> <p>A key criteria for Bus Service Improvement Plan funding, set by the DfT was that it could not be used to subsidise services that had been commercially viable and were now struggling and at risk of withdrawal. As the P&R service was commercially run by the bus operator before the pandemic, the funding and therefore the Plan could not be used to reinstate the Postwick P&R service.</p>
6.4	<p>Question from Benedict Gallagher</p> <p>This question particularly affects Norfolk because it relates to excess deaths amongst Norfolk residents that requires explanation.</p> <p>In response to a recent parliamentary question the government has declined to investigate the cause of excess deaths, see https://questions-statements.parliament.uk/written-questions/detail/2023-05-22/186120. This government response is attracting scathing criticism from healthcare experts.</p> <p>With central government failing dying Norfolk residents will the council commission independent research to investigate, without fear or favour, the reasons for excess deaths to help prevent them?</p> <p>Response from the Cabinet Member for Public Health and Wellbeing</p> <p>Thank you for your question.</p> <p>The Council regularly reviews death rates and the causes behind deaths – you can find information on our JSNA eg PowerPoint Presentation (norfolkinsight.org.uk) and State of Norfolk and Waveney health report 2022 (norfolkinsight.org.uk). The former of these two will be updated in the coming months as the data becomes available.</p> <p>Supplementary question from Benedict Gallagher</p>

Does the council acknowledge that during the pandemic central government announced daily death rates for people who died within 28 days of a positive covid test, but does not do the same for excess deaths today, despite them often being at comparable levels?

Response from the Cabinet Member for Public Health and Wellbeing

Thank you for your question.

The Government currently announces daily death rates for people who died within 28 days of a Covid 19 test on a weekly basis.

Cabinet
5 June 2023
Local Member Questions

	Member Question Time
7.1	<p>Question from Cllr Brian Watkins Back in January last year, the Conservative administration approved a decision to spend £6 million on Newton Europe consultants to transform Norfolk's adult social care services, and to save up to £50 million over five years. The move was criticised by Liberal Democrats and other opposition groups at the time. What evidence can you currently provide that the use of expensive consultants is being vindicated, and is proving to be money well spent by the Council?</p> <p>Response from the Cabinet Member for Adult Social Care Thank you for your question</p> <p>The programme called Connecting Communities, which brought on board Newton Europe, has begun to deliver real change through a new model of care and a refocus on early help and prevention. For example, the impact can be seen in the following:</p> <ul style="list-style-type: none"> • Better response times for people calling us through our 'front door'. Our lines are always open and our practitioners are helping more people straight away, reducing pressure on our community care teams • More people are receiving reablement support in their homes from our Norfolk First Support Team. This has increased from around 5000 new starts a year when we began the programme to over 7300 a year. • Our changing approach – re-emphasising strengths based working – is showing early signs that more people are able to stay in their homes with alternative support, rather than residential care • Using our data differently, we are offering people at risk of a fall preventative services, through partnership with public health, the fire service, and voluntary sector <p>Staff have worked incredibly hard to embrace changes particularly over the pressured winter months.</p> <ul style="list-style-type: none"> • As reported to Cabinet in April, we delivered a near £1m savings in 22/23 against a plan of £2m. This short-fall against original planning reflected the later start time of the programme. In the current year, based on our latest delivery profiles we are expecting to catch up and have targeted £9.7m across all our changes this year. We are currently still on track to achieve the £18m recurrent saving in the future which will mean a cumulative c£55m benefit over the first five years of the Programme. Rigorous monitoring of performance is being undertaken to ensure new ways of working are embedded and are sustainable for the future. <p>Second question from Cllr Brian Watkins Norfolk continues to receive a raw deal from the Government's levelling up schemes, with its funding, delivery and allocation being heavily criticised in a recent</p>

	<p>cross party parliamentary report. There has been little or no feedback on why some bids for levelling up cash have been rejected, and there appears to be too much emphasis on one-off short term initiatives. Once again, the County is in danger of being left behind. What role does the Cabinet member think that the Council can play in trying to address these challenges and to secure a better deal for Norfolk in the longer term?</p> <p>Response from the Leader and Cabinet Member for Strategy and Governance Norfolk continues to pursue every opportunity to secure much-needed funding for programmes and initiatives that will add value to the county and improve the lives of residents, communities and businesses. We have, and continue to lobby government to expand the criteria for projects and to take a longer term view of what will benefit a place. That said, we believe strongly that we should move from a position of having to bid for a broad range of funding opportunities at ongoing cost to us and no guarantee of success, to an allocation of growth funds for Norfolk. This is why we are pursuing a devolution deal for Norfolk, to secure more un-ringfenced and flexible funding, that could and should include Levelling up funds as others have done before us, and to strengthen Norfolk's voice and influence in Whitehall. And that is why colleagues from across the political spectrum should be supporting devolution and the County deal and the best possible deal for Norfolk.</p>
7.2	<p>Question from Cllr Lucy Shires NHS England's 2015 Report, 'Future in Mind' set out a vision for improving support for children and young people with mental health problems. Since then efforts have been made to expand access to services, but the Covid-19 pandemic significantly slowed progress and there are growing concerns that funding is not reaching the frontline fast enough. Of particular concern is a lack of early intervention and prevention support. Can the Cabinet member outline the current picture across Norfolk and give an assurance that children and young people's mental health is not becoming a 'cinderella' service alongside the growing pressures on other important NHS services?</p> <p>Response from the Cabinet Member for Children's Services As a system we recognise the importance of working with partners across the system to ensure the emotional wellbeing and mental health needs of our children and young people are met holistically. Many of our services are developed and co-delivered with children, young people, families, Children's Services and VCSE partners. Despite the pandemic, Norfolk & Waveney ICB has continued to increase funding and improve access to children and young people's mental health services, increasing funding from £23m (2018/19) to a planned spend of just under £35m (23/24).</p> <p>In 2019 NHS England published the Long-Term Plan, and there were a number of commitments made in relation to improving children and young people's mental health services which was supported by a significant increase in funding. Key areas of focus within the NHS Long Term Plan for improvement were: Increasing access through early intervention, Eating Disorder Services and Crisis Services. Locally this has resulted in:</p> <p>Mental Health Support Teams in Schools (MHSTs) (£3,055K + £800k (April 24) - N&W has mobilised 8 MHSTs across N&W with another 2 planned for January 2024. Each MHST supports around 20 schools and 500 children, providing early</p>

intervention for mild to moderate needs, promotes a whole school approach supporting mental health champions in schools and identifies children and young people who require more specialist support. By January 2024, 50% of schools across N&W will have access to an MHST, and there is an ambition to increase this to 100% coverage.

Increasing funding to VCSE organisations (£4852K) - N&W is committed to working with a range of VCSE partners and recognises the important role they play, particularly in addressing the holistic needs of children, young people, and their families. Key funded partners include MAP, Ormiston Families, YMCA, MIND, LGBTQ+, NANSA and Fresh Start New Beginnings. Our VCSE partners are funded to see approximately 4000 children and young people each year

Integrated Front Door (£800K) - N&W is in the process of developing an Integrated Front Door (IFD) for all emotional wellbeing and mental health support. We have currently mobilised phase 1 which enables children, young people, families, and professionals to request support through Just One Norfolk or Just One Number. The model provides a stepped approach of self-help, advice & guidance, and therapeutic support, building resilience into the system and ensuring everyone gets the right support the first time.

Eating Disorders (£3478K) - It is recognised that early intervention for individuals presenting with an eating disorder is critical to delivering positive outcomes and a full recovery. As a result, NHSE published an Access and Waiting Time Standard to ensure 95% of all children and young people were in treatment within 1 week for urgent presentations and 4 weeks for routine. The pandemic had a significant impact on children and young people, and in particular those presenting with an eating disorder. Presentations and acuity increased dramatically, both locally and nationally. N&W focussed on developing an all age eating disorder strategy to ensure we had the right services and capacity to meet the demand. Over the last four years the ICB has invested an additional £2.4m into children and young people's eating disorder services and the teams are now delivering an exceptional service

Funding has:

- Increased capacity within the team
- Developed a new Avoidant Restrictive Food Intake Disorder (ARFID) service which accounts for about 1/3 of all eating disorder presentations
- Developed an Intensive Day Service "The Lighthouse" which provides an alternative to admission and intensive support so children and young people who are very unwell.
- Embedded mental health practitioners on acute paediatric wards to support children and young people if they are admitted for medical stabilisation.
- Trained and upskilled teams and the wider system
- Commissioned a disordered eating service, where eating is a primary concern, but there isn't a diagnosable eating disorder.

Crisis Services - A key commitment within the NHS Long Term Plan is to ensure all children and young people have access to 24/7 crisis provision. N&W ICB has invested an additional £500K into the CYP Crisis team, £300K into embedding mental health practitioners onto acute paediatric wards, £200K into an expedited pathway for CYP presenting in A&E with self-harm.

	<p>Key development priorities for the future include:</p> <ul style="list-style-type: none"> • Developing an All Age Urgent and Emergency Care Strategy • All Age mental health liaison service (assessments and support in A&E) • Integrated Practice Model between Children's Services and health, to risk assess and care plan children with complex needs presenting in crisis • Intensive Day Service • 72 short stay provision for children presenting in crisis • Parent / carer support • VCSE offer
7.3	<p>Question from Cllr Steffan Aquarone</p> <p>It was recently reported that Norfolk County Council is considering closing its reablement centres at Benjamin Court and Grays Fair Court. These centres provide a vital service for people who are well enough to come out of hospital, but who still need extra support before returning home. The closures could also result in the loss of 86 jobs. What assessment has been conducted to determine the effect these closures will have on local health and care provision and the effect on the residents who rely on such settings to recover fully?</p> <p>Response from the Cabinet Member for Adult Social Care</p> <p>Thank you for your question.</p> <p>The proposed change through our consultation with staff is about re-purposing our reablement service to be home-based rather than in-patient based.</p> <p>The staff at Grays Fair Court and Benjamin Court are highly skilled and highly valued and we are really keen to retain them and their expertise. There are a range of options available to them including some opportunities for promotions, or to remain working in housing with care, as well as posts working in home-based reablement. We are not proposing to make redundancies</p> <p>Since Covid, demand for home-based reablement has increased and this is why we are proposing tailoring our service to provide more support in this way, with the NHS focusing on in-patient support for people with higher medical needs. Our current bed based reablement is not set up to deal with such medical needs and this has led to falling occupancy levels at both sites. There have been many changes in health and social care, and particularly in the out of hospital care in recent years. The NHS has been able to increase its community based care for people with medical needs, leaving hospital for example through virtual wards and therapy-led recovery in community hospitals. Much of this provision wasn't there when we set up our beds in Grays Fair and Benjamin Court.</p> <p>Our role as adult social services is to concentrate on supporting people in their homes – which is why we have expanded our NFS service, as a result of these changes the service will be able to support 1,500 more people in 2023.</p>
7.4	<p>Question from Cllr Paul Neale</p> <p>The one million trees promise, commenced in November 2019, is so far behind with only 249,000 planted. This leaves 751,000 to be planted in the next 2 planting seasons. The recent announcement to create a new country park or parks with</p>

500,000 trees is welcome, but has only come about as it seems this Conservative administration has been asleep at the wheel and has just woken up at the final corner. Can the Cabinet member guarantee that land will be found and purchased, trees planted and access measures including public transport will be in place for these country parks?

Response from the Cabinet Member for Environment and Waste

The current total of trees planted is now 276,293, a figure which shows very positive progress, despite losing two planting seasons due to the pandemic. In terms of the plan to create new country parks, this has been in development for some time. For such a significant project much research and due diligence is required to ensure that the case is strong enough to put to Cabinet, something which I hope to be able to do soon.

Officers are currently working to identify land in suitable locations that already have strong transport links including walking and cycling. We will ensure that the land will also be the correct grade and will not take land out of active agricultural production. In addition, we are exploring working in partnership with Forestry England through a lease option agreement. This would de-risk delivery as they have confirmed they have both the resource and capacity to deliver 500,000 trees planted by March 2025.

Supplementary question from Cllr Paul Neale

About a quarter of the trees and shrubs planted along the route of the Norwich Northern Distributor Road died resulting in 3,000 trees needing replanting and probably some of them have since died.

Could the cabinet member give me the number of the 249,000 that have been planted to date (out of the target of 1million) that have died and what is the management plan for history to not repeat itself?

Response from the Cabinet Member for Environment and Waste

The trees planted by the 1 Million Trees project have been delivered through a wide range of initiatives. A significant proportion have been planted by groups and individuals outside of NCC either through partnership work or tree schemes where we have supplied trees to be planted on private or community-owned land. For these trees we ask that the parties commit to maintenance and to taking part in follow-up surveys so we can monitor success. This is a condition of receiving any trees through NCC.

We also provide much guidance regarding planting and maintenance to ensure that people have sufficient information for the trees to thrive. Regarding the planting on NCC-owned land, we take measures when planting to maximise success. Early feedback has suggested that this has been beneficial. However for the last season's planting, which accounts for at least 55,000 of the total, it is too early to report on success. We have a programme of monitoring previous years' planting which we will share later this year when complete. Whilst we endeavour for all our planting to survive and thrive, there is inevitably a degree of loss to external factors outside our control. Last year saw unprecedented hot weather and drought and we expect this to have had some effect on survival rates. We will know more after the monitoring data is gathered later this year.

7.5

Question from Cllr Jamie Osborn

Government research warns that one in ten childcare providers are facing closure, and more than half are struggling to cover their costs. Can the Cabinet Member tell me if there has been an assessment of the risks of childcare providers closing and the potential impacts on the Norfolk economy as well as developmental outcomes for children? I would like to stress that the additional Government funding announced in March will not necessarily help, and may even worsen the situation, as many childcare providers receive a rate for “funded” hours that is lower than what it costs them to provide the childcare.

Response from the Cabinet Member for Children’s Services

Working families will be supported through an extension of the funded childcare on offer, which doubles the support currently in place. The intention is to enable families to stay in work, make childcare more affordable and more accessible, reduce the barriers preventing some parents from going back to work and keep the economy growing. The budget also included confirmation that there will be £204m additional funding this year (from Autumn 2023), increasing to £288m by 2024-25. The actual amount each local authority will receive is yet to be disclosed. Current information from DfE suggests the average will be around £8.00 per hour for 2-year-olds and over £5.50 for 3- and 4-year-olds. Norfolk usually receives an amount below the national average. The current formula methodology is the outcome of annual consultations with providers offering the funded entitlement. The grant received via the Early Years Block from central government is allocated to maximise the base rates to all providers, apply supplements where certain criteria are met, retain a minimum contingency, and remain affordable to the council. The formula approach must also be compliant with statutory guidance issued and monitored by DfE.

Providers can access both a SEN Inclusion Fund (SENIF) and Early Years Pupil Premium (EYPP) to support children where their observations indicate that a child may benefit from additional support. The aim of SENIF is to support providers to secure better outcomes for children. The funding is available to all providers offering funded places and in 2022-23, £1.298m was paid to those that applied. EYPP aims to close the attainment gap between those that attract the funding and their peers. In 2022-23, £0.580m was paid directly to providers for children meeting the national criteria, and where they collected the necessary information for the local authority to complete eligibility checks. There is also funding for children with more complex / medical need or an agreed EHCP. This funding is also paid directly to providers and in 2022-23 £0.756m was passed to settings.

We monitor closures and risk of closures to ensure that we can meet our statutory requirement to secure sufficient funded early years provision for families. Timing of setting closures are often organised to enable governance, families, and staff to plan to minimise impact. Unexpected closure usually occurs because the business cannot legally operate, for a variety of reasons. Where closures happen, we can offer a brokerage service to help families in their search for alternative childcare. In addition, through our Early Years and finance teams we offer, grant opportunities to support sustainability, development, quality, and inclusion, provide communication on existing funding streams to ensure additional funding opportunities are not missed, provide subsidised training programme to assist with mandatory training and CPD and a recruitment website to enable them to advertise vacancies. We

	<p>always encourage settings to engage with the early years team as soon as possible to seek support when issues occur.</p> <p>Second question from Cllr Jamie Osborn</p> <p>In February, the NWL planning application was suspended indefinitely. Now it has been delayed again, with no explanation as to the reason. Please can the Cabinet Member provide a comprehensive list of the risks to the project associated with the delay in the planning application, and the associated cost impacts?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport</p> <p>The reporting of the NWL project and the associated planning application submission have been delayed as we are awaiting a decision from DfT approving the Outline Business Case. Risk is considered within the project risk register that is discussed at project board meetings, member group meetings, and is copied to you (Cllr Osborne). You will hopefully be aware from the forward plan that we plan to bring a report to the July meeting of Cabinet to provide a project update.</p>
7.6	<p>Question from Cllr Matt Reilly</p> <p>There are continuing concerns about the safety of students and incidence of harassment around the UEA. A petition has been started to reverse the part time street lighting so students and others can feel safer. Will the cabinet member agree to leave the street lights around the university on in future and join me in meeting students to discuss their concerns?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport</p> <p>Part Night Lighting was introduced in response to ongoing energy cost rises, our commitments to cut carbon and CO² emissions and to reduce our contribution to light pollution. More recently we have seen a steep increase in our energy and ongoing maintenance costs putting more emphasis on the need to introduce and maintain saving initiatives such as PNL. All our initiatives are fully assessed to ensure that they consider the safety and security of our residents.</p> <p>The process used to determine which roads were suitable at the time of implementation, and the mechanisms used to review such decisions, is balanced and justified. The process assesses the safety of users of the highway and implications to crime and disorder and at the time consultations were carried out with residents, the police and other emergency services in which we received little to no adverse comments which would lead us to retain lighting throughout the night in this area.</p> <p>If the residents feel strongly that the lighting in the area should no longer be on a part night light regime, it is recommended that these concerns are raised at their local Safer Neighbourhoods Action Panel or 'SNAP' meeting. Residents can ask for their concerns to be put on the meeting agenda and discussed and if Norfolk Police indicate that they believe crime has increased as a result of part night lighting, this can be reviewed by Norfolk County Council.</p>
7.7	<p>Question from Cllr Chrissie Rumsby</p>

	<p>Will the cabinet member explain her intended approach to using rapidly developing AI in the light of the increasing debate over its use and efficacy?'</p> <p>Response from the Cabinet Member for Corporate Services and Innovation We see the use of Artificial Intelligence (AI) as a complementary technology to assist our staff with administrative activities and decision making rather than as a replacement. We will continue to proactively evaluate all available AI opportunities to improve the quality and efficiency of our services, building on the intelligent automation approaches which are already well established across the Council. We will risk assess any new approaches to ensure risks to data security or decision making accuracy are fully understood</p>
7.8	<p>Question from Cllr Mike Smith-Clare The message from across Norfolk is our roads are in a poor state and the county council is not listening to local residents. Residents increasingly report they feel the county council takes little notice of their views and makes remote top down decisions only changed through dispute rather than discussion. Councillors close to communities affected by decisions and elected to reflect local views don't have a structure through which they can properly influence decisions. Doesn't the cabinet member for highways agree it is time there were joint arrangements involving district and county councillors at district level so local views and priorities can be properly taken into account in future?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport The County Council maintains the highway in accordance with the Transport Asset management Plan (TAMP) and is the Council's strategic approach that identifies the required allocation of resources for the management, operation, and maintenance of the highway infrastructure for future needs. This method has served Norfolk well with the County performing highly in the annual national road maintenance survey.</p> <p>To help deliver the objectives of TAMP, there are a number of ways that residents can report issues with county roads which are directed to the relevant maintenance teams for inspection and ordering of remedial works. The best way to do this is via the website report a problem page.</p> <p>With regard to larger scale highway projects, the County Council works closely with stakeholders to consider local views and encourages responses as part of individual consultation processes.</p>
7.9	<p>Question from Cllr Brenda Jones Can the cabinet member outline future plans for Benjamin Court and Gray Fairs court?</p> <p>Response from the Cabinet Member for Adult Social Care Thank you for your question.</p> <p>As set out above in the answer to the question from Cllr Stefan Aquarone, we are proposing to re-purpose our reablement services to be home-based rather than in-patient services.</p>

	<p>Both Grays Fair and Benjamin Court have other services on site which will continue. Both sites offer potential for alternative health and social care uses so it is our intention to work with partners to explore other opportunities.</p>
7.10	<p>Question from Cllr Terry Jermy A young 15 year-old Thetford resident tragically lost his life recently following a collision with a car. This follows the death of another resident just a few years ago on the Mundford Road and other incidents locally that have resulted in cyclists and pedestrians being injured.</p> <p>Can the Cabinet Member confirm what he is doing to address road safety issues in areas such as Thetford where members of the public are now obviously very concerned?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport? It is distressing to hear of this recent tragic incident and of other traffic crashes which occur on the highway network. Norfolk County Council receives accident data from the police where an injury has occurred and routinely reviews the number, severity and causation of accidents across the county to determine whether engineering intervention is required. I will arrange for you to be contacted directly with regards to concerns in Thetford.</p> <p>You will also be contacted shortly concerning the ongoing programme of Road Safety Community Fund schemes which will be delivered in South Norfolk and Breckland in 2024/25, requesting your input on where funding could be directed within your division.</p>
7.11	<p>Question from Cllr Emma Corlett What advice has the cabinet member received about the risk of putting in a planning application for the Norwich Western Link before the funding and OBC for the NWL have been approved and has accepting that advice led to the item being slipped another month on the cabinet forward plan?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport The advice from the officers involved in the delivery of the NWL is very clear and has informed our decision making regarding the timing of reporting to Cabinet. Until a funding decision is confirmed by DfT (ie approval of our Outline Business Case), and therefore without being able to demonstrate that funding has been established, it would not be prudent to commence with formal statutory approval processes (that includes the planning application, compulsory purchase orders and side road orders). As set out in the response to Cllr Osborne's question, you will hopefully also be aware from the forward plan that we plan to bring a report to the July meeting of Cabinet to provide a project update.</p>
7.12	<p>Question from Cllr Maxine Webb Whilst it is welcome that the cabinet is considering imposing a levy on developers for SEND school places, how does using the number of children with EHCPs as the measure for determining developer contributions align with the DfE Safety Valve</p>

	<p>agreement and Local First Inclusion which is underpinned by the council's ambition to reduce the numbers of EHCPs?</p> <p>Response from the Cabinet Member for Children's Services</p> <p>Whilst it is welcome that the cabinet is considering imposing a levy on developers for SEND school places, how does using the number of children with EHCPs as the measure for determining developer contributions align with the DfE Safety Valve agreement and Local First Inclusion which is underpinned by the council's ambition to reduce the numbers of EHCPs?</p> <p>There is a technical aspect to this which requires us to use EHCP data in a specific way now. However, this measure has recently been introduced and we do expect it to evolve over time as the 'real world' application of it develops and, in this way, we believe that there will be ways to ensure that it assists rather than works against our Local First Inclusion programme in the context of the DfE 'safety valve' investment.</p> <p>Therefore, the technical aspect is as follows. The levy being proposed is based on the overall pupil population and determines those with EHCP for SEND in order to comply with the LA's statutory duty to respond to sufficiency needs, noting in particular that EHCP is required for admission to special school. This measure will be reviewed annually to adapt to the possible changing landscape but will also reflect the level of need and therefore the proportion of need amongst the pupil population.</p> <p>We will assess the pupil needs from data sources and apply a measure against the proportion of housing, which is in line with how we apply measures for other phases of education in the mainstream sector. Developing this measure will ensure the LA keeps pace with the changing SEND landscape overtime.</p> <p>Regarding implications for Local First Inclusion, we will determine the use of the funds received to support our plans for increased specialist provision. We will review the commissioning requirement when allocating funds to any project and in time these funds will be reported within the capital SEND spending planning as the demand grows.</p>
7.13	<p>Question from Cllr Ben Price</p> <p>Last week's Climate Change Committee report showed that 9% of the UK workforce are in sectors that are expected to grow in the transition to net zero, and most notably the retrofit sector is expected to grow significantly. But this is dependent on strong signals, at regional as well as national level, of policy commitment to growing supply chains and ensuring skilled workers are in the right place. Can the Cabinet Member provide details on how training programmes for the retrofit sector are being reinforced with policy and economic strategy commitments to invest in retrofitting to provide certainty to that sector?</p> <p>Response from the Cabinet Member for Environment and Waste</p> <p>Our climate strategy sets out seven key themes, one of which is <i>promoting a green economy</i>. In Norfolk this will include not just retrofit but benefitting from green tourism, from electric vehicle sales and maintenance, and from the offshore wind energy being generated off our coastline.</p>

I am pleased that Norfolk is already substantially ahead of the national average in the number of MCS-certified renewable energy installations being undertaken in homes, which is a sign of market confidence in retrofit, especially for households that are not on the gas grid. We and partners aim to further improve confidence through a number of measures, including:

- Our own programme of retrofit, which will include in the contractual arrangements a requirement for the prime contractor to work with both its supply chain and skills providers on skills and apprenticeships
- The £350,000 *Fast Followers* funding awarded to the Norfolk Climate Change Partnership by Innovate UK to support public awareness of low carbon adaptation opportunities and stimulate the supply chain
- The Norfolk Investment Framework funding of a retrofit skills programme

Second question from Cllr Ben Price

Located within the night-time economy area, the SOS bus helps reduce A&E visits, provides onsite sanctuary to vulnerable users of the night-time economy and is estimated to save the ambulance service around £270,000 annually. Does the Cabinet Member agree with me that if this service is lost it will lead to more cost pressures at the N&N hospital, also potentially putting lives at risk and will they represent those concerns to the CCG?

Response from the Cabinet Member for Public Health and Wellbeing

Thank you for your question.

Norfolk County Council do not run this service but our Public Health Team does make a contribution to its cost and has committed funding until March 2025. Norfolk CCG's were abolished a while ago with responsibility being transferred to the Norfolk and Waveney Integrated Care Board (ICB) and I will happily forward your comments on to their Chief Executive.

Cabinet

Item No: 8

Report Title: Improving outcomes – an integrated approach to establishing Mental Health Collaboratives for Adults, Children and Young People

Date of Meeting: 03 July 2023

Responsible Cabinet Member: Cllr Bill Borrett, Public Health and Wellbeing; Cllr Penny Carpenter, Children's services; Cllr Alison Thomas, Adult Social Care

Responsible Director: Sara Tough, Executive Director of Children's Services, Debbie Bartlett, Executive Director of Adult Social Services

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 24 April 2023

Executive Summary

We are committed to achieving better outcomes and wellbeing for people across Norfolk and Waveney, through driving integration between health and social care so that services are less fragmented and better designed and organised around the people who use them.

Nationally, there is commitment to develop mental health collaboratives which bring together providers, commissioners and wider partners to achieve the very best possible outcomes for people.

Over the past year Norfolk County Council, the Norfolk and Waveney Integrated Care Board, NHS providers and partners have worked together to develop thinking on a collaborative approach to improve mental health outcomes for children and young people and adults. The Adults Collaborative will have a particular focus on dementia, depression, and delirium.

The setting up of two system-wide Health Collaboratives – one for adults and one for children and young people – has been agreed to help shape and drive this work. They both offer an exciting opportunity to build on current integrated working and accelerate improvements, in line with recent reforms for children's and adult's social care.

Recommendations:

Cabinet are recommended to:

- a) **Agree that Norfolk County Council actively participates in system-wide collaboratives to improve mental health for adults, and for children and young people**

1. Background and Purpose

- 1.1 The 2022 Health and Care Act established the legislative framework to promote better joined-up services. This includes a duty for all health and care organisations to collaborate to rebalance the system away from competition and towards integration.
- 1.2 Working in this way should mean that health and care providers, including voluntary sector organisations and primary care, will organise themselves around the needs of the population rather than planning at an individual organisational level, in delivering more integrated, high-quality, and cost-effective care.
- 1.3 One vehicle to help achieve this is by “provider collaboratives”, which bring parties, especially providers, together around common goals. Nationally these have tended to be traditional provider organisations, but in Norfolk and Waveney, and in other areas, wider collaboratives are emerging. This mental health focus can serve as a “template” for future collaboratives in our system around common areas for improvement.
- 1.4 Improving mental health is a top priority for the health and social care system in Norfolk and Waveney. In 2022, partners (including NCC, primary care, Norfolk and Waveney Integrated Care Board, providers, and the voluntary, community and social enterprise sector) identified the benefits of forming two system collaboratives to strengthen outcomes for good mental health – one for adults and one for children and young people.
- 1.5 The children and young people’s collaborative builds on the strong CYP Alliance (established 2019/20), building on the previous children and young people’s strategic partnership with a signed Alliance agreement in place. It has four priorities of which one is children’s mental health with an established system children and young people’s mental health executive.
- 1.6 The responsibility for the focus on transition services (18-25 years) will need to be agreed for one of the collaboratives to lead, with the ambition to converge over time.
- 1.7 Whilst both the children and young people and adult collaboratives are prioritising mental health services, they both want to include physical health outcomes and a focus on the wider determinants of health.
- 1.8 This paper outlines the process taken to develop the system-wide collaboratives for both adults and children and young people, and the benefits of our active involvement.

2. Proposal for Developing a System Health Collaborative for Children

- 2.1 The creation of a new collaborative for children presents an extremely powerful opportunity to realise the ambition that all children FLOURISH and to create a nationally leading model.
- 2.2 The intention is to look creatively and holistically at all resources across the key partners and to re-design the support model to achieve the best outcomes. The ambition includes making structural, operational, and cultural changes required to deliver community based multi-disciplinary teams working across organisations, to ensure collective support to meet the physical, emotional, and mental health and care needs of the child or young person and their family. This is a clear step beyond ‘partnership collaboration’ to a fully integrated approach.

- 2.3 Some of the key features and opportunities we want to embed within the new approach are:
- a) A focus on early intervention and prevention – moving the resource and support further upstream over time and reducing the reliance on specialist and acute support
 - b) A focus on ‘place’, looking to offer support within local communities and provide help where children, young people and families are day to day – with less reliance on specialist settings, clinics or institutions
 - c) To look holistically rather than separately at needs – resulting in strategic integration but also joined up casework for each child, young person and family and aiming for a single personalised assessment and plan in each case. It is clear that physical and mental health, education and social needs all interact and that we have greater chance of success in any area if we look at the whole – so we want to design ways of working for teams that enable that
 - d) A move away from a clinical model which focuses on diagnosis or labelling of needs to one which is rooted in community-led early help, and which exploits the capacity within children and families and communities to help themselves
 - e) An opportunity to look at the portfolio of resources across the partnership and make things more efficient and effective, sharing ‘back-office resource’ leading the staff teams together and putting the collective scale to work in the interests of children, young people and families

3. Scope of the System Health Collaborative for Children

- 3.1 Our intention is to ultimately consider all community-based support (teams, resources, and pathways) that meet the mental and physical health, education and social needs as within the scope of the new collaborative. This can only be achieved when all health, care, education, community and voluntary sector providers and system leaders (the ICB and Council) fully collaborate to improve the outcomes for our children and young people.
- 3.2 The only resources defined as ‘out of scope’ are those covered within the Adult Mental Health System Collaborative and the Regional Specialist Collaborative.
- 3.3 It is envisaged that the children and young people’s system collaborative will be established in phases over a number of years and that the scope will therefore expand as the work develops.
- 3.4 Initially, and beginning from 1 April 2023, the focus will be on the redesign of community-based support to meet mental health needs and for neurodiverse children and young people, individuals with SEND and their families. All resources and pathways in those areas will be ‘in scope’ for the first phase.

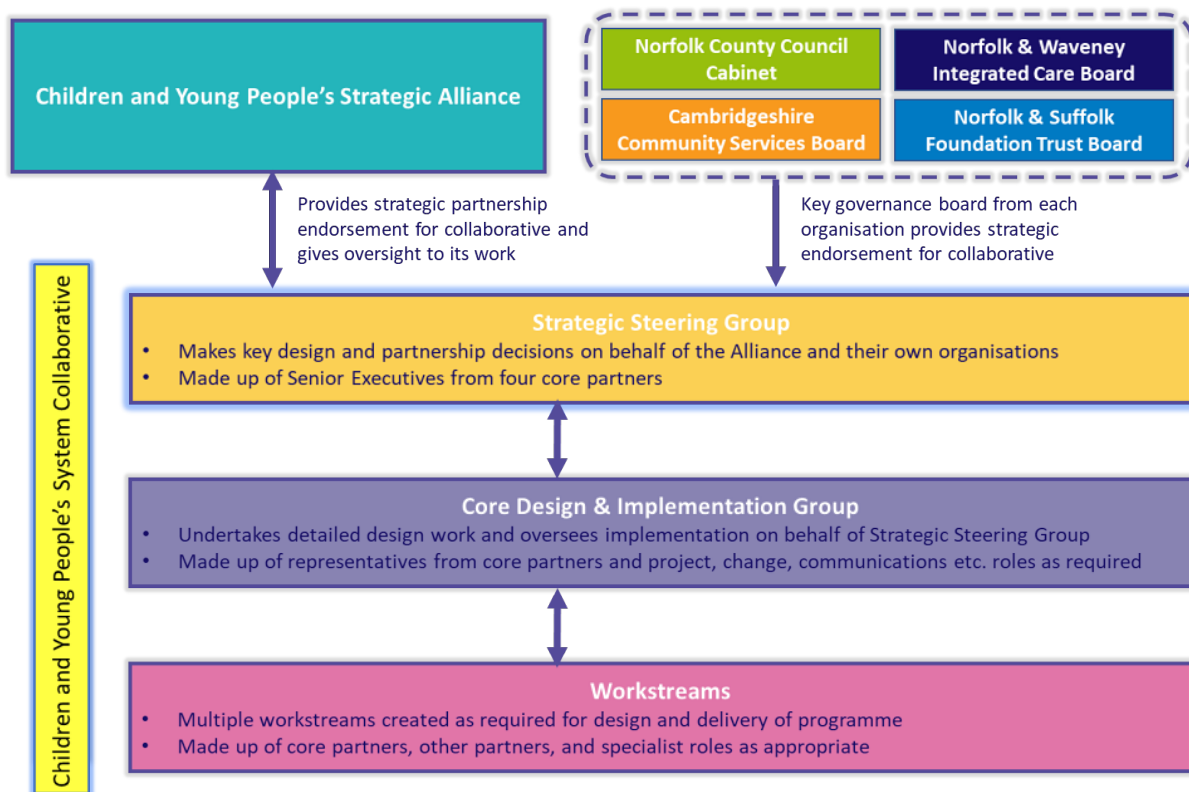
4. Governance and Delegation of the System Health Collaborative for Children

- 4.1 In order to achieve our ambitions, it is recognised that we need to create streamlined governance arrangements which empower the appropriate leaders to drive forward the new collaborative at pace. The intention of this paper is to secure such a mandate for each of the key partners to move forward. This would include integrated and co-located teams, new ways of working together, shared leadership and the sharing of caseloads.
- 4.2 At this stage the proposal does not go as far as recommending consideration of pooled budgets, formal financial delegation, formal delegation of existing accountabilities or the

TUPE transfer of staff between organisations. However, potentially as the work develops, these could become recommended options and, if so, a further paper would be taken through the partnership governance and that of the key partners for approval.

- 4.3 From a partnership perspective the existing Children and Young People Strategic Alliance will provide the strategic endorsement for the creation of the new collaborative and will have oversight of the work as it develops. Achievement of this will support delivery of the objectives within the ICB Joint Forward Plan and the Integrated Care Strategy.
- 4.4 The core partner organisations who will co-design the new collaborative are the NHS Norfolk and Waveney Integrated Care Board (N&W ICB), Norfolk and Suffolk Foundation NHS Trust (NSFT), Cambridgeshire Community Services NHS Trust (CCS) and Norfolk County Council (NCC).
- 4.6 To complete the design and implementation work, we envisage the following new governance being established. A Strategic Steering Group made up of senior executives from the core partners. This group would be empowered to work on behalf of the Alliance and their own organisations to create the collaborative and would make the key design and partnership decisions. The CYP financial resources currently deployed by the ICB, NHS England and NCC (social care and public health) would be used to transform care under this partnership model. The representatives on this group would be:
 - Executive Director Children Services, NCC
 - Chief Executive, CCS
 - Chief Executive Officer, NSFT
 - Acting Director of Mental Health Transformation, N&W ICB
- 4.7 A core design and implementation group will work on behalf of the Steering Group to undertake the detailed redesign work and to oversee its delivery on the ground. This group will have representatives from the core partners as well as project, change, communications and other programme roles as required. This group will be the engine room for the programme but will take all key design decisions/options for consideration at the Strategic Steering Group.
- 4.8 The core design group would commit to working in an inclusive way and involving strategic partners as needed. After the initial mandate is established, regular reporting on progress will take place at the Strategic Alliance. Additional opportunities will be provided for members of the wider alliance to engage with relevant detailed design work as it develops.

4.9 The diagram below provides an overview of those arrangements:



5. Proposal for Developing the Mental Health System Collaborative for Adults

- 5.1 The Collaborative for Adult mental health is at an earlier stage. The development of a system-wide collaborative to improve the health and wellbeing of adults across Norfolk and Waveney clearly demonstrates our commitment to working together in an even more integrated way to build upon our success-to-date, and strengthen trust, transparency, and collaboration between us to deliver our shared vision.
- 5.2 The Adult Mental Health Collaborative is a coalition of local partners who work together to achieve a common purpose. Initially its core membership comprises the following:
- Norfolk County Council
 - Norfolk Community Health and Care
 - East Coast Community Healthcare (ECCH)
 - Norfolk and Suffolk Foundation Trust (NSFT)
 - Norfolk and Waveney Integrated Care Board (ICB)
- 5.3 There will be active wider engagement via Place Boards, Health and Wellbeing Partnerships, Mental Health Programme Board and VCSE Assembly including, but not limited to:
- Suffolk County Council Adult services
 - Voluntary Community and Social Enterprise Organisations (VCSEs)
 - Primary care
 - Secondary Care (physical health)
 - District Councils
 - Housing

- 5.4 There is a Steering Group (Executive level) which receives recommendations from an active working group. Any recommendations or escalations will go to the Integrated Care Board.
- 5.5 Crucial to the success of the Adult Mental Health Collaborative is being able to take action together, to align resources, have mandated authority to act and be equally accountable. To do so would require strong trusting relationships between colleagues and organisations. To that end, we have developed terms of reference and partnership agreement to support the work (see Appendices 1 and 2.)

6. Scope of the Mental Health System Collaborative for Adults

- 6.1 The Collaborative's remit is to bring together colleagues from health and care to integrate services with a focus on effective operational delivery and improving the care of people using mental health services. An engagement exercise took place to ascertain views regarding priority areas:

Engagement and co-production:

During October 2022, an engagement task and finish group was established to oversee, develop, and implement our engagement on the collaboratives.

The group membership includes 3 patient and public advisors, Healthwatch Norfolk, NSFT, Norfolk County Council, voluntary sector and primary care representation with a reach that extends outside of these groups to cover all of Norfolk and Waveney.

The first output from the group has been to launch an engagement exercise, 'Let's Talk...about Mental Health', to help us understand if the priorities as identified in our adult, and children and young people's mental health strategies, 2019, are still correct. The survey ran from January 2023 to February 2023, and was open to responses from service users, staff, family, carers, and members of the public. This was mainly done via an online portal, and was promoted via existing networks, websites, health care settings and via patient and carer representatives. Overall, the spread of responses reflects a range of individual demographics and a mix of service-user, carer, family member, and staff across the system.

The qualitative data is rich in detail and has specific feedback about service lines, individual organisations and occasionally named staff members. Initial analysis is currently being shared with stakeholders from across the health and social care system and discussing these findings in more detail. In response to the findings, we will establish:

- What work we are already doing to address some of the concerns raised.
- What work we have planned to address some of the concerns raised.
- Where any gaps might be, or where we can work together and provide additional support to address these concerns.
- What the root cause of some of the issues raised might be, and what we can do to resolve these wider determinants of mental health and wellbeing.

This will inform the specific work of the collaboratives as they seek to redesign clinical pathways.

- 6.2 Further, each collaborative once established will articulate how they intend to co-produce their programmes of work and where experts by experience will feature in their governance and decision-making processes.
- 6.3 It is acknowledged there are some co-dependencies with the Children and Young People's System Collaborative. Both groups will keep each other informed to explore themes and priorities.
- 6.4 The scope for the adult mental health system collaborative is as follows:
- Building the 'case for change' for dementia provision, inclusive of delirium and depression.
 - Identifying national best practice and best definitions.
 - Given the breadth of the pathway, using a. and b. to advise on which element/s of provision are addressed first.
- 6.5 The area of focus for year 1 (23/24) have been identified as dementia pathways inclusive of delirium and depression. Specifically in relation to dementia, this is a good fit with the Norfolk and Waveney Integrated Care Systems ambition to radically improve outcomes and pathways across our aging population.
- 6.6 The following workstreams have been agreed by the working group, subject to approval.

Phase 1: Education and Upskilling of Workforce

- Diagnosing and supporting people with dementia as part of our core offer available to all.
- Staff based in primary care and community teams feel supported to both diagnose non-complex dementia, and deliver on-going support for people with dementia (and their carers) as part of their role.
- Develop and deliver a Place-based holistic multi-disciplinary approach to supporting people with dementia that can access specialist advice and guidance as required.

Phase 1: Longer Term Strategy and Oversight

- Work together differently and consider transferability of this new way of working outside dementia services.
- Sustainability; decide who will take the lead on implementing this work, both within and across organisations.
- Enable pathways to support, through opening of both specialist and core services to people with dementia and their carers / families and a smoothing out of step-up / step-down.

Phase 2: Prevention & Digital

- Explore the potential for Place-based leadership on prevention; working with HWP and Place Boards. Clarity required on system and place level focus.
- Consider health information available including training and awareness on promoting good brain health and advice on prevention of physical health deterioration with dementia.
- Consider how new digital technology could support shared care records, advice and guidance across service provision and e-referrals.

- 6.7 The adult Mental Health Collaborative is part of a much larger programme of community transformation in mental health.

7 Considerations and Risks for Both Proposals

7.1 Considerations and risks for children and young people collaboratives:

1. Currently CYP and Adults Mental Health services are commissioned separately, which potentially misses areas of co-operation and can make aligning the services challenging
2. 18-25 years provision and transition
 - a. Different services work to different age ranges, making transition between services complicated.
 - b. The distinct needs of 18–25-year-olds can be overlooked. NCC Children's services are only responsible for 18–25-year-olds if they are care leavers or have an identified SEND. The criteria for adult services is different to children's services, which may result in some people no longer receiving care
3. There is a lack of alignment of planning, development, and provision of maternity services
4. Recognising the complexities resulting from ICS and county boundaries not being co-terminous and for decision making around CYP mental health to be on a county footprint

7.2 The main risk which has been identified for adult mental health collaboratives is:

- a) Funding is not readily available for transformation of dementia services as the Mental Health Programme Board can only fund support for mental health conditions

7.3 There has been considerable work and energy on this topic in the past, but with limited progress due to resource and scale. There is a need to ensure the momentum and commitment continues.

8. Impact of the Proposals

- 8.1 Across the public sector we continue to see high levels of need within communities and demand for services. In particular, this manifests in high and increasing numbers of referrals for acute or more specialist support which leaves those specialists struggling with capacity. In turn this stifles investment in more preventative or early intervention support which we all recognise is so badly needed. We see this, for example, in the extremely high rate of referral per head of population to Children and Young People's Mental Health services in Norfolk, in high and increasing numbers of children referred for Education Health and Care Plans, the long waiting times for support and diagnosis across key pathways and in pressure on the social care system which has high caseloads and more children and young people identified with the most complex needs.
- 8.2 Alongside demand pressure, the other key challenge relates to our ability to connect our interventions together across different services. As needs become more complex it is more important than ever that health and care professionals from different backgrounds

can come together as a single team and that we can make support as easy and simple as possible to access and to understand.

- 8.3 The University of East Anglia is a world class leader in Dementia; we must utilise their expertise and learning.
- 8.4 It is recognised that although current partnership relationships are strong and there are good examples emerging of integrated work, we cannot achieve the step-change we need without deeper integration of the offer and greater ambition around collaboration.
- 8.5 The impact of the proposal will be to respond to these challenges and to create a model which succeeds in providing effective and joined up preventative support.

9. Alternative Options for Both Proposals

- 9.1 No alternative options are being suggested, other than to continue working as we are.

10. Financial Implications for Both Proposals

- 10.1 The initial establishment of these proposals do not involve the creation of any formal pooled budgets, any new formal delegation of financial responsibilities or new jointly funded services.
- 10.2 We will continue to retain responsibility for decisions relating to our funding around mental health as part of the collaboratives, plus we will be exploring a more joint and shared use of resources. This may include reviewing the use of current resources to spend them in innovative ways across the System.
- 10.2 The intention is to look at the totality of resource across NCC and its NHS partners and over time to significantly re-shape how this is deployed. As such, there is potential for more specific financial decisions to be required or pooled and shared budget to be created. Any such implications and decisions would be presented to Cabinet for consideration at the appropriate time.

11. Resource Implications for Both Proposals

- 11.1 **Staff:** As partners in the System health collaboratives, we will be actively involved in the workstreams and various task and finish groups. This will mean staff resources will be directed to this as part of their usual day-to-day activities. No additional staff resource is being requested through this paper.
- 11.2 As proposals develop specific resource implications will be considered and if necessary would come to Cabinet for consideration.
- 11.3 **Property:** None identified
- 11.4 **IT:** None identified

12. Other Implications

12.1 Legal Implications: None identified

12.2 Human Rights Implications: None identified

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

Good mental health and wellbeing is essential for everyone.

The new System health collaboratives will ensure that working together reaches and positively impacts those who need it. We will utilise relationships with communities and representative organisations and groups to ensure we are actively engaging.

12.4 Data Protection Impact Assessments (DPIA): N/A

12.5 Health and Safety implications (where appropriate): N/A

12.6 Sustainability implications (where appropriate): N/A

12.7 Any Other Implications: N/A

13. Risk Implications / Assessment

13.1 N/A

14. Select Committee Comments

14.1 NA

15. Recommendation

15.1 Cabinet are recommended to:

- a) Agree that Norfolk County Council actively participates in system-wide collaboratives to improve mental health for adults, and for children and young people

16. Background Papers

16.1 None

Officer Contact

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

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APPENDIX 1

Adult Mental Health System Collaborative Partnership Agreement

This agreement is made on the XX day of XX 2023.

1. Status and Purpose of this Agreement

1.1 We agree that:

- a) Each member of the Collaborative is a sovereign person or organisation.
- b) The Collaborative is not a separate legal entity and as such is unable to take decisions without consultation as agreed in the Collaborative Terms of Reference.
- c) One member cannot 'override' another member on any matter although all members agree to work together in line with the details of the Agreement.
- d) Once signed, this Agreement will be reviewed and renewed annually as an important step in the Collaborative agreeing its annual delivery plan and/or response to significant changes within the ICS (e.g. changes in the direction of government policy).

1.2 As a Collaborative, we have agreed to create a Partnership Agreement to demonstrate our commitment to working together in an even more integrated way to build upon our success-to-date, and strengthen trust, transparency, and collaboration between us to deliver our shared vision.

1.3 Aim of this Collaborative

- To produce and implement a strategy, the outcome and impact of which will help shape Mental Health (MH) services across Norfolk and Waveney.
- To improve and develop mental health and wellbeing in Norfolk and Waveney.

1.4 Purpose of this Collaborative

- a) Initially to review Dementia services and identify the case for change, and prioritise opportunities for change
- b) To revisit the themes of the 2019 children and young people, and adult strategies to see if they are still relevant. This includes a mental health survey taking place with patients, carers, staff and members of the public, the outcome of which will be considered with any discussion going forward.
- c) Support delivery of national and system priorities and commitments.

1.5 Key Outputs in Year 1

1. Agree how the Collaborative work together and capture the case for change
2. Make better use of limited resources to deliver support to patients
3. Learning from other networks on how they deliver services (e.g. South and North-East Essex)

4. Ensure learning from the region is included e.g. 3 Ds (Delirium, Depression and Dementia)
5. Ensure good work done in pilots can be maintained and built upon e.g. Dementia Support Service
6. Members to consider how they want services to work in the future and create and deliver a specific programme for dementia improvement
7. Members to consider, once the case for change has been made, whether to focus on all the dementia pathway, or to focus on specific areas which could include transition (not just the 18–25-year-old transition)

2. The Adult Mental Health Collaborative

2.1 We recognise the Adult Mental Health Collaborative is a coalition of local partners who work together to achieve a common purpose. Initially its core membership comprises the following:

- Norfolk Community Health and Care (NCHC)
- East Coast Community Healthcare (ECCH))
- Norfolk & Suffolk Foundation Trust (NSFT)
- Norfolk County Council (NCC)
- Norfolk and Waveney Integrated Care Board

2.2 There will be active wider engagement via Place Boards, Health and Wellbeing Partnerships, Mental Health Programme Board and VCSE Assembly including but not limited to:

- Suffolk County Council Adult services
- Voluntary Community and Social Enterprise Organisations (VCSEs)
- Primary care
- Secondary Care (physical health)
- District Councils
- Housing

3. Our remit and principles

3.1 The Collaborative's remit is to bring together colleagues from health and care to integrate services with a focus on effective operational delivery and improving the care of people using mental health services.

3.2 It is acknowledged there are some co-dependencies with the Children and Young People's System Collaborative. Both groups will keep each other informed to explore themes and priorities.

3.3 We will adhere to the following principles:

- a) collaborate and co-operate with integrity and respect.
- b) be accountable to each other.
- c) ensure open and transparent communication, discussing major concerns or issues openly, exhibiting clarity where conflicts of interest arise, and working together to realise opportunities relating to any joint undertakings.
- d) deploy appropriate resources to support collaboration and coproduction.
- e) act in a timely manner, recognising the time-critical nature of joint activity and respond accordingly to requests for support.
- f) make 'best for our population' decisions. Work collaboratively to deliver person centred, sustainable, high-quality care and service outcomes for people using mental health services.

- g) adhere to statutory requirements and best practice. Comply with applicable laws and standards including procurement rules, competition law, data protection and freedom of information legislation.
- h) manage stakeholders effectively.
- i) develop capacity and opportunity for greater integration, including joint management/leadership.

4. Resource

- 4.1 We recognise the strength of the Collaborative is in its ability to work together to deliver outstanding seamless care, irrespective of organisational boundaries and geographic jurisdictions. In determining and managing delivery of our outcomes, we actively support seeking and embracing opportunities to integrate what we do and how we do it (examples may include joint posts, common ways of working, sharing of data, estate, IT).
- 4.2 Where appropriate and a strong evidence-based case is made, we support ceding agreed resource to the Collaborative to promote delivery of our shared ambition as defined in the Collaborative annual delivery plan. Resource may include (but not to be limited to) funding, workforce, data, estates, and technology. In doing so, it will be clear what resource is being ceded, by whom, and why (to achieve what outcome over what period).
- 4.3 For clarification, this sharing of resources could be to support the delivery of this programme of work, and the delivery of services for individuals as needed.

5. Entry for Additional Partners

- 5.1 We acknowledge that additional partners may wish to become a party to this Agreement so that they may benefit from our integrated way of working.
- 5.2 Any decision to allow an Additional Partner to become a party to this Agreement shall be determined by the existing Partners at a meeting of the Collaborative. The Partners shall consider a range of issues in making this decision but as a minimum standard each Additional Partner shall adhere to the relevant resource commitments (Section 4).

6. Shared risks and rewards

- 6.1 We agree to jointly share risks and rewards from the integrated working agreed by the Collaborative.

7. Withdrawal from the Partnership

- 7.1 If the Collaborative becomes aware of any potential withdrawal by (or the dissolution or abolition of) any Partner, the Partners at a meeting of the Collaborative shall undertake a risk assessment considering all relevant factors including but not limited to:
 - the impact and viability of the agreed integrated way of working
 - the integrity and reputation of the Collaborative
 - the costs implications for the remaining Partners.

DRAFT for discussion

Signed:..... *[Name & Role]*

- General Practice member

Signed:..... *[Name & Role]*

- On behalf of NCHC

-

Signed:..... *[Name & Role]*

- On behalf of ECCH

Signed:..... *[Name & Role]*

- On behalf of Norfolk & Suffolk Foundation Trust

Signed:..... *[Name & Role]*

- On behalf of Norfolk County Council

Signed:..... *[Name & Role]*

- On behalf of Suffolk County Council

Signed:..... *[Name & Role]*

- On behalf of Norfolk and Waveney Integrated Care Board

Signed:..... *[Name & Role]*

- VCSE member

Signed:..... *[Name & Role]*

- District Council member

Signed:..... *[Name & Role]*

- Housing member

Terms of Reference for Adult Mental Health System Collaborative

Review date for ToR:
October 2023

What is the aim?

To develop and implement the strategic direction of areas within the Adult Mental Health Transformation programme that would benefit from collective focus.
To shape the integration of MH services, with a focus on effective operational delivery and improving mental health and wellbeing in Norfolk and Waveney.

APPENDIX 2

What is the purpose?

- Identify opportunities to work collaboratively, using available data, intelligence and insights, that focus on improving mental health and wellbeing; initially reviewing dementia services.
- Consistently using a system-wide perspective when considering how to deliver more integrated, high-quality cost-effective care.
- Support delivery of national and system priorities and commitments. This includes the outcome of the current mental health engagement that is revisiting the themes of the 2019 adult strategy.

How will the Collaborative operate?

Membership:

- N&W ICB Director
- Norfolk & Suffolk Foundation Trust
- Norfolk Community Health and Care
- East Coast Community Healthcare
- Norfolk County Council

Chair to be agreed amongst membership

Active wider engagement:

via Place Boards, Health and Wellbeing Partnerships, MH Programme Board and VCSE Assembly including but not limited to :

- Suffolk County Council Adult services
- VCSE
- Primary care
- Secondary Care (physical health)
- District Councils
- Housing

Interdependencies:

- Work of the CYP MH System Collaborative
- Mental Health Programme Board
- SNEE MH transformation progress
- Regional direction
- National legislation and guidance

Outputs:

- Wider partners may be invited to attend to support specific agenda items
- Notes and actions will be taken at each meeting
- Working Groups to be created by this Collaborative for discrete pieces of work
- Flexible use of resources

Agenda to include:

- Delivery Group Updates
- Areas of Concern from Attendees
- Areas of Opportunity from Attendees
- Network / Regional Updates

To note inaugural meeting to include:

- Agree Terms of Reference
- Election of Chair

Quoracy and cadence:

- For the meeting to be quorate 50% attendance and the Chair and/or aligned ICB Executive Director
- To meet monthly

Governance:

- Make recommendations for approval and identify items for escalation to ICB Board
- Provide routine updates as required and specifically to ICS EMT
- Membership empowered to decide on effective operational delivery such as integrated and co-located teams, new ways of working together, shared leadership and the sharing of caseloads.

Cabinet

Item No: 9

Report Title: Transport for Norwich – Update on Progress

Date of Meeting: 07 July 2023

Responsible Cabinet Member: Cllr Graham Plant (Cabinet Member for Highways, Infrastructure & Transport)

Responsible Director: Tom McCabe (Executive Director of Community & Environmental Services)

Is this a Key Decision? No

If this is a Key Decision, date added to the Forward Plan of Key Decisions: n/a

Executive Summary / Introduction from Cabinet Member

Norwich is one of the fastest growing cities in the UK, is one of the largest centres of employment in greater south-east England and contributes more than £3 billion per annum to the national economy, making the city an important focus for the region. The transport strategy for Norwich is one where Norwich and the strategic growth areas around it will become a place to thrive because affordable, shared, clean, active and accessible travel are the first choice for journeys. Sitting alongside the countywide Local Transport Plan and Climate Change Strategy, this puts carbon reduction and better air quality at the heart of supporting a growing economy, strengthening communities and reducing our impact on the environment.

Over the past five years, the County Council has been very successful in both bidding for and being awarded external funding, principally from government departments. This has reinforced the strong reputation of the Council as a local authority that delivers on the ground, at pace, through strong, collaborative relationships with transport providers and a wide range of stakeholders. Our success in delivery of the Transport for Norwich programme has acted as a springboard to securing significant funding from government for other initiatives such as zero emission buses and our Bus Service Improvement Plan, all of which strongly support our Local Transport Plan, Environment Policy and Norfolk Climate Strategy. Some of the most recent successful external funding awards include:

- £46m of Phase 1 and 2 Transforming Cities Funding (TCF) – our bid for Norwich was one of only 11 other cities across the country, we were the first local authority to deliver a scheme on the ground and are well positioned compared to other cities in terms of completion of our agreed programme;
- £14.7m of Zero Emission Bus Regional Area (ZEBRA) funding for electric buses, with an additional £21m investment from First Bus, which is a major boost to our ambitions to have a net zero transport system in Norfolk and will mean that Norwich will have one of the largest, full-electric bus depots in England. This funding has given us a fantastic opportunity to work closely with one of our biggest bus operators to invest in transport for Norfolk at this critical time for us in tackling congestion, carbon emissions and poor air quality;
- £49.6m of Bus Service Improvement Plan funding awarded in November 2022, which was one of the highest allocations in the country, with many local authorities failing to secure any funding at all. Strong progress has already been made delivering early elements of our BSIP and bus patronage is increasing;
- £5.7m of countywide Active Travel Funding (ATF) over four phases, which is delivering improved environments for walking, wheeling and scooting. Norwich displays higher-than-average walk and cycle to work trips (compared to surrounding districts and the national picture) and this continues to show an upward trend;
- £1.1m of funding from government through the Local Electric vehicle Infrastructure (LEVI) pilot for installation of around 80 electric vehicle chargers across Norfolk and installation of 46 electric vehicle charge points in Norwich as part of a pioneering partnership between the County Council and UK Power Networks.

In 2022, the County Council was also confirmed as one of only three Zero Emission Transport City (ZETC) cities in the UK, along with Oxford & Bristol.

Norwich and the strategic growth areas around it are important for people and businesses across a large area. This means that the successes in Norwich around carbon reduction, improving air quality, growing the economy, strengthening communities and reducing our impact on the environment has a positive impact across a much wider area so that Norfolk is well placed to identify, respond and take a leading role in preparing for the future.

As a local authority, Norfolk County Council can help shape local climate action in a way that reflects the unique characteristics and priorities of Norfolk. Our new Climate Strategy outlines how we seek to do this through the delivery of 7 focus areas and the delivery of the Transport for Norwich programme positively contributes towards this, with particular focus on reducing county-wide emissions from transport and promoting a green economy through engagement and collaboration. This is clearly evidenced through the measures set out in this report reducing carbon reductions by more than 80,000 tonnes.

This report provides an update on the recent delivery of the TfN programme along with related sustainable transport initiatives that are underway and highlights the success the County Council has in securing funding and delivering on the ground.

Recommendations:

- 1. Cabinet notes the success of the County Council in bidding into various pots to deliver the Transport for Norwich strategy; and agrees to continue to press Government for funding to deliver infrastructure improvements both in Norwich and across the wider County.**

1. Background and Purpose

- 1.1 Transport for Norwich (TfN) is a partnership between Norfolk County Council, Norwich City Council, Broadland District Council and South Norfolk Council and is based around the delivery of the TfN Strategy, which puts carbon reduction and better air quality at the heart of supporting a growing economy, strengthening communities and reducing our impact on the environment. This fully supports our Local Transport Plan, which seeks to achieve the County Council Environmental Policy target of working towards carbon neutrality by 2030 through changes to our transport network and working with users on how they choose to travel. The delivery of the Transport for Norwich programme also positively contributes towards the Norfolk Climate Strategy, with particular focus on reducing county-wide emissions from transport and promoting a green economy through engagement and collaboration.
- 1.2 Funding to deliver highway improvement schemes across Greater Norwich under the TfN Programme comes from a range of different sources including the Department for Transport (DfT), Active Travel England (ATE), Department for Environment, Food & Rural Affairs (DEFRA), developer contributions and local growth funds. The most recent funding awards include the Transforming Cities Fund (TCF), Zero Emission Bus Regional Area (ZEBRA) and the Active Travel Fund (ATF). The County Council has also been nominated as one of three Zero Emission Transport City (ZETC) cities in the UK.
- 1.3 The A1270 Broadland Northway (formerly Norwich Northern Distributor Road) provides a high-quality dual carriageway route to the north of Norwich, which has taken traffic out of the city centre and the northern and eastern suburbs, allowing reallocation of road space to bus priority, cycling and walking as set out in this report. The proposed Norwich Western Link that will link the western end of the Broadland Northway to the A47 west of the city has key objectives of encouraging and supporting walking, cycling and public transport use and

reducing the impacts of traffic on people and places within the western area of Greater Norwich.

- 1.4 This report provides an update on the recent delivery of the TfN programme.

2. Proposal

Transforming Cities Fund

- 2.1 The Department for Transport awarded Norwich £32m capital funding through Tranche 2 of the Transforming Cities Fund (TCF) and was one of only 12 cities across England to receive funding. This built on an initial award of £6.1m of funding from Tranche 1. In total, over the two tranches of TCF funding, £65m has been invested in sustainable and active travel in Norwich, which includes an investment of £18m from First Bus in 70 new zero emission buses. Norfolk County Council's successful application was based on a vision to invest in clean and shared transport, creating a healthy environment, increasing social mobility and boosting productivity through enhanced access to employment and learning.
- 2.2 There are over 30 schemes in total within the TCF programme, which cover a wide range of elements that include bus lanes, cycle lanes, widened footways and new crossings, traffic signal priority for buses, wayfinding and improvements to the public realm.
- 2.3 Despite funding being awarded to Norfolk in September 2020 towards the start of the pandemic, we have evidenced a strong track record of delivery against our original programme, achieved through the close, well-established contracts we have in place with our delivery partners. There are 12 schemes fully complete, 1 currently being built and 6 that have received approval and are ready to be constructed. All other schemes are being developed for delivery over the coming months. We were the first UK city awarded TCF funding to deliver a scheme on the ground and are well positioned compared to other cities in terms of completion of our agreed programme.
- 2.4 The construction of a 3m sealed surface on the Marriotts Way has provided a, shorter, more direct route for those walking and cycling, avoiding a section of the route that was frequently muddy and flooded. This new section is now the dominant route in that area.

Marriotts Way



Before



After

- 2.5 The Thorpe Road contraflow bus lane aimed to improve journey times to the rail station and city centre for those travelling by public transport or cycling along this busy corridor. This scheme has had a very positive impact, reducing bus journeys by nearly 2 minutes, a 32% reduction, with no notable impacts on general traffic.



- 2.6 Works in Tombland have dramatically improved the quality and look of the area and made it more accessible. This is now a popular meeting point in the city and an attractive location to socialise over an outdoor drink or meal.

Tombland



Before



After

- 2.7 Our success in delivery of the TCF programme has acted as a springboard to securing significant funding from government for other initiatives such as zero emission buses and our BSIP, all of which strongly support our Local Transport Plan priorities and objectives. All of these initiatives are closely interlinked so that they are fully complementary, maximising benefits. For example, new zero emission buses delivered through the ZEBRA programme will be operating along routes that have benefitted from new bus lanes where journey times have reduced and are more reliable through the TCF programme. A further example is the introduction of new and more frequent bus services through the BSIP programme that will also benefit from new, zero emission buses and reduced, more reliable journey times.

Zero Emission Bus Regional Area (ZEBRA)

- 2.8 The DfT invited local authorities to submit expressions of interest in receiving funding to become a Zero Emission Bus Regional Area (ZEBRA). In partnership with First Bus, a successful business case was initially submitted for 15 zero emission single deck buses, along with associated vehicle charging infrastructure. An upgrade to the electrical grid in Norwich is being delivered separately. The DfT then invited all cities that had been successful in receiving funding to apply for further funding if they were in a position to do so. A further submission was then made, again in partnership with First Bus, and funding for an additional 55 double deck buses and associated charging infrastructure was secured. In total, £35.7m has been secured from DfT (£14.7m) and First Bus (£21m) for 70 zero emission buses, which will be operational in Greater Norwich by March 2024. The provision of additional bus lanes through the TCF programme have been fundamental to securing this level of investment in Norfolk from the public and private sector.
- 2.9 The ZEBRA programme will improve transport for the user by delivering a step change in the transport user experience through the provision of modern, comfortable, accessible and safe buses that provide visual and audible information. These attributes are consistent with outcomes outlined in our

Norfolk BSIP has enabled our BSIP to 'hit the ground running' and establish a firm foundation to build upon. This gives Norfolk a head-start in terms of better understanding the challenges of introducing zero emission buses and supporting infrastructure to inform future Government support for zero emission bus roll-out, one of the ZEBRA programme objectives.

- 2.10 We are continuing to work with bus operators across Norfolk on the introduction of greener buses, as set out in our Bus Service Improvement Plan (BSIP), which has the aim of 90% of buses in Norfolk being Euro V, VI or zero emission by 2027.

Active Travel Fund

- 2.11 Grant funding through the Active Travel Fund (ATF) is available as capital and revenue to support local authorities with providing improved walking and cycling facilities, delivering behaviour change initiatives and providing staff with the necessary skills to promote active travel. This is now administered through Active Travel England (ATE), which is the government's Executive Agency responsible for making walking, wheeling and cycling the preferred choice for getting around. The ATF is closely linked to the Local Cycling and Walking Infrastructure Plans (LCWIPs) being developed across Norfolk, which aim to increase levels of walking, wheeling and cycling, helping to create a modern, well-connected active travel network that gives people more alternatives to travelling by car. LCWIPs are already in place for Norwich, King's Lynn and Great Yarmouth and an LCWIP covering the whole of Norfolk is being developed.
- 2.12 The County Council has a strong track record of securing ATF funding, with the level of funding secured increasing with each submission made to government, representing some of the highest levels of funding compared to similar authorities across the country. Regarding revenue funding, we were awarded £657,000 from the Active Travel Capability Fund to design, develop and deliver new active travel schemes and initiatives. The bid included projects to engage with schools and workplaces to encourage walking and cycling, working with community cycle clubs and providing grants for e-bikes and e-cargo bikes. The funding is also being used to provide training to staff around shaping active travel projects and campaigns and monitoring impact. Regarding capital funding, we were awarded £955,000 from Tranche 3 of the ATF and £2.9m from Tranche 4.
- 2.13 The types of capital funded schemes being delivered range from new pedestrian and cycle crossings costing £200,000-300,000, to the provision of new cycle lanes and modifications to highway junctions costing more than £500,000. All schemes are designed through engagement and consultation with local residents, councillors and wider stakeholders.

- 2.14 ATE have worked with local authorities to review their capability to deliver active travel schemes. Ratings range from 0 to 4, and the Norfolk was awarded a rating of 2, which is described as having 'Strong local leadership, with clear plans that form the basis of an emerging network with a few elements already in place'. This puts Norfolk in a good position for accessing future funding and we will be working with ATE and partners to raise our rating, which is reviewed on an annual basis.

Bus Service Improvement Plan

- 2.15 In April 2022, Norfolk County Council was awarded £49.5m, made up of £30.9m capital and £18.6m revenue, to deliver the following key objectives of the Bus Service Improvement Plan (BSIP):

- Rebuilding and increasing passenger confidence in bus travel;
- Providing a green and sustainable transport offer;
- Having a public transport network that is the first-choice for most journeys for existing and new customers;
- Having a simple, seamless and affordable fares and ticketing offer.

- 2.16 It should be noted that this level of funding was one of the highest allocations in the country, with many local authorities failing to secure any funding at all. Strong progress has been made delivering early elements of our BSIP, which has included:

- Delivering a new transport interchange at North Walsham (see picture below), which was the first BSIP capital scheme delivered in the country;
- A countywide bus ticket covering all bus operators;
- A new customer charter for all bus operators;
- A summer marketing campaign focussing on days out by bus, which was shortlisted in the Local Government Chronicle Awards;
- Engagement with concessionary pass holders encouraging them back on the bus;
- Developing a single brand for promoting sustainable transport across Norfolk – Travel Norfolk.



- 2.17 A number of new bus services have been introduced, as well as more frequent services at weekends and into the evening. Examples include new bus services linking Norwich Airport with the rail station, Carrow Road, the N&N Hospital and the University of East Anglia (UEA), as well as new late night bus services serving Wroxham, Dereham and Watton, as well as more frequent services between North Walsham and Norwich and in West Norfolk serving King's Lynn, Hunstanton and Fakenham. Initial indications are that these bus service enhancements have been well received by bus users and that increasing levels of patronage are being seen.
- 2.18 A number of bus priority schemes are being developed for Norwich, Great Yarmouth and King's Lynn. Delivery of these bus lanes is essential for the County Council to achieve our Environmental Policy target of working towards carbon neutrality by 2030.

Air Quality Grant Fund

- 2.19 Norfolk County Council was awarded just over £170,000 of funding in 2023 from the Department of Environment, Food and Rural Affairs (DEFRA) Air Quality Grant Fund. This funding will be used to create an e-cargo bike library, so that local businesses can trial using an e-cargo bike as an alternative to a van or other vehicle in Norwich. The aim of the project is to help local businesses to lower their emissions and reduce the impact of air pollution on people's health and the local environment. This project will be up and running in Summer 2023 and demonstrates further commitment to delivering our Environmental Policy.

Zero Emission Transport City

- 2.20 Norfolk County Council submitted an expression of interest to the DfT for Norwich to be part of the Zero Emission Transport Cities (ZETC) programme and was successful in being one of only three cities nationally to be selected.

The focus of this was to significantly reduce transport-related carbon emissions within Norwich city centre. We are currently in discussion with the DfT's Science, Technology and Innovation Directorate, as well as other DfT partner organisations, to explore potential avenues for funding to take these aspirations forwards.

3. Impact of the Proposal

Transforming Cities Fund

3.1 The TCF programme is forecast to reduce carbon emissions by 650 tonnes per annum and reduce air pollution in the most polluted areas of Norwich by up to 20%. This will be achieved through a range of measures including the construction of new bus lanes, new cycle infrastructure and new cycle lanes, upgrades to existing crossings and bus stop improvements. To date, we have delivered:

- Approximately 1 mile of new bus lane;
- Approximately 2 miles of new cycle infrastructure;
- Improvements to 15 bus stops;
- Upgrades to 22 crossings.

3.2 Delivery of the TCF programme continues in 2023/24 in the form of additional bus lanes, cycle infrastructure, bus stop upgrades and improved facilities for those walking and cycling.

3.3 Extensive monitoring and evaluation is being carried out as part of programme delivery, which is considering a wide range of impacts, such as changes in the number of people using active and sustainable transport modes, impacts on bus journey times and reliability, changes in use of the transport network, lessons learnt from scheme delivery and stakeholder feedback. Initial overall findings are that:

- Good use is being made of new walking and cycling infrastructure;
- Bus journey times are reduced and are more reliable;
- Impacts on general traffic are slight.

3.4 It has already been highlighted that the Thorpe Road bus lane has reduced bus journey times by 32% and that improvement works on the Marriotts Way has resulted in the upgraded route section now being the dominant route used. Other examples of positive impact include:

- Works at the Grapes Hill junction have reduced overall levels of congestion and provided a safer, off-carriageway cycle route around this busy junction;

- The bus lane on Cromer Road / Aylsham Road has reduced bus journey times by up to 33%;
- Works in St Stephens Street have provided more pavement space, improved the public realm, reduced delays to buses and significantly improved the accessibility of bus services at this busy bus interchange;
- Carriageway widening along South Park Avenue has reduced delays to bus services along this frequent and busy bus route;
- Widening of pavements, provision of continuous side road crossings and a reduced dominance of space for motor vehicles has dramatically improved the environment for those walking, wheeling and cycling;
- The Thorpe Road bus and cycle lane has created a more direct and convenient route for those cycling into Norwich, with this now being the dominant cycle route from this part of the city;
- The new crossing of the Outer Ring Road near the B&Q store has made it easier to cross for those walking and cycling and forms part of a new pedalway route being developed.

3.5 The Beryl micromobility scheme was introduced as part of an early phase of the TCF programme and was the first scheme in the UK to offer pedal bikes, e-bikes and e-scooters through a single operator. The scheme has gone from strength to strength and there are now over 100 Beryl bays across Greater Norwich and over 63,000 registered users. Other key statistics are:

- Over 2.5 million kilometres have now been ridden;
- 48% of riders have cycled more often since joining the Beryl scheme;
- 52% of Beryl users have used a Beryl vehicle to replace a car, van or taxi journey;
- Over 133 tonnes of CO₂ has been saved since March 2020.

Zero Emission Bus Regional Area

- 3.6 Securing £35.7m to enable 70 zero emission buses to operate across Greater Norwich by March 2024 is a major boost to our ambitions to have a net zero transport system in Norfolk and will mean that Norwich will have one of the largest, full-electric bus depots in England. This demonstrates the excellent working relationship we have with our bus operators in Norfolk and a firm commitment to the transition to zero emission buses.
- 3.7 All of the new zero emission buses will run through Norwich city centre, which is currently declared an Air Quality Management Area.
- 3.8 The switch from conventional diesel engine buses to electric will reduce CO₂ emissions by more than 80,000 tonnes over the next 15+ years that the buses are expected to operate, which is equivalent to taking around 4,700 small petrol cars off the road. It will also save 32 tonnes of NO_x and PM_{2.5} over the same

time period, which are the fine particles and other exhaust gasses known to reduce air quality and harm people's health.

Active Travel Fund

- 3.9 In a similar way to the TCF programme, monitoring and evaluation of the impacts of the active travel schemes will be undertaken. We have already seen through the TCF programme that new active travel infrastructure is being well used following completion of works and we anticipate the same impact from the ATF funded schemes.
- 3.10 The types of capital funded schemes being delivered range from new pedestrian and cycle crossings, to the provision of new cycle lanes and modifications to highway junctions. All schemes are designed through engagement and consultation with local residents, councillors and wider stakeholders.

Air Quality Grant Fund

- 3.11 The pilot scheme is funded for two years and will allow the County Council to accurately quantify the impact on air quality and carbon emissions of replacing van journeys, as the e-cargo bikes will provide mapping and journey data. This data will provide us with evidence which can be used for estimating the air quality and carbon impacts of future initiatives across the county.
- 3.12 Initial estimates are that the project could save over 7 tonnes of NO_x per annum by replacing diesel van journeys with e-cargo bikes. There will also be reductions in CO₂ emissions, positive impacts on health and savings in time and money for local businesses.

Zero Emission Transport City

- 3.13 We are currently in discussion with the DfT's Science, Technology and Innovation Directorate, as well as other DfT partner organisations, to explore potential avenues for funding to take these aspirations forwards.

Development of longer-term interventions

- 3.14 The delivery of highway improvement schemes across Norwich is fully aligned with the Transport for Norwich (TfN) Strategy, which has identified actions to progress the Strategy through the development of an evidence base that will allow decisions to be made on the nature of longer-term interventions to meet the policy commitments of the TfN Strategy. An initial workstream to develop a travel hierarchy for the transport network is being progressed. The work is being taken forward using the remaining funds committed for development of the TfN Strategy and is an important area of work to identify how we prioritise

the use of the transport networks. Other areas of evidence gathering are being investigated to meet the challenges of decarbonisation and air quality.

- 3.15 The recently published Norfolk Climate Change Strategy sets out our commitment to tackling climate change and achieving a new zero Norfolk, safeguarding our county for future generations. The TfN programme is a crucial part of this Strategy, setting out how the County Council is supporting county-wide carbon reduction within transport. This can be evidenced through the carbon reductions of 80,000+ tonnes of set out in this report.
- 3.16 The Norfolk Local Transport Plan 4 (2021-2036) highlights how important transport is to every person and business across Norfolk and sets out how we will make sure that transport's impacts are minimised, how we will improve air quality in towns and built up areas, and how we plan to reduce carbon emissions. Delivery of the TfN Programme is positively impacting on how people are travelling in more active and sustainable ways, supported through major scheme investment in the Broadland Northway that has enabled general traffic to be taken out of the city centre and the northern and eastern suburbs, allowing reallocation of road space to bus priority, cycling and walking / wheeling.
- 3.17 Our Electric Vehicle Strategy sets out how we can support the uptake of electric vehicle use in Norfolk and how best to evolve our infrastructure to meet the needs of those travelling in Norfolk now and in the future. This report has highlighted the significant levels of funding that the County Council is now successfully securing from government and how collaborative working is enabling us to accelerate the roll out of electric vehicle infrastructure across Norwich and more widely across Norfolk. We have secured public and private sector investment in zero emission buses for the first time and in the space of just 12 months are on-track to support the delivery of one of the biggest full-electric bus depots in England and zero emission operation of nearly 50% of the buses in Norwich.

4. Evidence and Reasons for Decision

- 4.1 This report provides an update on the recent delivery of the TfN programme. No decisions are required.

5. Alternative Options

- 5.1 Norfolk County Council has committed to achieve 'net zero' carbon emissions on its estates by 2030, but within its wider area, to work with partners towards 'carbon neutrality'. Options to achieve this will be considered whenever opportunities are presented to secure funding.

6. Financial Implications

- 6.1 Funding to deliver highway improvement schemes across Greater Norwich has been derived from a range of different sources including the Department for Transport (DfT), Active Travel England (ATE), Department for Environment, Food & Rural Affairs (DEFRA), developer contributions and local growth funds. The most recent funding awards include the Transforming Cities Fund (TCF), Zero Emission Bus Regional Area (ZEBRA) and the Active Travel Fund (ATF). At present the Transport for Norwich programme is being managed and delivered within existing budgets with no additional financial burden expected to Norfolk County Council.
- 6.2 The transport programmes presented in this report amount to around £140m investment from the public and private sector, with a significant proportion of this being in Greater Norwich.
- 6.3 Where possible, value for money assessments are undertaken that are consistent with government appraisal methodology, with the aim of developing schemes that deliver at least High Value for Money.

7. Resource Implications

- 7.1 **Staff:**
Appropriate use is being made of existing staff and framework contracts.
- 7.2 **Property:**
None.
- 7.3 **IT:**
None.

8. Other Implications

- 8.1 **Legal Implications:**
NPLaw advise on the Traffic Regulation Order noticing requirements to ensure actions taken are compliant with the legislative requirements.
- 8.2 **Human Rights Implications:**
None.
- 8.3 **Equality Impact Assessment (EqIA):**
The County Council has a duty to pay due regard to equality when exercising its public functions. In promoting the wide range of schemes set out in the TfN Programme, we have considered the potential impact on people with protected characteristics, particularly disabled and older people and parents and carers of children, and others who may have needs when using the highway network. All

schemes have an EqlA that is regularly reviewed during scheme development and delivery and following consultation and engagement.

8.4 Data Protection Impact Assessments (DPIA):

As part of any consultation and engagement processes, all personal data is removed from reports being put into the public domain. Personal data is stored and processed in line with County Council standards.

8.5 Health and Safety implications:

Health and safety implications of all schemes are considered during scheme design, delivery and post-construction.

8.6 Sustainability implications:

The schemes set out in the TfN Programme are aimed at improving the impact transport has on carbon emissions, air quality and public health. The proposals will have a positive impact on the environment by encouraging sustainable modes of transport and should help to reduce private vehicle mileage.

8.7 Any Other Implications:

None.

9. Risk Implications / Assessment

- 9.1 Risk registers are maintained for the TfN programme and for individual schemes and are reviewed on a regular basis, with any corrective actions undertaken as soon as practically possible.

10. Select Committee Comments

- 10.1 None.

11. Recommendations

1. **Cabinet notes the success of the County Council in bidding into various pots to deliver the Transport for Norwich strategy; and agrees to continue to press Government for funding to deliver infrastructure improvements both in Norwich and across the wider County.**

12. Background Papers

- 12.1 None.

Officer Contact

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

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Cabinet

Item No: 10

Report Title: Norwich Western Link Update

Date of Meeting: 03 July 2023

Responsible Cabinet Member: Cllr Graham Plant (Cabinet Member for Highways, Infrastructure & Transport)

Responsible Director: Tom McCabe (Executive Director of Community and Environmental Services)

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 4 May 2023

Executive Summary / Introduction from Cabinet Member

The Norwich Western Link (NWL) is an important part of Norfolk County Council's commitment to support its communities, businesses and the economy to thrive - by making sure the county has the infrastructure it needs.

Local communities to the west of Norwich are suffering every day from rat-running and traffic congestion on small roads that were not designed to take the volumes or size of vehicles now using them. At the same time, local businesses and the economy are being held back by journey delays and unreliable travel times, and the extra costs these create. We are being told that people don't want to walk or cycle along local roads in the area due to safety concerns linked to the levels of traffic on narrow roads, and emergency vehicles are being delayed from reaching people in urgent need.

Without intervention, these problems are expected to get worse with anticipated population and job growth in and around the city of Norwich. Assessment work has demonstrated that creating a new link between the western end of Broadland Northway and the A47, is the most effective way of tackling these transport issues.

We have a responsibility to put a priority on making sure Norfolk has the infrastructure it needs to grow successfully, and I know this is important to our residents too. We have been working hard over the last few years to develop proposals for the NWL scheme, a new 3.9 mile dual carriageway road which,

together with National Highways' project to dual the A47 between North Tuddenham and Easton, would complete a fully-dualled orbital route around Norwich.

We have made good progress on this important project, as set out in this report. We have received approval of a Strategic Outline Business Case from the Department for Transport (DfT) and have subsequently submitted an Outline Business Case which demonstrates that the NWL is a high value for money infrastructure project according to DfT criteria. Work to develop the proposals that will form the project's planning application has been the main focus for the project team over recent months. The planning application documentation will provide more detail on the design of the new road, including the viaduct across the River Wensum, the complementary sustainable transport measures, and on the environmental mitigation and enhancement measures that will form part of the NWL scheme, in order to support wildlife in the local area.

We are currently awaiting approval from central government of the project's Outline Business Case, which if approved, will give us the funding commitment we need to submit the planning application. We know other infrastructure projects across the country are in a similar position to us in this respect and, with our strong business case, there is no reason to think that this approval won't come. And my Cabinet colleagues and I, together with MPs and other partners, are continuing to push Ministers for a decision on the business case at the earliest opportunity.

In the meantime, this report recommends a sensible approach to the next steps for the project which will mean we will be well-placed to finalise the planning application documents as and when we do receive approval from central government.

I know that any delays will be disappointing to all the people that are being impacted every day by the transport issues in the area to the west of Norwich. Delivering large-scale infrastructure projects like the NWL is a complex process with many moving parts, some of which are not within our control. I remain committed to doing everything I can to provide Norfolk with the infrastructure it needs and the NWL is front and centre in this commitment.

Recommendations:

1. Note the outcomes from the pre-application consultation and the changes to the project that have resulted from the consideration of the responses received to this consultation.
2. Note the design development of the NWL scheme that has allowed planning application documents to reach an advanced stage of preparation, but the application documents cannot be finalised until a date for submission of the application has been agreed.
3. To agree that a decision to submit a planning application and to make and submit statutory Orders to the Secretary of State for confirmation (where confirmation is required), should not be made until OBC approval has been announced by Government.

4. Note that whilst awaiting a decision in relation to the OBC the project will reduce levels of activity (for a period of approximately 3 months), following which a further report will be brought to Cabinet.
5. Agree that as soon as OBC approval is received, a further report will be presented to Cabinet to seek approval to submit a planning application and to make, publish and submit the associated statutory Orders to the Secretary of State for confirmation (where confirmation is required).

1. Background and Purpose

- 1.1 The Local Transport Plan (LTP) 4 Strategy which covers the period 2021-2037 and its Implementation Plan was adopted by the County Council in 2022. The LTP strategy includes improvements to the strategic transport connections with Policy 8 stating that “Our priority will be to improve major road and rail connections between larger places in the county, and to major ports, airports and cities in the rest of the UK.” It identifies the NWL as being one of the priorities for enhancing strategic connections together with other priorities that include improvements to the major rail links to London and Cambridge, the A140 Long Stratton Bypass, the A10 West Winch Housing Access Road, and full dualling of the A47.
- 1.2 The Transport for Norwich (TfN) strategy was adopted in December 2021. It replaced the previous Norwich Area Transportation Strategy, adopted in 2004, which set out a transportation strategy for the Norwich area. The TfN strategy forms part of a wider suite of documents setting out transport policy in Norfolk. The Norfolk Local Transport Plan (LTP) covers transport policy across the whole of the county and the TfN strategy aligns with, and nests within this and provides the detail for the Norwich area.
- 1.3 The delivery of the NWL and the TfN will provide significant future transport improvements across Greater Norwich and provide a transport network that meets future demands in terms of both growth and sustainable travel options.
- 1.4 A report providing an update on the delivery of TfN is also being presented to the Cabinet meeting (July 2023). Funding to deliver transport improvement schemes across Greater Norwich as part of TfN comes from a range of different sources including the Department for Transport (DfT), Active Travel England (ATE), the Department for Environment, Food & Rural Affairs (DEFRA), developer contributions and local growth funds. The scope and successes from the most recent funding awards are summarised below.
- 1.5 The key points to note from the TfN progress report are as follows:
 - **Transforming Cities Fund (TCF):** Over the two tranches of TCF funding, £65m has been invested in sustainable and active travel in Norwich. This covers a wide range of elements including bus lanes, cycle lanes, widened footways, new crossings, traffic signal priority for buses and improvements to the public realm. We were the first local authority to deliver a scheme on

the ground and are well positioned compared to other cities in terms of completion of our agreed programme;

- **Zero Emission Bus Regional Area:** In total £35.7m funding has been secured from DfT (£14.7m) and First Bus (£21m) for 70 zero emission buses, which are anticipated to be operational in Greater Norwich by March 2024 and will be the first of their kind in Norfolk. This investment will also see Norwich have one of the largest, full-electric bus depots in England;
- **Active Travel Fund:** The County Council was awarded £5.7m of countywide Active Travel Funding (ATF) over four phases. This is delivering improved environments for walking, wheeling and scooting;
- **Bus Service Improvement Plan (BSIP):** In November 2022, Norfolk County Council was awarded £49.5m to deliver the BSIP, which was one of the highest allocations in the country, with many local authorities failing to secure any funding at all. Strong progress has been made delivering early elements of this, which includes:
 - A countywide bus ticket covering all bus operators
 - A new customer charter for all bus operators
 - A summer marketing campaign focusing on days out by bus
 - Engagement with concessionary pass holders to encourage them back on the bus
 - Developing a single brand for promoting sustainable transport across Norfolk

In addition, a new transport interchange at North Walsham has been delivered, which was the first BSIP capital scheme delivered in the country.

- **Air Quality Grant Fund:** The County Council was awarded just over £170k of funding in 2023 from the Department of Environment, Food and Rural Affairs (DEFRA) Air Quality Grant Fund so that local businesses can trial using an e-cargo bike as an alternative to a van or other vehicle in Norwich, cutting operating costs whilst lowering emissions.
- **Zero Emission Transport City:** The County Council was successful in its submission for Norwich to be part of the Zero Emission Transport Cities (ZETC) programme. As a result, it is currently in discussion with the DfT's Science, Technology and Innovation Directorate and other partner organisations, to explore potential avenues for funding to take these aspirations forwards and build on our strong track record in attracting funding for sustainable transport projects.

1.6 The draft Greater Norwich Local Plan (GNLP) is currently undergoing independent examination and if adopted (anticipated by early 2024) will replace the Greater Norwich Joint Core Strategy. Although there are no specific sites in the GNLP dependent on the NWL, the project would provide a strategic improvement to the transport network to support the planned growth within the greater Norwich and wider area.

1.7 In addition the NWL is identified in the Strategic Infrastructure Delivery Plan (SIDP) which sets out the County Council's priority infrastructure projects, its aim being to deliver projects that will provide significant economic, housing,

and jobs growth across Norfolk. The SIDP is developed in partnership with a range of stakeholders so that it aligns with the ambitions of the New Anglia Local Enterprise Partnership's Norfolk and Suffolk economic strategy and the district councils' local plans.

- 1.8 Transport East, our sub-national transport body, provide a regional voice for strategic transport issues in the east. Officers and members of Norfolk County Council have worked closely with Transport East to develop a transport strategy for the eastern region. The transport strategy sets out the challenges and opportunities in the region, Transport East's Vision, and the outcomes Transport East are seeking to achieve. The four core priorities for interventions are focussed around:
 - Decarbonising transport
 - Connecting growing towns and cities
 - Energising coastal and rural areas
 - Unlocking global gateways
- 1.9 Transport East's strategy sets out a delivery pathway to achieve each of these objectives by 2050 and identifies 12 goals against these priorities and the actions for Transport East to progress them. Alongside the Strategy is an Investment and Delivery Programme (IDP) that sets out the regional investment programme and pipeline to deliver the strategic priorities in the Transport Strategy. The IDP identifies projects that address both regional issues and projects within six core strategic movement corridors. It is a live document and process, reflecting the dynamic nature of the investment pipeline, outlining current regional priorities whilst supporting the progression of new ideas through an assessment framework to create a pipeline of projects best placed to deliver the strategy outcomes.
- 1.10 The IDP reflects Norfolk County Council's current strategic priorities in the DfT Major Road Network and Large Local Major funding programmes of West Winch Housing Access Road, Long Stratton Bypass, and the Norwich Western Link.
- 1.11 The member forum of Transport East agreed the Transport Strategy in July 2022 and this, together with its investment and delivery plan, was endorsed by the Cabinet in December 2022. The County Council continues to work with Transport East at an officer level to progress the strategy and to secure government support for investment in strategic transport for Norfolk and for the other partners.
- 1.12 National Highways are also bringing forward over £300m of major improvements to the A47. Last year, the Secretary of State (SoS) granted development consent for the Thickthorn junction improvement and the dualling of Blofield to North Burlingham and Easton to North Tuddenham sections of the A47, the latter providing a connection with the NWL. A legal challenge to the SoS decisions on all three of these schemes has since been made; and this is discussed further in Section 2.4 of this report.

2. Project Update

2.1 Scheme development

- 2.1.1 At its meeting of 4 July 2022 Cabinet received an update report outlining the development of the NWL to that time and resolved to approve the continued delivery of the NWL scheme, which included commencement of the non-statutory pre-planning application consultation and to delegate to the Executive Director of Community and Environmental Services in consultation with the Cabinet Member for Highways, Infrastructure & Transport, the authority to approve the details of an Addendum to the OBC. Since the last update report to Cabinet on 4 July 2022 key elements of work on the NWL scheme have included:
- (i) Development of the NWL scheme proposals to a position where a pre-application public consultation could be undertaken. The consultation was carried out between 15 August 2022 and 9 October 2022. Analysis of the pre-application consultation responses has been used to inform the proposals to be submitted within a planning application and supporting statutory orders. Details of the pre-application consultation are contained in Section 2.2 of this report.
 - (ii) Development of the NWL scheme design proposals that would form a planning application submission. Ecological, ground investigation, archaeological and utility surveys have been completed, with the information obtained used to inform the proposals. Commencement of certain aspects of the NWL scheme's detailed design has been used to inform the development of the Environmental Statement, which will set out the likely environmental effects of the project and will form part of the planning application.
 - (iii) Development of the essential environmental/ecological mitigation and enhancement proposals for flora and fauna identified as part of the Environmental Impact Assessment undertaken for the Environmental Statement. This has been achieved through discussion with key organisations and landowners. The work undertaken by the project team has identified additional areas beyond the mainline of the NWL for wider proposed enhancement and mitigation measures, the finalisation of which is expected to include approximately 42 acres of woodland and scrubland creation, 48 acres of woodland enhancement, 5.3 miles of hedge creation and enhancement, 45 acres of grassland creation and enhancement. Discussions regarding the opportunities for these mitigation and enhancement measures are on-going with landowners to examine the potential for entering into long term agreements to maintain the identified mitigation measures. This mitigation/enhancement is in addition to the environmental enhancement within the main line of the

NWL which is expected to include 53 acres of woodland creation and 6.8 miles of hedgerow creation that also includes new trees.

- (iv) Development of the documents that would support a planning application. The key documents include a Planning Statement, Environmental Statement, Habitats Regulations Assessment, Transport Assessment, and a Design and Access Statement. Additionally, the planning application would be supported by a Sustainable Transport Strategy that sets out the sustainable transport measures that would be delivered directly by the NWL, together with a package of wider complementary sustainable transport measures that would take advantage of the reduction in levels of vehicular traffic using local roads, once the NWL is in operation.
 - (v) Development of a draft Side Roads Order (SRO) and land acquisition Compulsory Purchase Order (CPO). This work includes developing the associated plans and schedules that will enable these statutory Orders to be made shortly after the completion and submission of the planning application. Once the statutory Orders have been made by the Council, they will need to be published (providing an opportunity for interested parties to object to them) and then submitted to the Secretary of State for Transport for confirmation. In the event that objections to the Orders are made and not withdrawn, the Orders may be subject to a public inquiry to facilitate the Secretary of State's consideration of them, prior to making a decision on whether or not to confirm the Orders.
- 2.1.2 In addition to progress outlined the above, an Addendum to the OBC, which included updated project details related to an alignment refinement and updated costs taking into account significant inflation increases, was submitted to the DfT in September 2022. The OBC and its Addendum set out the reasons why the Council believes the proposed NWL scheme should receive funding from the DfT's Large Local Majors (LLM) programme and an explanation of the five cases was set out in the June 2021 Cabinet report. However, to date there has been no Government announcement regarding approval of the OBC and as a result the Council's proposed way forward and the impacts of this proposal are set out within this Cabinet report.

2.2 Pre-Planning Application Consultation

- 2.2.1 At its meeting of 4 July 2022 Cabinet approved the commencement of the non-statutory pre-planning application consultation for the NWL scheme on the basis of the alignment reported to the meeting. The purpose of this consultation was to understand views on the NWL scheme proposals before finalising the design for a planning application submission.
- 2.2.2 The consultation provided information regarding the following key elements of the project:
 - The design of the road and its structures, including the viaduct

- Environmental mitigation and enhancement measures
- Traffic mitigation measures

- 2.2.3 The local traffic mitigation measures were developed in discussion with local parish councils and are to be included as part of the main NWL scheme. Their effects in combination with the NWL itself have been assessed in the documents accompanying the planning application.
- 2.2.4 The pre-application consultation ran for 8 weeks between 15 August 2022 and 9 October 2022. This extended consultation period aimed to allow those taking holidays during the school summer break a chance to respond to the consultation.
- 2.2.5 A virtual consultation room was available throughout the consultation period, which included links to a consultation brochure, an Environmental Information Document, a fly-through video and an online questionnaire.
- 2.2.6 A copy of the consultation brochure and questionnaire are contained in Appendix A of this report.
- 2.2.7 In addition, four in person consultation events were held at the venues shown in the following table.

Location	Date and Time	Notes
Barnham Broom Village Hall	Friday 2 September 2022, 12-8pm	
The Costessey Centre – Stafford Hall	Friday 9 September 2022, 1-8pm	The consultation event at the Costessey Centre was rearranged to take place on Friday 30 September (1 - 8pm). The event was postponed as a mark of respect following the death of Her Majesty Queen Elizabeth II on Thursday 8 September.
Weston Longville – Hall for All	Thursday 15 September, 12-8pm	
Felthorpe Village Hall	Thursday 22 September, 12-8pm	

- 2.2.8 Due to the mourning period for Queen Elizabeth II, the consultation event at The Costessey Centre – Stafford Hall was postponed until Friday 30 September 2022. The change of date was advertised within the consultation virtual room, on the County Council's project webpage and via an email to the project's stakeholder distribution list.

- 2.2.9 Letters, along with hard copies of the consultation brochure and questionnaire, were sent to 8,190 properties within close proximity of the proposed route of the NWL scheme and the proposed traffic mitigation measures at that time. Letters containing leaflets and posters were also sent to clerks of the town and parish councils on the project's Local Liaison Group. Emails promoting the consultation and how people could find out more and participate in the consultation were sent to the project's stakeholder database which included the following:
- MPs
 - county and district councilors
 - local parish and town councils
 - council chief executives
 - relevant public sector bodies
 - environmental agencies
 - emergency services
 - haulage companies
 - walking and cycling groups
 - wildlife groups
 - bus companies
 - campaign groups
 - organisations and individuals who have previously expressed an interest in the project
- 2.2.10 Norfolk County Council's Facebook and Twitter accounts were used to promote the consultation and specific events. Press releases promoting the consultation were also issued.
- 2.2.11 Responses to the consultation could be made by:
- Completing the on-line questionnaire;
 - Completing a paper questionnaire, and either handing it to officers at the consultation events or posting to a specific consultation mailing address;
 - Emailing a specific consultation email address;
 - Writing to a specific consultation mailing address.
- 2.2.12 The consultation received a total of 2322 responses, which included responses from 84 different groups or organisations. Such organisations included parish councils, district councils, businesses, landowners, local and national representative groups and statutory organisations.
- 2.2.13 The results of the consultation will be detailed in a Pre-application Consultation Report, which will form part of the planning application documents. Whilst preparation of these documents has progressed well, they will not be finalised until OBC approval has been confirmed and the subsequent date for the planning application is known. However, analysis of the responses received has been used to inform the design development and resulting changes to the NWL scheme proposals as a result of this analysis are outlined in Section 2.2.17 and 2.2.18 below.

Additional Attlebridge local consultation

- 2.2.14 In response to concerns raised during the consultation that forecast traffic flows through Attlebridge were still high even with the proposed prohibited right turn from Reepham Road into Station Road (to the north of Attlebridge), a revised proposal was developed to provide a 'prohibition of motor vehicles' restriction 'except for access' on Station Road (between Reepham Road and A1067 Fakenham Road) and Felthorpe Road (between Reepham Road and Station Road). The revised proposals at Attlebridge represented an increase in the restrictions to traffic from that originally proposed in the pre-application consultation. As a result, a further localised consultation on the revised proposal was undertaken between 13 December 2022 and 20 January 2023. This consisted of:
- A consultation letter and accompanying plans explaining the revised proposal, which was posted to 513 properties and parish councils in the vicinity of the proposals and the emergency services
 - Emails and plans sent to County Councillors and District Councillors whose electoral divisions were in the vicinity of the proposals
- 2.2.15 Consultees were able to respond to the localised consultation by using the same specific email address and postal mailing address used for the previous consultation.

Changes to the project following the consultations

- 2.2.16 Consideration of the pre-application consultation responses, which has included further dialogue with local representatives, has identified the following proposed changes to the traffic mitigation measures to be taken forward alongside the implementation of the NWL scheme:
- A significant number of consultation responses did not support the proposed closure of Barnham Broom Road, Carleton Forehoe, noting concerns about the impacts to businesses on the road and the suitability of the alternative routes that traffic would need to use. As a result the originally proposed Barnham Broom Road, Carleton Forehoe closure has been removed and replaced with traffic, HGV and speed management measures, including a proposed 20mph speed limit on the built-up length of the road closest to Tuttle Lane and a 40mph speed limit on the remainder of the road.
 - The originally proposed Dark Lane closure has been removed because the removal of the Barnham Broom Road, Carleton Forehoe closure does not then generate a change in traffic flows through the Dark Lane junction (at the B road 'Skipping Block Corner'). Therefore, justification, as part of the NWL scheme, for the land and/or Orders required to provide the turning head would be limited. However, it has been agreed to continue to work with the local communities to see whether measures separate from the NWL scheme can be delivered by agreement with the local communities and landowners.
 - As a result of the further localised consultation regarding the mitigation proposals for Attlebridge, the originally proposed prohibited right turn from

Reepham Road into Station Road (to the north of Attlebridge) will be replaced with a prohibition of motor vehicles restriction on Station Road (between Reepham Road and A1067 Fakenham Road) and Felthorpe Road (between Reepham Road and Station Road). This proposal was the subject of a further localised consultation as described in Section 2.2.15 above and it is intended to include it in the traffic mitigation proposals associated with the NWL. A phased approach to implementing the prohibition of motor vehicles will be adopted where, after opening the NWL, monitoring is completed (within 6 months) to assess actual traffic levels using Station Road and then, working with the communities, determine if actual traffic volumes confirm the need to move forward with its implementation.

- As a result of the consultation responses the originally proposed prohibited right turns at the Holt Road/Shortthorn Road junction (between Felthorpe and Stratton Strawless) are still intended to be included into the traffic mitigation proposals but, a phased approach to implementing the prohibited right turn bans will be adopted. This will see the speed management measures developed with the communities and introduced before the opening of the NWL. There will then be post NWL opening monitoring to determine with the communities (particularly Felthorpe) the impacts of actual traffic volumes before confirming the need to move forward with the implementation of the prohibited right turns;
- Whilst not included within the consultation details, an HGV 'access only' restriction on the existing B1535 has been discussed with local parish councils to ensure that any through HGV traffic uses the NWL to access to/from the A1067 and A47.

2.2.17 In addition to the revisions to the traffic mitigation proposals, further development of the NWL scheme, some of which has been informed by the pre-application consultation, has resulted in the following updates to the NWL scheme itself:

- The proposed bund heights along the western side of the NWL between Ringland Lane and The Broadway have been raised in order to provide a minimum of 4.5 metres effective screening from the carriageway and additional noise and visual mitigation for Weston Green and Weston Longville;
- The provision of a green bridge at the Nursery Woodland rather a landscaped bat crossing (reference to both was included in the consultation but further technical work has supported the green bridge solution);
- The provision of additional areas of woodland creations in the area of the road as essential mitigation but will also support biodiversity net gain (BNG);
- The provision of increased mitigation areas beyond the mainline of the NWL as outlined in Section 2.1.1 (iii) of this report, which will also support BNG;
- Refinement of the details and closure point locations linked to the various road closures proposed for the NWL scheme.

2.2.18 As a result of other comments received during the pre-application consultation a scheme of post opening traffic monitoring is being developed with monitoring on the key routes through villages within the vicinity of the NWL scheme and those already identified as part of the consultation documents.

2.2.19 The results of pre-application consultation, together with on-site environmental and ground investigation surveys, and key stakeholder dialogue are helping to develop the NWL scheme that will form the planning application. Work has been undertaken to assess the transport and environmental impacts of this scheme and the results are being reported in a Transport Assessment and Environmental Statement, which will also form part of the planning application. The planning application would be submitted as soon as is practicable after Government approval of the OBC. Section 4 of this report explains why it is not considered advisable to submit the application until this approval has been gained. Alternative options are considered in Section 5 of the report.

2.3 Side Road Orders and Compulsory Purchase Orders

2.3.1 A Side Roads Order (SRO) is the statutory process which authorises a highway authority to make alterations to other roads, highways and private means of access, to integrate a new road within the existing highway network.

2.3.2 An SRO will need to be made by the Council and confirmed by the Secretary of State for Transport to authorise:

- the stopping up, alteration, creation and improvement of highways which will connect with the new classified road (NWL mainline) to be delivered as part of the NWL scheme;
- to authorise the construction of new highways, the stopping up of private means of access, the provision of new private means of access and other associated works, including alterations to public rights of way,

2.3.3 The NWL scheme requires third party land, and the Council will continue to actively engage with landowners to seek agreement to acquire the land and interests in land required to deliver the NWL. However, given the number of affected landowners and the extent of the acquisitions required, it is considered unlikely that all the land required can be acquired by agreement within the timescales associated with the use of DfT funding. It is therefore anticipated that the Council will need to make a Compulsory Purchase Order (CPO), in parallel with seeking to acquire land by agreement, to ensure the timely delivery of the NWL scheme in the event that it does not prove possible to acquire all of the land required by agreement within the appropriate timescales.

2.3.4 It is anticipated that the CPO would be made under the Highways Act 1980, which provides powers to acquire land compulsorily for the purposes of constructing new highways and improving existing highways, for improving frontages to a highway or improving land adjoining or adjacent to a highway; for carrying out works authorised by a SRO (including creating new means of access to premises), using land in connection with the construction and

improvement of highways, including for the provision of working space and access to construction sites, and for the diversion of non-navigable watercourses; and for mitigating the adverse effects of the existence or use of highways including environmental and ecological mitigation.

- 2.3.5 The SRO and CPO schedules and plans have been significantly developed for the project and are at an advanced stage of preparation. However, they cannot be finalised until the finalisation of the planning application. As a result, they will also remain as drafts that will need to be kept under review and updated further in due course to accord with the details of the project as presented in the planning application submission.

2.4 National Highways A47 improvements update

- 2.4.1 Engagement with National Highways has continued to ensure the provision of an appropriate connection to the NWL at the Wood Lane junction of its proposed A47 Easton to North Tuddenham dualling scheme. The Development Consent Order (DCO) for National Highways' proposed A47 North Tuddenham to Easton Improvement Scheme includes provision for a connection with the NWL at the Wood Lane junction. The Secretary of State (SoS) confirmed this DCO on 12 August 2022.

- 2.4.2 The A47 North Tuddenham to Easton Improvement is one of three DCO projects that have now received development consent under the Planning Act 2008, the others being:

- A47 Blofield to North Burlingham Improvement (SoS decision on 22 June 2022);
- A47 - A11 Thickthorn Junction Improvement (SoS decision on 14 October 2022).

- 2.4.3 A legal challenge to the SoS decision on all three of these schemes has been made. The challenge mainly focuses on the way cumulative carbon assessments were carried out, along with local carbon plans, bat licences and the completeness of the briefings given to the Ministers prior to the decisions.

- 2.4.4 At a High Court hearing held on 14 December 2022 the judge granted permission for a substantive hearing to be held, mainly on the grounds of how cumulative carbon is assessed by government at a national level, so the case has progressed to a full judicial review. A second ground in relation to bat licences was not pursued. The High Court hearing took place 10 and 11 May 2023. It is not confirmed when the judgement will be issued, however this could be possible during June 2023 (and after this report was finalised and published). A verbal update will be provided to Cabinet if any details are confirmed ahead of the meeting.

- 2.4.5 The construction programme for the A47 North Tuddenham to Easton Improvement will not be finalised until the High Court judge's findings are

known, at which point any potential impacts on the NWL programme can be more fully considered. In the meantime the NWL project team have continued to work with National Highways to ensure that the detailed design of its scheme is compatible with the NWL scheme.

2.5 Outline Business Case Submission

- 2.5.1 The original Outline Business Case (OBC) for the NWL was submitted to DfT in June 2021 and is the second of three business case submission stages. It will be followed by the Full Business Case (FBC) if planning consent and statutory orders are confirmed.
- 2.5.2 The OBC sets out the reasons why the Council believes the proposed NWL scheme should receive funding from the DfT's LLM programme and an explanation of the five cases is set out in the June 2021 Cabinet report.
- 2.5.3 At its meeting of 4 July 2022 Cabinet was provided with a draft OBC Addendum, which described the changes to the original OBC submission resulting from the alignment refinement, revised delivery timescales and responded to significant changes in inflation assumptions. The Addendum provided updates to the Strategic, Economic, Financial, Commercial and Management Cases within the OBC.
- 2.5.4 The meeting approved the delegation to the Executive Director of Community and Environmental Services in consultation with the Cabinet Member for Highways, Infrastructure & Transport, the authority to approve the details of the final Addendum to the Outline Business Case, on the basis of the financial costs presented in the report to the meeting (see Section 6 below).
- 2.5.5 Following the delegated authority from the Executive Director of Community and Environmental Services the Addendum to the OBC was submitted to the DfT in September 2022. At the time of writing this report there has been no Government announcement regarding approval of the OBC.
- 2.5.6 Having approved the Strategic Outline Business Case in June 2020 and provided funding to support the development of the OBC as part of their Large Local Major projects and Major Road Networks programme, approval of the OBC by DfT would confirm the NWL Programme Entry status which would mean that the DfT would expect to fund the scheme subject to certain conditions, such as any necessary statutory powers being obtained and there being no significant changes to costs, scheme design or expected benefits.
- 2.5.7 As set out in the July 2022 Cabinet Report, Programme Entry does not guarantee funding or timing but gives authorities the confidence to proceed with the development and in particular to apply for the necessary statutory powers. It will be necessary to submit a Full Business Case to DfT once the statutory approvals have been confirmed.

- 2.5.8 A strong business case has been submitted to DfT and the NWL scheme is in the 'high' value for money category according to DfT criteria for a transport infrastructure project. There is no reason to suggest that the OBC will not be approved by DfT and it is understood that the NWL scheme is not the only major infrastructure project that is awaiting a business case funding decision from Government.
- 2.5.9 However, given that a decision from DfT is still awaited, it is proposed to reduce activity on the project for a period of up to 3 months at which point a further report will be brought to Cabinet. Should OBC approval be received during this period a report would be brought to Cabinet as soon as is practicable to seek approval to submit a planning application and to make and publish the associated SRO and CPO.

3. Impact of the Proposal

- 3.1 The delay to receiving OBC approval is impacting the delivery programme. In addition, the spend on the project is continuing with a degree of uncertainty on the timescales for the approval. It is therefore proposed in the short term to reduce the level of activity on the project. During this reduced level of activity the focus would be to continue with the overall management of the project and management of the contract with our design and build contractor. This would include completion of the necessary design to a sufficient level to progress through statutory process. There is a fine balance to be achieved between reducing spend potentially at risk, by slowing down the level of activity, but not undermining the potential to be ready to submit the planning application as soon as is practicable following the OBC decision. It should also be noted that the planning application documents would need to be reviewed and potentially updated, which, depending on the timing of the OBC decision and any implications to the project programme, could take a few months to complete.
- 3.2 A further report will be brought back to Cabinet to set out the programme implications following an announcement from Government in connection with the OBC when there will be more certainty on the completion of the planning application and its likely submission date. If a period of approximately 3 months elapses without confirmation of the OBC approval, then a report will be brought to Cabinet to outline any implications arising from such further delay.

4. Evidence and Reasons for Decision

- 4.1 There is no indication that the OBC will be not approved by Government and the business case for the NWL remains strong with the NWL scheme continuing to represent high value for money.
- 4.2 An approved OBC from Government would be an appropriate confirmation that funding for the NWL would be available to the County Council following the successful completion of the necessary statutory approval processes.

These processes include the planning application and the CPO and SRO. All are planned to be submitted (or in the case of the CPO and SRO, made, published and submitted to the Secretary of State for confirmation, if confirmation is required) in close succession, with the planning application being the first of these.

- 4.3 At the present time it is not possible to know which, if any, of these processes might result in a public inquiry. A planning application might be called in by the Secretary of State or if refused may need to be appealed, and either might lead to a public inquiry. A SRO or CPO may attract objections which may need to be considered at a public inquiry. If a public inquiry was needed for more than one of the processes, it would be preferable in terms of efficiency for there to be a single combined inquiry rather than different inquiries. However, co-ordinating different statutory processes so that they could allow, if necessary, for a combined inquiry will require the processes to proceed in step and within a linked timescale. If the timescales diverge, the holding of a combined inquiry becomes challenging and is a matter for determination by the Secretaries of State/Planning Inspectorate rather than a decision to be made by the County Council. For sound project management reasons it is therefore important that the processes do not get out of step.
- 4.4 The CPO process is the process most closely linked to the OBC decision. Without an approved OBC, or other evidence of funding, it would be very difficult to demonstrate that a CPO would meet all of the relevant policy tests, which include being able to demonstrate that if compulsory purchase powers are authorised, there would be no impediment to the implementation of those powers and that funding is likely to be available. In the absence of confirmed funding for the scheme, demonstrating compliance with these policy tests would be challenging.
- 4.5 As a result a reduction in levels of activity until the OBC decision has been made represents a balanced approach between reducing costs and maintaining the project so that it is well placed to submit a planning application as soon as is practicable after OBC approval is confirmed.

5. Alternative Options

- 5.1 The alternatives to a slowdown of activity on the project are discussed below.
- 5.2 Continue with the project and submit a planning application
- 5.2.1 While it is possible to progress planning and the statutory orders on different timescales; in relation to a scheme of the scale and level of complexity as the NWL, doing so would not be as procedurally efficient, especially with regard to managing any public inquiry that might be needed, and therefore cost efficient, as progressing them in tandem.
- 5.3 Stop work on the project completely

- 5.3.1 In July 2019, the project was confirmed as a regional priority by Transport East, and a Strategic Outline Business Case (SOBC) was submitted to the Department for Transport (DfT). The SOBC was approved on 15 May 2020 by the DfT enabling funding to support the submission of the Outline Business Case (OBC).
- 5.3.2 The NWL scheme is one of three priority infrastructure schemes for the County Council and stopping the project, or all current activity on the project, will either not deliver, or will further delay the delivery of the benefits it would provide as set out in the June 2021 Cabinet report, and reproduced below:
- There is a lack of strategic north-south and orbital connectivity between the A47 and the A1067, with only the A140 (outer ring road) and a relatively few low-standard rural local access roads linking the two.
 - Strategic employment sites to the north and west of Norwich, including Norwich Airport, have inadequate connectivity, increasing congestion and journey times, reducing productivity for businesses, and limiting their potential for targeted growth in future years.
 - Communities including Weston Longville, Hockering, Ringland, Costessey, and Taverham experience rat-running and inappropriate traffic, resulting in severance in these areas, directly impacting the quality of life of local residents from an environmental and safety perspective.
 - Norfolk's plans for both post-pandemic recovery and economic development are ambitious and are required to support the local economy. Over the next decade, Norfolk aims to have 57,000 new jobs, many of which are expected to be located in strategic employment sites. Tourism remains a core component of regeneration, with the promotion of the visitor economy part of the medium-term recovery efforts.
 - The NWL scheme will also support existing businesses and unlock opportunities for economic growth in Norwich by reducing traffic movements in and around the city. The NWL scheme is expected to reduce through movements from the outer ring road, freeing up capacity to better accommodate planned housing and employment growth, improve public transport journey times and reliability and the conditions for active travel.
 - The sustainable travel proposals fit with the aspirations of Transport for Norwich (TfN), which seeks a mode shift away from private cars and improvement in air quality, including the geographical linkage where the NWL scheme and TfN interface at the western fringe of Norwich. This offers an integrated approach which offers good synergy with wider sustainable transport proposals across Norwich.
 - Strategic road connectivity around northwest Norfolk is vital in achieving growth and recovery. The NWL scheme is designed to close the gap in the orbital network, strengthen the resilience of the surrounding routes, and provide better quality routes to the employment opportunities presented by more diverse development.

6. Financial Implications

- 6.1 At this time the overall budget for the project (£251m as reported to Cabinet at its meeting on 4 July 2022) has not been updated. A review of any budget implications will be reported to Cabinet following a Government decision on the OBC, which will provide more certainty on the project programme and any associated budget implications. There are significant allowances for risk and inflation within the project budget, as presented in July 2022, and these would need to be adjusted as part of the updating following the OBC decision. If a decision is not provided from DfT within the next 3 months of reduced activity (see 3.2 above), an assessment of any financial implications of an ongoing delay will be provided in the subsequent reporting to Cabinet.
- 6.2 During the period of reduced activity the project spend will be reduced as much as possible. However, there is a balance to enable the project to continue and be well placed to respond once OBC approval is confirmed. Up until the end of June 2023 the forecast scheme expenditure is £37.94m, including the net cost of property purchases to date. The introduction of reduced activity from the beginning of July would result in an anticipated spend for the three months until the end of September 2023 of around £3.67m, which includes allowances for the net cost of the Low Farm property purchase in July. This represents a reduction in project cost during the three month period of £2.12m. A further financial update will be provided in the report to Cabinet in approximately 3 months time.

7. Resource Implications

7.1 Staff:

- 7.1.1 The project has a dedicated delivery team provided by the in-house Infrastructure Delivery Team, which is supported by WSP (our highways service term consultants), specialist legal advisors (including nplaw), and contract administration and cost specialists. Following the award of the contract, Ferrovial Construction have been appointed as the design and build contractor for the NWL scheme.
- 7.1.2 Over the next 3 months the NWL project team would be reduced but maintained at a level that would enable the progression of key tasks necessary for the project delivery and to ensure the planning application could be submitted as soon as is reasonably practicable following a Government decision on the OBC.

7.2 Property:

- 7.2.1 None expected as a result of this report's recommendations.

7.3 IT:

- 7.3.1 None expected as a result of this report's recommendations.

8. Other Implications

8.1 Legal Implications:

- 8.1.1 None expected as a result of this report's recommendations

8.2 Human Rights Implications:

8.2.1 None expected as a result of this report's recommendations

8.3 Equality Impact Assessment (EqIA):

8.3.1 An EqIA has been produced and is periodically reviewed/updated. The latest version of the EQIA is available to view should Members wish to do so.

8.4 Data Protection Impact Assessments (DPIA):

8.4.1 None expected as a result of this report's recommendations.

8.5 Health and Safety Implications:

8.5.1 None expected as a result of this report's recommendations.

8.6 Sustainability Implications:

8.6.1 None expected as a result of this report's recommendations.

8.7 Any Other Implications:

8.7.1 None expected as a result of this report's recommendations.

9. Risk Implications / Assessment

9.1 As explained in the June 2021 and July 2022 Cabinet reports the project has some significant risks to its delivery. The project maintains a risk register to allow the project team to manage and mitigate these risks.

9.2 A summary of the current risk register is included within Appendix B of this report.

9.3 A summary of some of the key project risks was provided in the July 2022 Cabinet report. An update for some of those risks is provided below:

- The A47 North Tuddenham to Easton improvement scheme being promoted by National Highways as a Development Consent Order (DCO) includes provision for improvements to the A47 Wood Lane junction and the NWL scheme's future connection with that improved junction. The DCO has now been made by the Secretary of State, but this decision is the subject of a legal challenge. Should the challenge be successful as a result of any redetermination by the Secretary of State, and the A47 scheme is not brought forward for delivery, it would not be possible to progress the NWL scheme in its present form. Refer to Section 2.4 above.
- Programme delay due to insufficient time risk allowances in the project programme. The delay to the Government decision on the OBC approval will impact the submission of the planning application and draft statutory Orders and their subsequent approvals (refer to Section 3 above). Other programme risks include completion of pre-commencement activities and land access (e.g. for ecological mitigation works).

- Sufficiency of budget forecast and the programme for utility cost diversions. Early engagement is being undertaken with utility companies to determine the impacts of the NWL scheme on their services and agree mitigation proposals.
- Delay in the funding approval (OBC and/or FBC) from DfT, due to budget reviews and/or a general election being called, or other factors impacting the sign off of the business cases. DfT funding towards the NWL scheme is subject to final approvals of all statutory processes as set out in Section 2.5. Until the Full Business Case approval is granted by DfT there is a risk that NCC would not be able to proceed to the construction phase.
- The June 2021 Cabinet report explained that the planning application for the NWL will need to demonstrate that in bringing forward the NWL scheme, the Council is compliant with national and local policy; it will also need to have regard to any other material considerations relevant to the NWL scheme. The final decision for the decision makers will involve the drawing of a balance where the identified need and benefits of the project will be weighed against the adverse planning impacts, including environmental impacts.
- Similarly, further to the identification of ecological species present in the area, the project team will need to provide sufficient information to allow the planning authority to have regard to its Regulation 9 duty under the Habitats Regulations and its duties under the Natural Environment and Rural Communities Act 2006 and be able to determine that the grant of planning approval would not put it in breach of those duties.
- Notwithstanding the work that has been undertaken by the project team to develop and incorporate suitable mitigation measures for known ecological species present in the area, Natural England (NE) may request changes to the proposed mitigation measures or not agree to a protected species licence due to the failure to meet the Favourable Conservation Status (FCS) test where NE require to be satisfied 'that the action authorised will not be detrimental to the maintenance of the population of the species concerned at a favourable conservation status in their natural range' and/or the No Satisfactory Alternatives (NSA) and Purpose tests where all reasonable alternatives should be considered and discounted against the proposed solution. The Council as planning authority will need to consider the likelihood of a Licence being granted when determining whether or not to grant planning approval for the NWL scheme.
- In December 2022 Natural England added an area of woodland in the vicinity of the Norwich Western Link onto a shortlist for consideration for potential Site of Special Scientific Interest (SSSI) status. Inclusion on this short list is not a commitment to designate by Natural England and it is likely to take some time for it to determine if the woodland area should be designated as a SSSI. As a result of data collected by the Wensum Valley Barbastelles Research Project (a research project collaboration between Norfolk Wildlife Trust, the University of East Anglia and Wild Wings Ecology) Norfolk Wildlife Trust have advised the project team of a possible bat

maternity roost in the vicinity of the NWL scheme. Without access to the data used to support this advice the NWL project team is unable to verify it. The project team has requested access to the data on a number of occasions but has not been able to obtain it to date. The NWL specialist bat experts have carried out their own extensive bat surveys over four years, which have provided a good understanding of the presence of protected bat species in the area around the proposed route. The project has taken account of this in its design and mitigation measures that have been developed for the planning application.

10. Select Committee Comments

- 10.1 Not applicable, however the Project Team report regularly to the project Member Group.

11. Recommendations

1. Note the outcomes from the pre-application consultation and the changes to the project that have resulted from the consideration of the responses received to this consultation.
2. Note the design development of the NWL scheme that has allowed planning application documents to reach an advanced stage of preparation, but the application documents cannot be finalised until a date for submission of the application has been agreed.
3. To agree that a decision to submit a planning application and to make and submit statutory Orders to the Secretary of State for confirmation (where confirmation is required), should not be made until OBC approval has been announced by Government.
4. Note that whilst awaiting a decision in relation to the OBC the project will reduce levels of activity (for a period of approximately 3 months), following which a further report will be brought to Cabinet.
5. Agree that as soon as OBC approval is received, a further report will be presented to Cabinet to seek approval to submit a planning application and to make, publish and submit the associated statutory Orders to the Secretary of State for confirmation (where confirmation is required).

12. Background Papers

- 12.1 Links to previous committee papers:
- Cabinet Report 4 July 2022 – Follow this [link](#)
 - Scrutiny Committee 23 March 2022 – Follow this [link](#)
 - Cabinet 7 March 2022 – Follow this [link](#)
 - Scrutiny Committee 20 October 2021 – Follow this [link](#)
 - Scrutiny Committee 23 June 2021 – Follow this [link](#)
 - Cabinet 7 June 2021 – Follow this [link](#)
 - Council Meeting 7 June 2021 – Follow this [link](#)

- Cabinet 3 February 2020 – Follow this [link](#)
- Cabinet 15 July 2019 Follow this [link](#)
- EDT Committee 8 March 2019 – Follow this [link](#)
- EDT Committee 09 November 2018 – Follow this [link](#)
- EDT Committee 12 October 2018 – Follow this [link](#)
- EDT Committee 20 October 2017 – Follow this [link](#) (Reports tab)
- EDT Committee 15 September 2017 – Follow this [link](#)
- Business and Property Committee 08 September 2017 – Follow this [link](#)
- Council Meeting 12 December 2016 - Follow this [link](#)
- EDT Committee 08 July 2016 – Follow this [link](#)
- EDT Committee 18 September 2014 – Follow this [link](#)

12.2 Link to National Highways (formerly Highways England) Information:

- A47 North Tuddenham to Easton Improvement Scheme via this [link](#)
- DCO application for A47 North Tuddenham to Easton Improvement Scheme via this [link](#)

Officer Contact

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

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.



APPENDIX A

Pre-Planning Application Consultation



Monday 15 August to Sunday 9 October 2022
www.norfolk.gov.uk/nwl



Norfolk County Council



If you need assistance to enable you to respond to the consultation, including receiving information in large print, audio, Braille, alternative format or in a different language please email **NWLConsultation@norfolk.gov.uk** or telephone **0344 8008020** and we will do our best to help.

Introduction

With significant population and job growth anticipated in the Greater Norwich area, improving our transport infrastructure is vital to resolving existing traffic problems and ensuring our transport network can cope with this future growth.

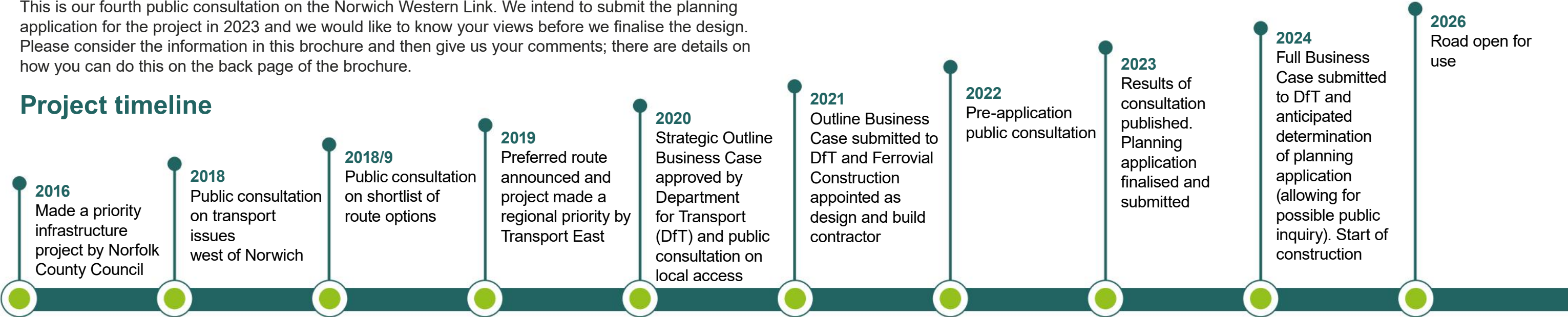
The Norwich Western Link is an important part of Norfolk County Council’s approach to improving travel in and around Norwich for all types of journeys and modes of transport. This new 3.9 mile dual carriageway road would connect the A1270 Broadland Northway to the A47 and complete a fully dualled orbital route around the city in combination with the planned dualling of the A47 between North Tuddenham and Easton by National Highways, due to open in 2025.

The Norwich Western Link would reduce the need for traffic to enter the city, alleviate local transport issues to the west of Norwich, cut journey times for residents, businesses, emergency services, and visitors, and create many benefits for local communities. As part of the project, we intend to provide complementary measures to encourage walking, cycling and public transport use as well as support and protect the environment in the local area.



This is our fourth public consultation on the Norwich Western Link. We intend to submit the planning application for the project in 2023 and we would like to know your views before we finalise the design. Please consider the information in this brochure and then give us your comments; there are details on how you can do this on the back page of the brochure.

Project timeline



Future dates are anticipated and some are subject to all the necessary statutory processes being complete.

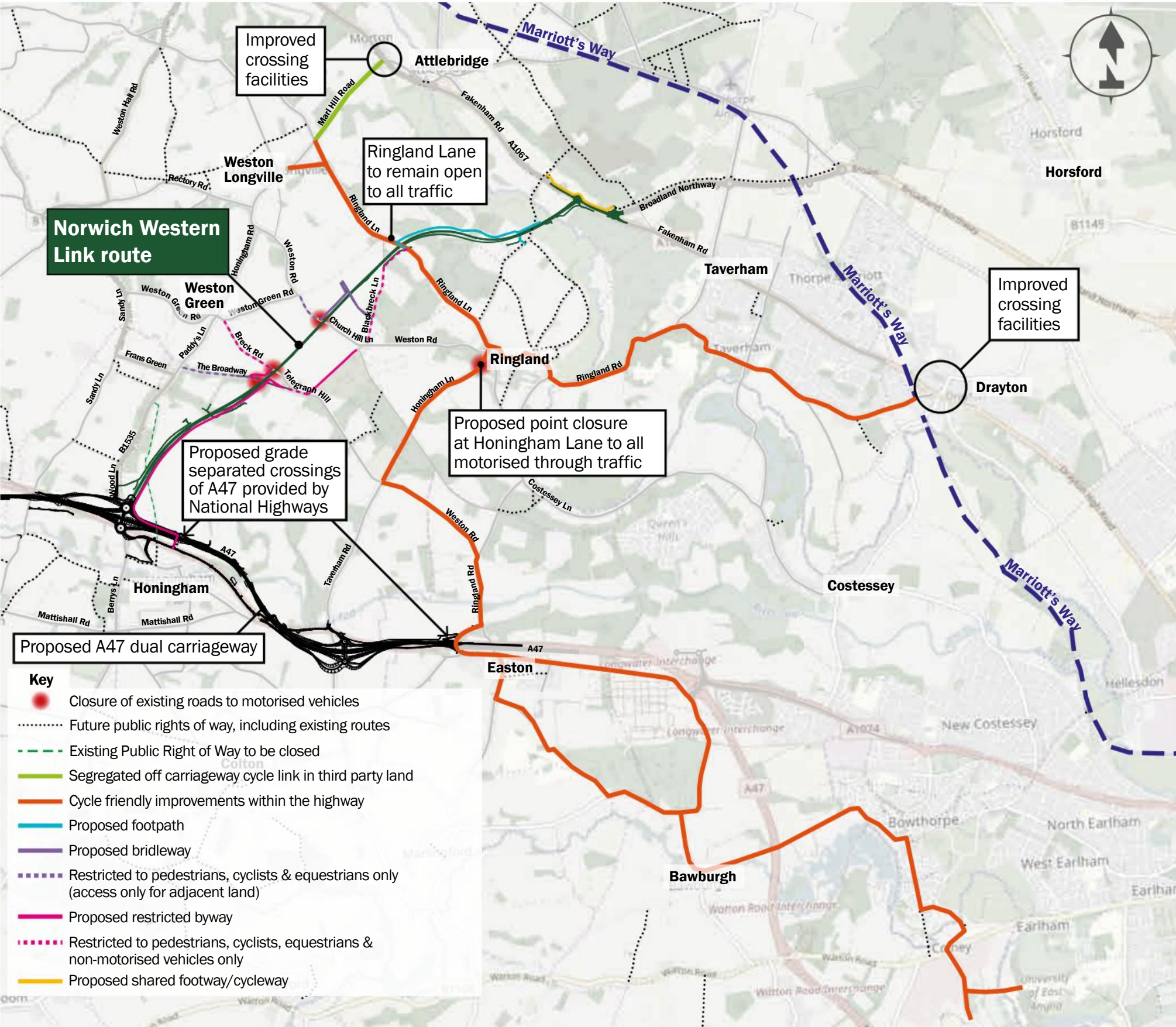
Project objectives

There are many things we have considered as we have developed our plans for the Norwich Western Link, including what we want it to achieve. We have therefore developed a set of objectives to guide our work. These are aligned with national and local policy and have taken account of the priorities of local residents, through previous engagement and consultations.



Update on Local Access Consultation proposals

Between July and September 2020, we carried out a public consultation which asked for views on changes to Public Rights of Way and other complementary measures to support walking, cycling and public transport use to the west of Norwich. We also asked for feedback on proposals for the local roads that will be crossed by the Norwich Western Link. The feedback we have received has been taken into account as the design of the road has been developed. These are shown on the map where appropriate.



Local roads

As a result of feedback we have made these changes to our proposals:

- Ringland Lane is to be kept open to all traffic via an underpass of the Norwich Western Link, although it will be closed at times during construction.
- Weston Road/Church Hill Lane and Breck Road/Breck Lane are to be severed at the point at which they are crossed by the Norwich Western Link.
- The Broadway is to be kept open as a through route to farm traffic, walkers, cyclists and horse riders only via a green bridge over the Norwich Western Link, which would also serve as a wildlife crossing.

Honingham Lane is due to be closed temporarily as part of the National Highways A47 North Tuddenham to Easton Dualling project. Following the temporary closure we are proposing to introduce a permanent point closure on Honingham Lane to prevent through access for motorised traffic. This will support our aim to encourage cycling as part of the proposed network of cycle friendly routes (see further details below).

In all instances where roads are being closed or severed, access to adjacent properties will be maintained. Further details on the proposals for the roads crossed by the Norwich Western Link are shown later in the brochure.

Public Rights of Way

New Public Rights of Way will be created to improve links between routes and communities, and some existing Public Rights of Way will be re-routed closer to the Norwich Western Link.

Following the Local Access Consultation and environmental studies, an additional green bridge across the Norwich Western Link is proposed to carry the bridleway over the road and connect to Blackbreck Lane. This will also allow bats to safely cross the road.

For consistency with cycling measures being provided by National Highways as part of the A47 improvements, the previously proposed cycle link from Honingham Village Hall into the village has also been removed from the strategy.

Walking and cycling measures across the wider area

We're proposing to introduce measures to support walking and cycling across the area to the west of Norwich. This will include making roads safer, creating two new pedestrian and cycle crossing facilities across the A1067 and providing a separate off-road cycle path adjacent to Marl Hill Road.

Public transport

We are still exploring options for a potential new bus service which could be viable once the Norwich Western Link is in place and are continuing to discuss this with bus operators and developers in the surrounding area.

Design of the Norwich Western Link

We have separated the 3.9-mile dual carriageway route of the Norwich Western Link into Northern, Viaduct, Central and Southern sections over the coming pages to provide details on:

- The alignment of the route and its fit within the landscape and surrounding biodiversity
- Constraints and considerations that have informed the design
- Key features and structures such as the road's junctions, the viaduct, green bridges and underpasses
- Landscaping and environmental mitigation measures close to the route, with the visualisations showing the planting at a mature state
- Other measures we are proposing include drainage ponds and changes to Public Rights of Way
- The land required for the road, including that needed on a temporary basis during the construction period, is shown by the draft red line boundary on the maps within this brochure. This includes landscaping and habitat creation immediately along the route, but may be amended to include environmental mitigation further from the road, once the environmental assessment has been completed.

The Norwich Western link has been developed through a collaborative process between engineering and environmental specialists in line with relevant industry standards and taking into account the feedback received at previous consultations and the latest ecological survey data. The design has been created with careful consideration to the environment and sensitivities of the area in which it will be sited.

The design and key features of the Norwich Western Link route can be seen in our fly-through video, which can be viewed on the consultation website via www.norfolk.gov.uk/nwl.

Features of the Norwich Western Link

There are many features along the Norwich Western Link that will protect and support wildlife and reduce the impact the road will have on the area. These include:

- Sloped earth bunds will help hide the Norwich Western Link from view. They are between 2 and 5 metres tall and will be planted with native trees, shrubs and other plants to provide new habitats and provide wildlife corridors to link to existing ones. The planted bunds will also help reduce the amount of noise in the surrounding area. The bunds also enable the re-use of earth excavated for the scheme, which will reduce the number of HGV trips to and from the site.
- Wildlife crossings, which are described further on page 18 of this brochure provide places for wildlife to safely cross the road, as well as pedestrians, cyclists, and horse riders in some locations.
- Drainage ponds will provide new habitat for a number of species; and
- Roadside verges will have careful planting which will help direct wildlife to wildlife crossings and provide new habitats.

Northern section of the route

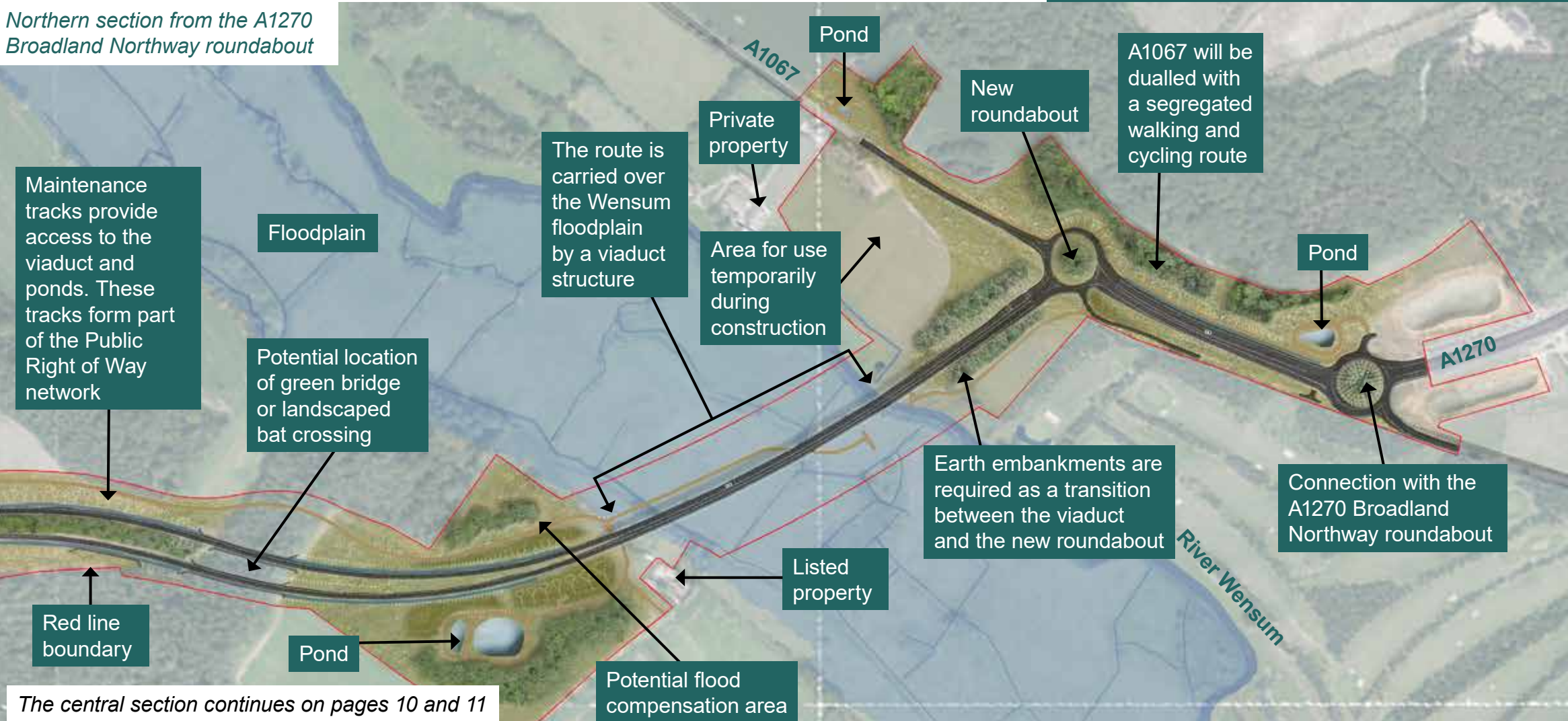
The northern section of the Norwich Western Link would include a connection with the western end of the A1270 Broadland Northway by dualling a section of the existing Fakenham Road and the construction of a new roundabout. The route would then proceed south, crossing the River Wensum floodplain by means of a viaduct, with earth embankments at either side to raise the level of the road. The proposed road passes through existing agricultural land and woodland, with a number of bends to

minimise impacts on important habitats, including ancient woodland. The road separates on the approach to the woodland areas to allow for a wildlife crossing in this location. A maintenance track will be provided to the viaduct, which will form part of the new walking and cycling network.

The plans include several design elements to minimise the impact of the road on the environment.

- The roundabout will not be lit at night to minimise the impact of wildlife in this area, such as bats.
- Sloped earth bunds are planned around the roundabout and on the northwest and southeast approaches to the viaduct. The bunds will reduce noise and screen the road from view.
- There will be a wildlife crossing providing connectivity between retained woodland so that animals can cross the road safely. The design of this crossing is still under development in consultation with statutory bodies, such as Natural England.
- There are also plans to slightly increase the floodplain area of the River Wensum to balance the small area taken by columns that support the viaduct.

Northern section from the A1270 Broadland Northway roundabout



The River Wensum viaduct

A viaduct is needed to carry the Norwich Western Link across the River Wensum Special Area of Conservation. The proposed design of the viaduct and the construction methods have all been carefully selected to minimise the impact on the surroundings and in particular to not affect the integrity of the River Wensum Special Area of Conservation.

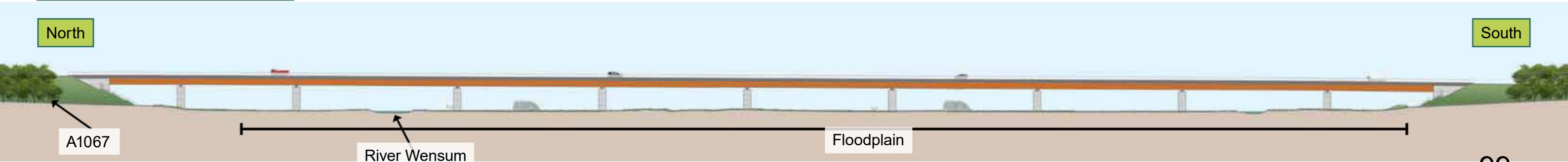
The viaduct design



The River Wensum is a designated Special Area of Conservation (SAC) and Site of Special Scientific Interest (SSSI), with important ecological characteristics and species that must be preserved. The design and construction methods for the viaduct have been carefully considered and will:

- Minimise construction within the floodplain by using longer spans between the concrete columns which support the viaduct structure. Abutments – which support the viaduct at either end - will be built outside the extent of the floodplain.
- The columns will be sited so that they don't impact on ditches which contain protected species.
- Cross the River Wensum at a height that minimises shading, which can impact on the local ecology.
- Reduce the lifetime maintenance requirements by choosing materials such as weathered steel which doesn't require painting.
- Reduce the visual impact of the viaduct, particularly from key viewpoints in the area, for example by using clear environmental barriers rather than solid fencing

The viaduct crossing the floodplain



The environmental barrier

The viaduct design includes a multi-purpose transparent environmental barrier on the outer edges to minimise the impact of noise and tyre spray from road traffic.

Noise, landscape, heritage and ecological assessments will be undertaken as part of the Environmental Impact Assessment process to ensure the design of the barrier takes account of all environmental considerations.



The water environment

The main water bodies in the area are the River Wensum and the tributary of the River Tud, as well as underlying groundwater aquifers. A flood risk assessment will consider the impacts of both permanent and temporary works on the floodplains to ensure water can still naturally collect here. To reduce the risk of flooding caused by the addition of structures in the floodplain, such as the concrete viaduct columns, additional areas of the floodplain will be created to allow water to safely collect elsewhere. This will ensure that there is no increased risk of flooding. Potential changes to river and groundwater flows will also be considered, although it is expected that any changes and associated impacts with the final design would be small. Mitigation for changes to river flows in the River Wensum will be linked to the wider Wensum Restoration Strategy being brought forward by Natural England.

Central section of the route

The central section of the route passes through an undulating, mainly agricultural landscape and crosses four existing roads. Weston Road (also known as Church Hill Lane) and Breck Road (also known as Breck Lane) will be closed with space provided for vehicles to safely turn around, known as a turning head.

Ringland Lane would pass under the Norwich Western Link, and at The Broadway a green bridge is proposed to support wildlife crossings and maintain the Public Right of Way for pedestrians, cyclists, horse-riders, and farm traffic. Morton Green Bridge will also provide a wildlife crossing point and Public Right of Way access, with Blackbreck Lane restricted to non-motorised users.

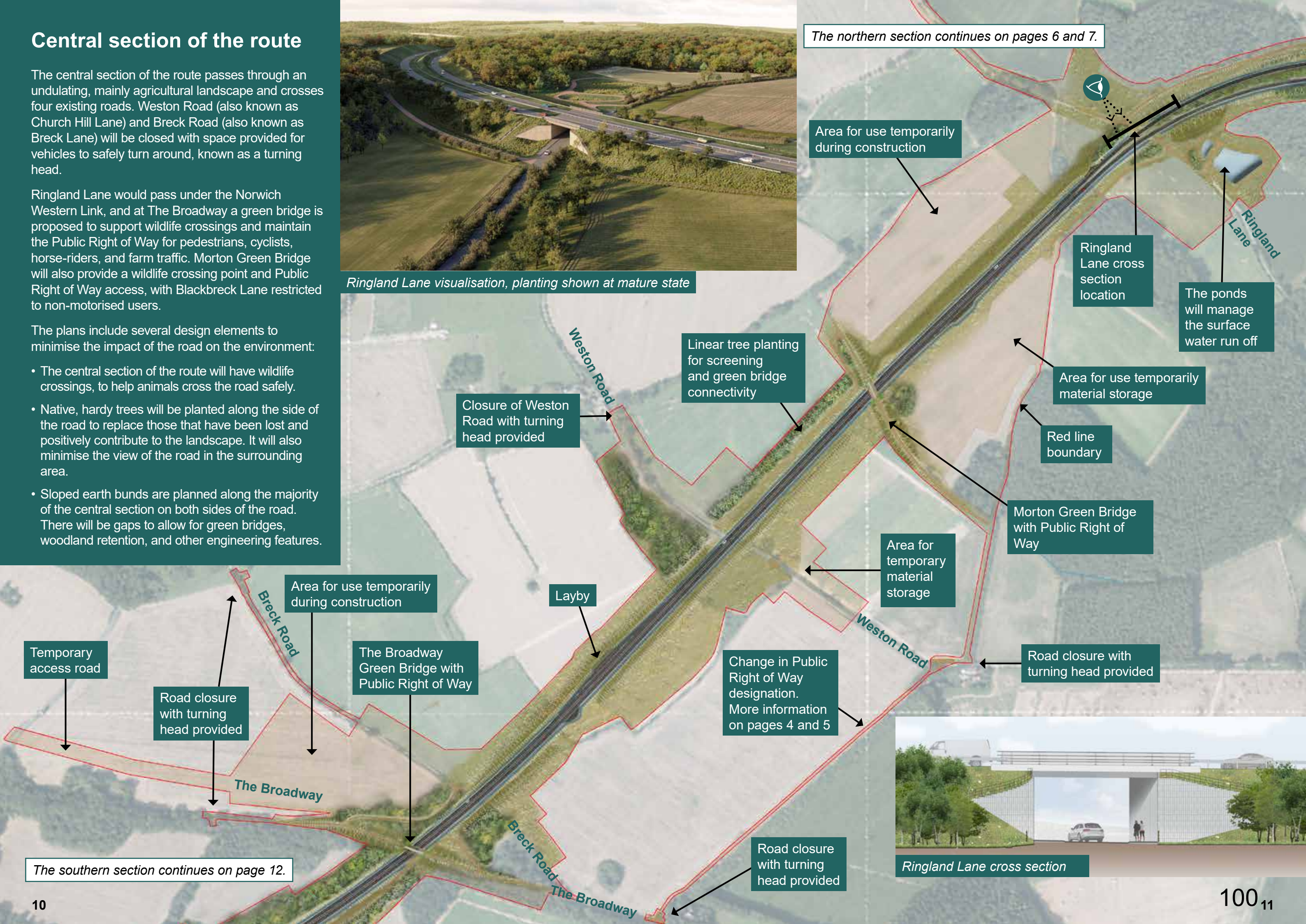
The plans include several design elements to minimise the impact of the road on the environment:

- The central section of the route will have wildlife crossings, to help animals cross the road safely.
- Native, hardy trees will be planted along the side of the road to replace those that have been lost and positively contribute to the landscape. It will also minimise the view of the road in the surrounding area.
- Sloped earth bunds are planned along the majority of the central section on both sides of the road. There will be gaps to allow for green bridges, woodland retention, and other engineering features.



Ringland Lane visualisation, planting shown at mature state

The northern section continues on pages 6 and 7.



The southern section continues on page 12.

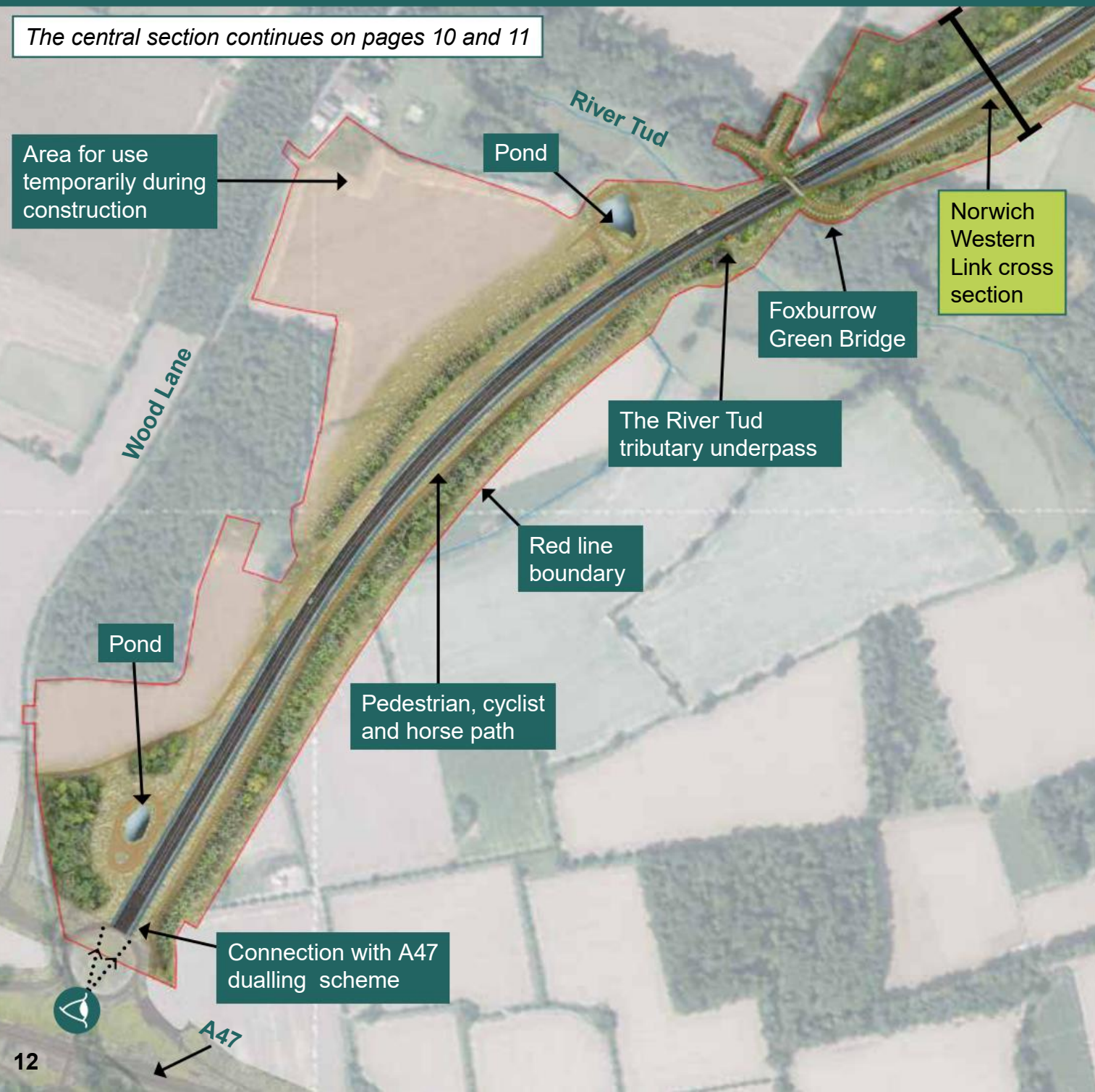
Southern section of the route

The southern section of the Norwich Western Link crosses over a tributary of the River Tud and passes through existing agricultural land and woodland, before connecting to the A47, via a new junction provided by National Highways. National Highways, who have responsibility for the A47, are planning to realign and dual the A47 from Easton to North Tuddenham and the new junction passes beneath the A47, therefore in this section the Norwich Western Link will be predominantly below existing ground level.

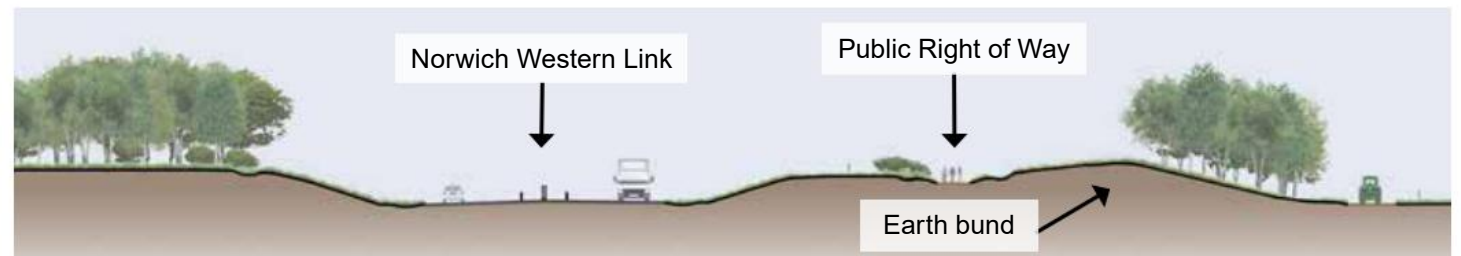
Features to support the natural environment in this area include:

- An underpass for the River Tud tributary. This is a common route for bats travelling east-west and an underpass would help them cross the road safely.
- Foxburrow Green Bridge, to support wildlife wanting to cross the new road. This green bridge will not be open to the public.
- A path for pedestrians and cyclists along the eastern side of the road.
- Sloped earth bunds are planned along the majority of the southern section on both sides of the road. There will be gaps to allow for green bridges, woodland retention, and other engineering features. On the western side of the road the bunds will stop 500 metres before the A47 junction.

The central section continues on pages 10 and 11



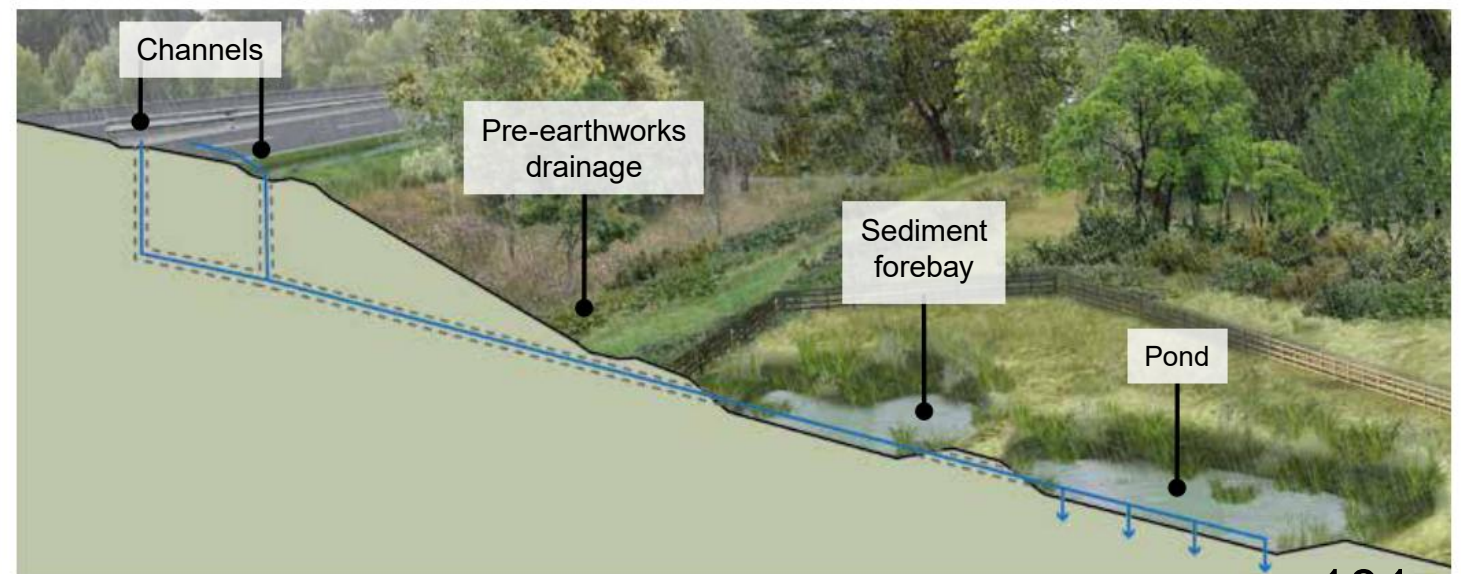
A47 junction visualisation looking north-east, planting shown at mature state



Norwich Western Link cross section

Drainage design to manage surface water

Surface water needs to be drained from the highway to keep the road safe for vehicle use and to ensure that road materials last as long as possible. The road will be built so water flows into channels that will feed into pipes which connect to a small pond (sediment forebay). This ensures water is clean before it enters a final pond (drainage basin) where the water soaks back into the ground. In between the road and ponds there is a drainage ditch to collect water from adjacent land and make sure it doesn't flow towards the road (pre-earthworks drainage). Ponds offer benefits for biodiversity with appropriate planting for habitat and food sources. They may also attract insects which provide food for various species of bird and bat.



Environmental considerations

The design of the Norwich Western Link has been developed to minimise adverse environmental impacts the proposed road may have on wildlife, the landscape and local residents. This has been balanced against other considerations, such as design standards, costs, and how effective the route will be at taking traffic off local roads. A summary of the main environmental considerations is provided on these pages.

We have produced an Environmental Information Document which provides more details on these considerations, and others, along with potential mitigation and enhancement measures. Information on where you can view this can be found on the back page of the brochure.

We are undertaking an Environmental Impact Assessment and Habitats Regulations Assessment which we will present in our planning application. This will outline how we have evaluated and mitigated the environmental impacts of the Norwich Western Link as well as enhancing the existing environment.

Construction

We are already considering how to limit the impact of construction of the Norwich Western Link on the local environment. An Outline Construction Environmental Management Plan (OCEMP) will be prepared as part of the planning application which will detail the mitigation measures we will take to ensure that we avoid or minimise risk to the environment.

Specialist staff will be employed before and during construction to manage the environmental and ecological considerations.



The Norwich Western Link viaduct as it would be seen from the Wensum Valley Hotel, Golf and Country Club

Air Quality

An air quality assessment will be carried out as part of the Environmental Statement which will be submitted as part of the planning application for the Norwich Western Link. The assessment will predict how air quality will change while the Norwich Western Link is being constructed and in use. It is likely that for existing communities nearby, air quality will improve as more traffic uses the Norwich Western Link rather than smaller local roads or travelling into the City. Mitigation measures for dust during the construction phase will be outlined in the OCEMP and are likely to include measures such as dust suppression, wheel washing, road cleaning, and construction site speed limits.

Climate

During the construction phase, we will minimise greenhouse gas emissions by design solutions which will reduce material use, maximising the construction materials which are recycled and from renewable resources, using locally sourced materials where available and practical, and using more innovative and efficient machinery to reduce emissions. When we take into account the emissions associated with the construction of the Norwich Western Link, together with the reduction in emissions from vehicles that will use the route once built, our modelling shows that there is likely to be an overall reduction in carbon emissions. A climate resilience assessment will also be prepared to look at current and future climatic factors, such as temperature, storms, wind, and rainfall and how that might impact the Norwich Western Link.

Cultural heritage

Low Farm Barn is a Grade II listed building which is situated close to the proposed route of the road. The proposed scheme would impact the rural setting of the barn through increases in noise and changes to the view.

A geophysical survey has been undertaken to identify archaeological activity along the route which may be affected by construction activities. Archaeological surveys are being undertaken to better understand the archaeological assets that may be affected and to identify appropriate mitigation, such as excavation and recording will be put in place during the construction phase.

Noise and vibration

A detailed noise and vibration assessment will be carried out as part of the Environmental Statement which will use modelling to determine the changes as a result of the Norwich Western Link during construction and once open to the traffic. As far as possible, the design of the Norwich Western Link has included measures to limit the noise from the road; for instance, the use of a low noise road surface along the length of the road.

A significant proportion of the road will be behind sloped earth bunds, or in cuttings, which will screen the road. Measures to reduce construction noise and vibrations will be detailed in the OCEMP are likely to include limitations on working hours.

Landscape and Visual Impact

The landscape design includes new planting areas, providing connectivity to existing planting for wildlife, visual screening for people, and beneficial new habitats for biodiversity. The type of planting includes new trees, scrub, hedgerows, wetland grasses, and rich grasses. All planting will be hardy native species which are commonly found in the area to ensure the scheme contributes positively to the landscape and replaces any planting lost during construction. Sloping earth bunds along the route will help reduce visual and noise disturbance. They will be between 2 and 5 metres high, depending on the part of the route and will be constructed from earth taken from elsewhere in the route, and in some places will be planted with trees. Planting will also help integrate new features like slopes and ponds, directing wildlife to new crossings and existing habitats.

The viaduct would be built high enough to ensure it clears the floodplain and minimises the impact on the environment. Because the bridge will be built in low-lying ground, we don't expect it to dominate the wider landscape. We would look to merge the bridge with its surroundings through planting and landscaping.

Ecological mitigation and enhancements

Preserving and enhancing important local habitat are a crucial part of our plans, and we will work with local landowners and develop habitat creation further from the road, beyond the mitigations shown in this brochure which cover the area immediately along the route.

We are aiming to achieve a 10% Biodiversity Net Gain on applicable habitats by creating and enhancing habitats during construction. Biodiversity Net Gain is an approach to development that leaves biodiversity in a better state than before. Some of the ways we are planning to do this are described here, and if you'd like more detail, you can find it in the Environmental Information Document. Information on where you can view this can be found on the back page of the brochure.

Wetland habitat creation and enhancement

New wetland habitat will be created close to the River Wensum, and suitable vegetation and conditions to provide habitat for Desmoulin Whorl snails. We will also improve existing ditches through widening them and reconnecting channels, translocating vegetation where possible. Adding fencing or extra-wide margins will also protect the ditches from cattle damage.

Woodland creation and enhancement

We will plant a mix of native tree species with scrub species to provide understory and edge habitat. This will encourage and support a range of species, such as hedgehogs, badgers, birds, reptiles, and bats. Woodland corridors will link existing areas of habitat, improving connectivity for wildlife and enhancing the visual appearance of the landscape.

Scrub creation

Scrub is a general term for shrubs such as wild privet, dogwood, buckthorn, and hawthorn which are typically found between grassland or heath and woodland. We will plant a diverse mix of species which will provide habitat for many of our native insects, birds and small mammals.

Grassland creation

Grassland can be large open areas, or narrow strips of land. We will use native seed mixes, including wildflower species, to provide a diverse habitat that will attract a wide range of insects (such as butterflies and bees) and arthropods (like spiders and millipedes). This in turn will provide foraging habitat for predators.

Hedgerow creation and enhancement

We will create new hedgerows providing new habitats for our native species and new corridors between existing habitats. Enhancing existing hedgerow with additional planting will improve the quality and diversity that these habitats already provide.

Other habitat features

We will provide habitats for other species, such as bat and bird boxes. These will be in safe locations away from the new road.

Proposed mitigation by key species

Over the past three years, we have carried out surveys to determine which species are found in and around the proposed route of the Norwich Western Link, working together with Natural England and the Environment Agency.

Some of the protected species we have identified, together with the mitigations we are proposing, are outlined in the table opposite.

Key species	Current situation	Mitigation
Bat species	Bats are widespread across the scheme, with pipistrelle species the most common. Barbastelle bats are found in the woodland in the central and northern areas of the scheme	Within the scheme boundary there is an objective to maintain as much of the existing foraging, commuting and roosting habitat as possible. Habitat creation and enhancement further from the road is required to avoid a net loss in suitable habitat. Provision of multiple crossing points to ensure commuting and foraging routes are maintained.
Barn Owls	Breeding territory present adjacent to site boundary with others recorded in the wider area.	Transfer of existing nest site (nest box) to suitable area away from the scheme highway. Enhanced and new foraging habitat for the species to be provided to avoid any net loss.
Badgers	Population widespread within the scheme boundary, but more prevalent in the northern woodlands	Habitat connectivity will be retained between setts to include features allowing badgers to cross the road safely. Fencing will be included to discourage crossing the road at unsafe locations
Desmoulin Whorl snails	Population is a qualifying feature of the River Wensum Special Area of Conservation; present in floodplain ditches within the scheme boundary and adjacent areas	Habitat creation and enhancement is proposed to ensure any indirect effects on this species are offset and that there is improved availability of suitable habitat.
Water voles and otters	Populations present in suitable habitat along the River Wensum and connected ditches, within and beyond the scheme boundary	Retention of wetland habitat where possible. Habitat connectivity must be retained within the scheme boundary with habitat creation and enhancement further from the road to avoid a net loss in suitable habitat

We have also identified other species near the proposed route of the Norwich Western Link including several species of fish, Great Crested Newts, the common toad, overwintering and breeding birds, reptiles, terrestrial invertebrates and aquatic macroinvertebrates.

Ancient and veteran trees, ancient woodland, and hedgerows

The location of ancient/veteran trees has been considered throughout the development of the Norwich Western Link design. A detailed survey of ancient/veteran trees has been undertaken to confirm where an appropriate buffer can be maintained between the tree and construction activity. Some ancient/veteran trees will require removal. Once removed, if feasible, each ancient/veteran tree will be allowed to decompose in a suitable location, providing valuable habitat for wildlife. For each ancient/veteran tree removed, three times the area lost will be planted with new trees.

A 15-metre buffer zone will be maintained between the edge of ancient woodland and the Norwich Western Link scheme boundary. The impact of air quality changes on the ancient woodland due to traffic using the Norwich Western Link will be assessed as part of the environmental impact assessment. Appropriate mitigations, if required, will be presented in the Environmental Statement.

There is potential for important hedgerows to be impacted by the Scheme. Compensation and enhancement of hedgerows is an important consideration of both the landscape design and ecological mitigations, particularly to maintain commuting routes for bats.

Connecting Wildlife Habitats

We will support wildlife connectivity between and within the areas they use for commuting and foraging. To maintain connectivity on either side of the road, we have designed multiple crossing points to help wildlife pass safely under or over the new road while keeping collision risk to a minimum. The crossings will be built at places that have been identified by our surveys as areas with high levels of animal movement.

Connectivity Features

At two locations underpasses will be used to provide connectivity for the identified bat flight routes and other wildlife.

The Norwich Western Link is carried over Ringland Lane via a bridge, creating an underpass. The bridge and scheme fencing will be designed to prevent light from spilling onto Ringland Lane. Hedgerows and trees will be planted to enhance existing vegetation and guide bat species to the underpass location.

At Foxburrow Stream, a culvert will allow the stream to flow underneath the Norwich Western Link. The height and width of the culvert has been designed to provide safe passage for wildlife. New planting will enhance existing vegetation to help guide bat species to the culvert location.

The green bridges are proposed to provide multi-functional connections on either side of the road. The potential green bridge in the northern section will not be accessible by the public, but the others will include a surfaced central section for non-motorised users such as cyclists, pedestrians and horse riders. The green bridges will have hedges on either side, and a parapet system for safety to minimise light spill from the headlights of vehicles using the Norwich Western Link. They would be planted with trees, shrubs, and other native species to encourage wildlife to use them. Planting would join retained trees and shrubs.

Environmental experts are considering two separate designs to help bats cross the road safely in the northern section of the route. The first option is a landscape design that retains existing trees on either side of the road and in the central reservation. This approach allows bats to safely cross the road by flying at a height above the tree canopy.

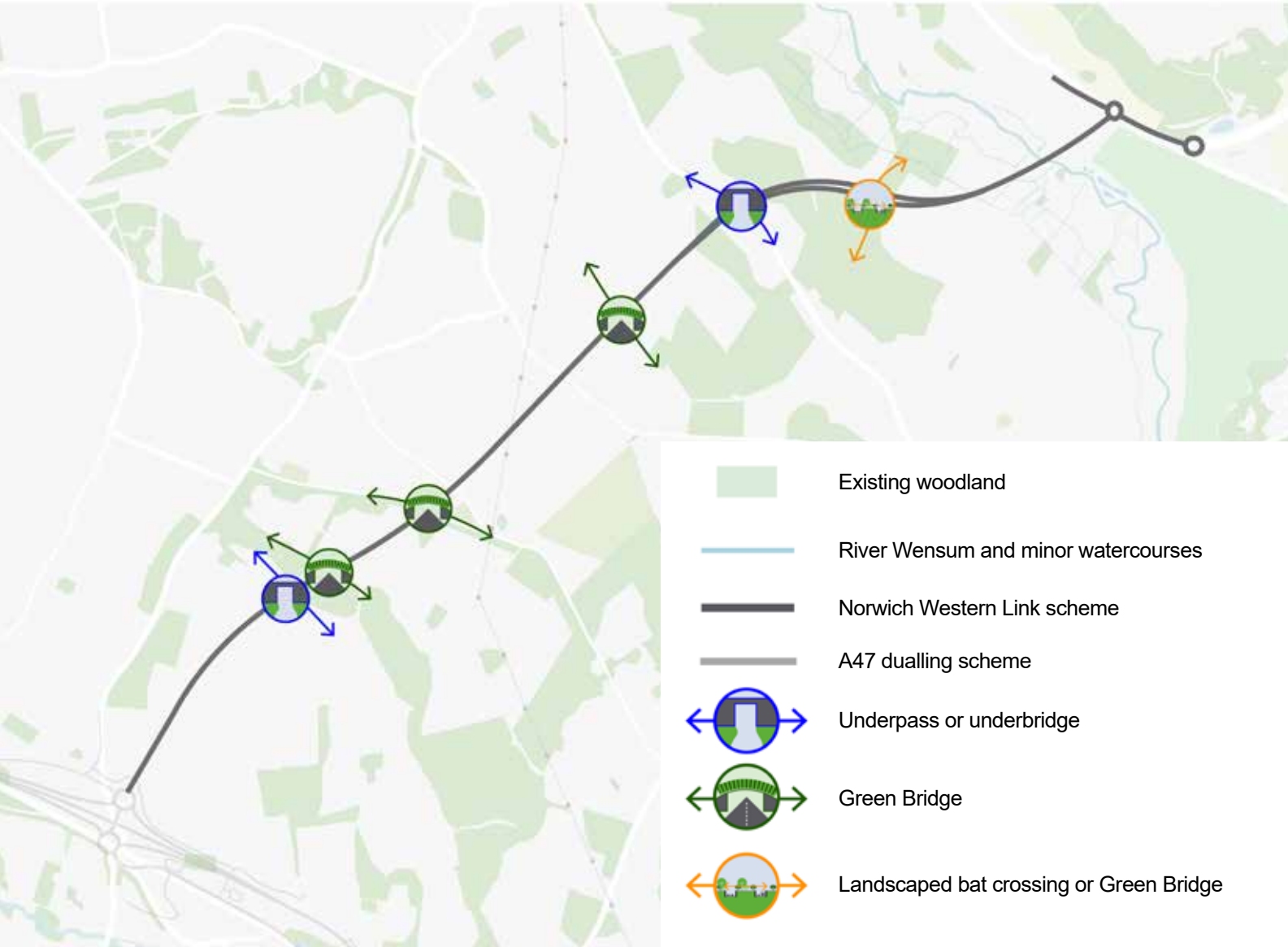
The second option at the northern section of the scheme is a green bridge designed to provide connectivity as described above. At this location no access would be provided for non-motorised users, should a green bridge be progressed. Environmental and bat experts are consulting with statutory bodies, like Natural England, to decide which design will be used.



Visualisation of landscaped bat crossing, planting shown at a mature state

Location of Connectivity Features

The location of wildlife connectivity features detailed on page 18 are shown on the map below.



Green Bridge perspective section

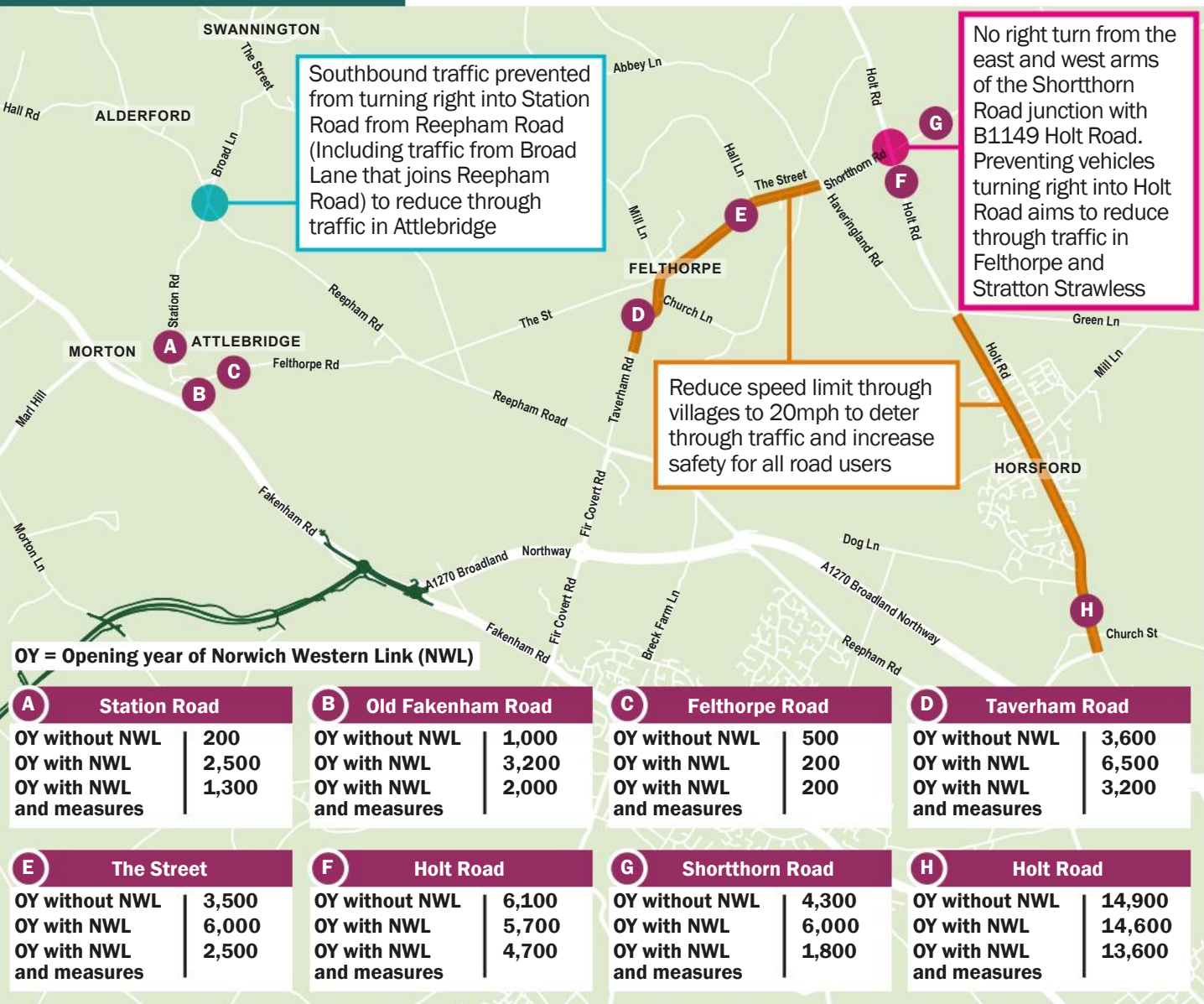
Traffic modelling and local mitigation

Traffic modelling shows that the Norwich Western Link will significantly reduce traffic on many local roads. However, in a few locations, increases are predicted as traffic seeks to get to and from the new road. Some roads are more able to accommodate extra traffic, such as the A1270 (Broadland Northway), A1067 and A47. We are not proposing to introduce any measures on these roads. On B Roads and minor rural roads through local communities where an increase in average annual daily traffic of more than 1000 vehicles per day is predicted, we are proposing to bring in measures to mitigate this impact. We have discussed these proposals with local parish councils and we will continue to develop the measures with them, taking feedback from the consultation into account. These maps show the proposed traffic mitigation, illustrating the 2026 forecast average number of vehicles travelling in both directions daily.

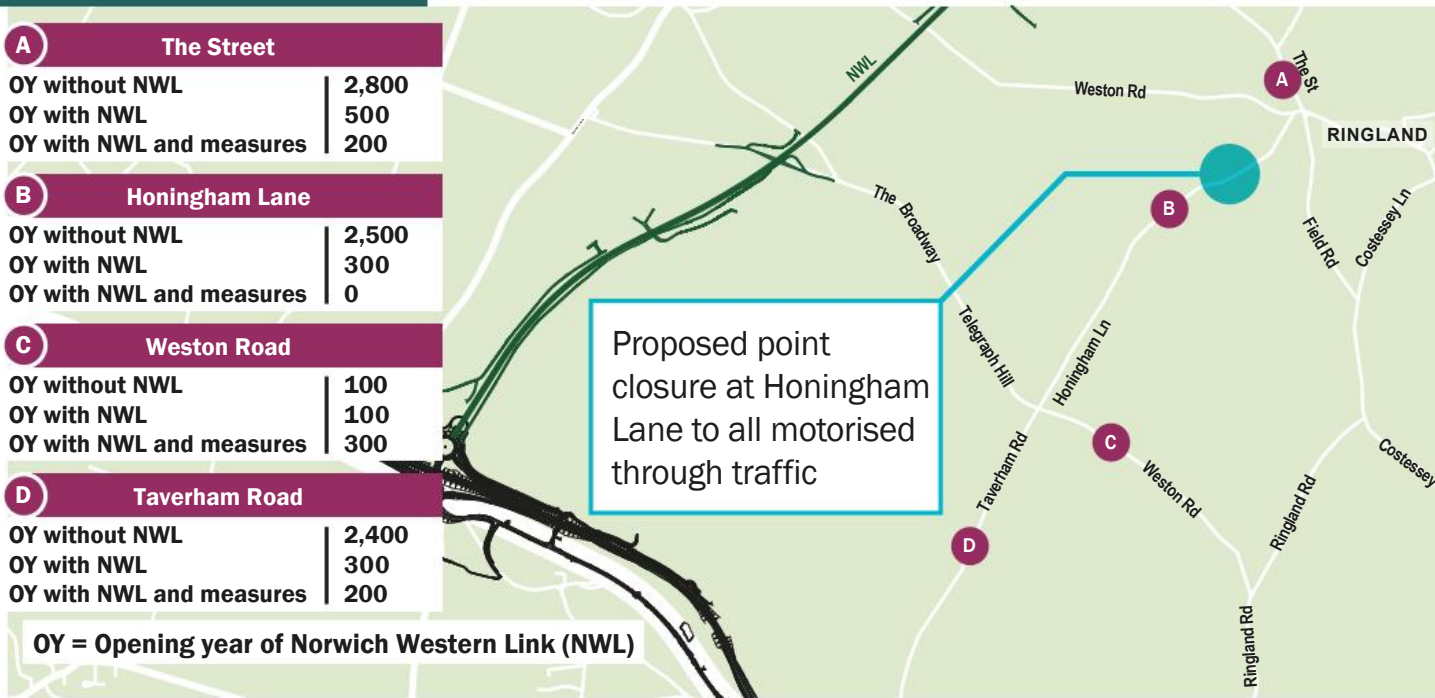
We are proposing a permanent point closure on Honingham Lane to motorised through traffic, with a restriction about 150m south of Ringland, once the Norwich Western Link opens. This will support our aim to encourage cycling as Honingham Lane forms part of our proposed network of cycle-friendly routes (see pages 4 and 5 for more details on this). A map showing the location of this proposed road closure is also shown below.

We are also preparing a Transport Assessment which will include details of proposed alterations to any junctions on the local road network if there is expected to be an increase in traffic as a result of the Norwich Western Link, which cannot be sustainably accommodated by the existing junction designs. Details of any proposed junction alterations will be included in the planning application.

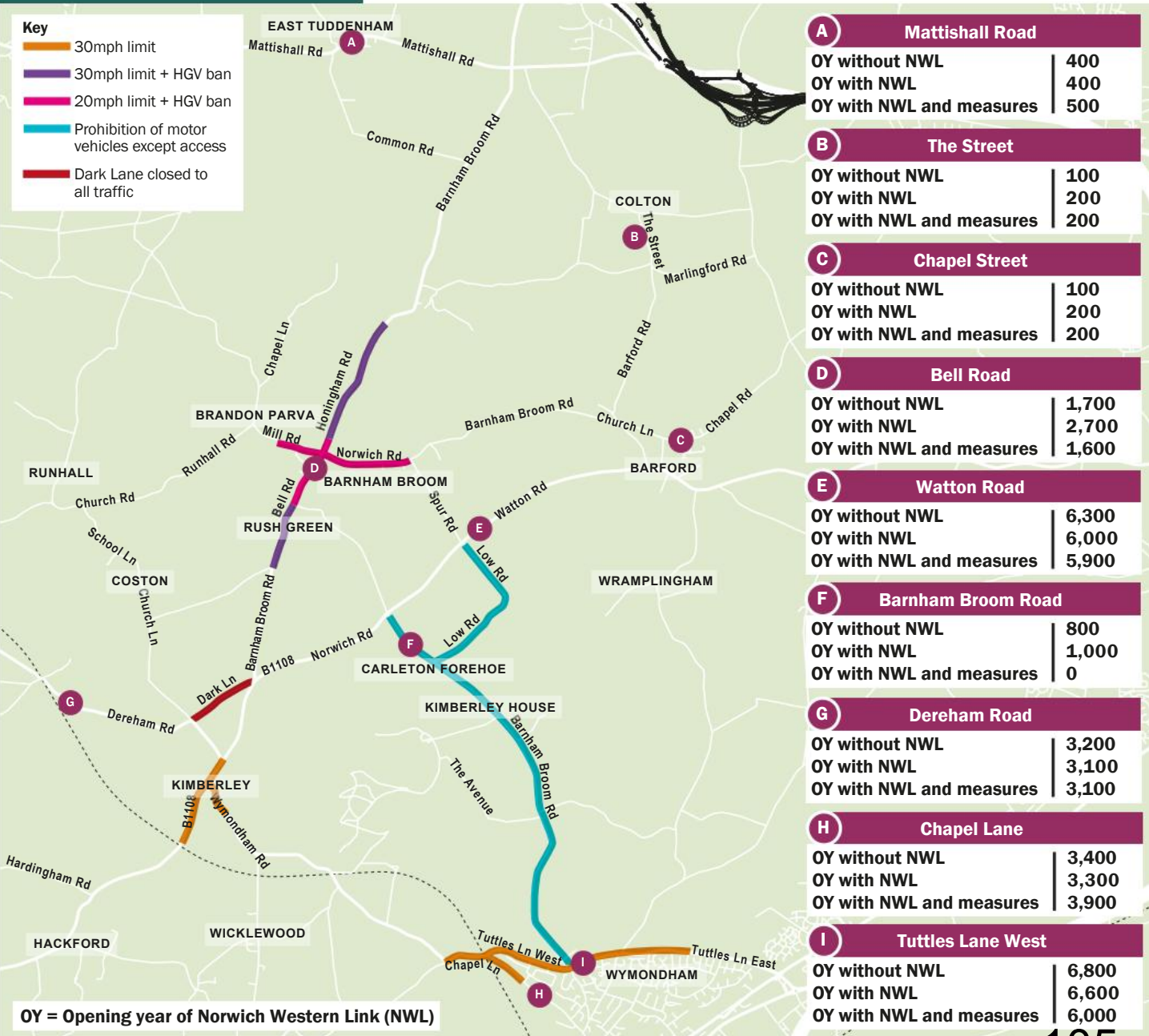
Proposals to north of the A1067



Proposal to Honingham Lane



Proposals to south of the A47



Traffic flow map

The future year predicted traffic flows on local roads with and without the Norwich Western Link scheme in place are shown below. The forecast traffic situation is shown for 2026 and 15 years after opening. The National Highways proposals for A47 between North Tuddenham and Easton are also included in both scenarios with an expected opening date in 2025.

The map indicates that the Norwich Western Link will provide substantial traffic relief to the vast majority of minor roads to the west of Norwich, with over 24,000 vehicles per day using the Norwich Western Link instead. This increases to 36,000 15 years after opening. Without the Norwich Western Link, it is likely that traffic flows on minor routes will continue to increase.

A The Common, Lyng	B Weston Hall Road
OY without NWL3,200	OY without NWL4,300
OY with NWL3,000 ▼6%	OY with NWL1,500 ▼65%
OY+15 without NWL3,900	OY+15 without NWL5,400
OY+15 with NWL3,600 ▼8%	OY+15 with NWL1,300 ▼76%
C A1067 at Lenwade	D Honingham Road
OY without NWL12,800	OY without NWL3,900
OY with NWL12,900 ▲1%	OY with NWL800 ▼79%
OY+15 without NWL16,300	OY+15 without NWL5,200
OY+15 with NWL15,300 ▼6%	OY+15 with NWL800 ▼85%
E A1067	F Broadland Northway
OY without NWL16,200	OY without NWL12,700
OY with NWL34,100 ▲110%	OY with NWL29,200 ▲130%
OY+15 without NWL20,900	OY+15 without NWL17,300
OY+15 with NWL47,100 ▲125%	OY+15 with NWL41,400 ▲139%
G Heath Road	H Wood Lane
OY without NWL1,500	OY without NWL6,500
OY with NWL1,000 ▼33%	OY with NWL1,800 ▼72%
OY+15 without NWL1,700	OY+15 without NWL8,800
OY+15 with NWL1,000 ▼41%	OY+15 with NWL2,100 ▼76%
I The Street, Ringland	J Ringland Road
OY without NWL2800	OY without NWL2,700
OY with NWL200 ▼93%	OY with NWL400 ▼85%
OY+15 without NWL4,800	OY+15 without NWL4,700
OY+15 with NWL300 ▼94%	OY+15 with NWL500 ▼89%
K Taverham Lane	L The Street, Honingham
OY without NWL8,500	OY without NWL200
OY with NWL7,300 ▼14%	OY with NWL300 ▲50%
OY+15 without NWL8,700	OY+15 without NWL200
OY+15 with NWL7,700 ▼11%	OY+15 with NWL400 ▲100%
M A47	N Sweet Briar Road
OY without NWL43,000	OY without NWL30,100
OY with NWL42,200 ▼2%	OY with NWL29,100 ▼3%
OY+15 without NWL52,300	OY+15 without NWL32,500
OY+15 with NWL53,100 ▲2%	OY+15 with NWL31,400 ▼3%
O A1074 Dereham Road	P A1067 Drayton High Road
OY without NWL30,700	OY without NWL13,700
OY with NWL28,100 ▼8%	OY with NWL13,900 ▲1%
OY+15 without NWL33,700	OY+15 without NWL14,500
OY+15 with NWL31,100 ▼8%	OY+15 with NWL14,600 ▲1%



The consultation runs from Monday 15 August to Sunday 9 October.

The consultation website will be available to view throughout the consultation period via **www.norfolk.gov.uk/nwl**, where people can also respond by filling in the consultation questionnaire. People who can't access the internet can request for paper copies of the consultation brochure and questionnaire to be posted to them. Please email us at **NWLConsultation@norfolk.gov.uk** or ring us on 0344 800 8020 and give us your postal address. We recommend submitting your views as soon as you can before the consultation closes at midnight on Sunday 9 October 2022.

The Environmental Information Document can be viewed on the consultation website via **www.norfolk.gov.uk/nwl**. This document will be available for the whole duration of the consultation. If you are unable to access the information online, a copy of the document will be available at the following locations: Taverham, Dereham, Reepham and Wymondham libraries as well at the Archive Centre at County Hall.

Staff will be available to discuss the consultation proposals via phone or internet calls during the consultation period. Appointments can be booked with members of the project team through the consultation website. Alternatively, please contact us on the number above and we'll arrange a time that is convenient for you.

We will also be running in-person events which will take place during the consultation period as follows.

Location	Date and Time
Barnham Broom Village Hall	Friday 2nd September 2022 – 12-8pm
The Costessey Centre – Stafford Hall	Friday 9th September 2022 – 1-8pm
Weston Longville – Hall for All	Thursday 15th September 2022 – 12-8pm
Felthorpe Village Hall	Thursday 22nd September 2022 – 12-8pm

There are several ways you can respond to the consultation. You can:

- Complete the consultation questionnaire online via **www.norfolk.gov.uk/nwl**
- Complete a paper copy of the consultation questionnaire and post it to: Freepost Plus RTCL-XSTT-JZSK, Norfolk County Council, County Hall, Martineau Lane, Norwich, NR1 2DH
- Email comments to **NWLConsultation@norfolk.gov.uk**
- Write to: Freepost Plus RTCL-XSTT-JZSK, Norfolk County Council, County Hall, Martineau Lane, Norwich, NR1 2DH

If you need further assistance, please email us on **NWLConsultation@norfolk.gov.uk** or ring us on **0344 800 8020** and we'll do our best to assist you.

Our privacy statement can be found at: **<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/open-data-fois-and-data-protection/data-protection/privacy-notices/norfolk-county-council-privacy-notice>**





Norwich Western Link Pre-Planning Application Consultation Questionnaire



Monday 15 August to Sunday 9 October 2022

Have your say

There are several ways you can respond to the consultation. You can:

- Complete the consultation questionnaire online via **www.norfolk.gov.uk/nwl**
- Complete a paper copy of the consultation questionnaire and post it to: **Freepost Plus RTCL-XSTT-JZSK, Norfolk County Council, County Hall, Martineau Lane, Norwich, NR1 2DH**
- Email comments to **NWLConsultation@norfolk.gov.uk**
- Write to: **Freepost Plus RTCL-XSTT-JZSK, Norfolk County Council, County Hall, Martineau Lane, Norwich, NR1 2DH**

The deadline for responses to this consultation is midnight on Sunday 9 October 2022.

If you need further assistance, please email us on **NWLConsultation@norfolk.gov.uk** or ring us on **0344 800 8020** and we'll do our best to assist you.

Personal information, confidentiality and data protection

We will use any personal information to understand how different groups of people feel about our proposals. We will process any personal information we receive from you in line with the General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679), the Data Protection Act 2018 and Norfolk County Council's data protection policy and guidelines. This means that Norfolk County Council will hold your personal data and only use it for the purpose for which it was collected, being this consultation. You can find a copy of our privacy statement at **<https://www.norfolk.gov.uk/privacy>**

We will feed back your views to the Norwich Western Link project team, their consultants and contractors as part of work to develop the design of the Norwich Western Link and proposals associated with it. This includes quoting extracts from consultation responses in our report. We will name key stakeholders / organisations along with their views, but will not identify members of the public when reporting our findings. The report will be published on our website. Under our record management policy we will keep this information for five years. We will also, under normal circumstances, not pass your personal data on to anyone else. However, we may be asked under access to information laws to publish or disclose some, or all, of the information you provide in response to this consultation. We will only do this where such disclosure will comply with such relevant information laws which include the Freedom of Information Act 2000, the Data Protection Act 2018 and the Environmental Information Regulations 2004. You can choose not to take part in the consultation, to stop responding at any time, or to ignore any personal questions that you do not want to answer.

About you

Q1. Are you responding as ...? Please select all that apply:

- | | |
|--|---|
| <input type="checkbox"/> A local resident | <input type="checkbox"/> A visitor to the area |
| <input type="checkbox"/> On behalf of a local business or organisation | <input type="checkbox"/> Someone who travels through the area |
| <input type="checkbox"/> Someone who works in the area | <input type="checkbox"/> None of the above |
| <input type="checkbox"/> An elected representative | |

Q2. If you are responding on behalf of a local business or organisation, what is the name of the organisation or business? Please note: if you are responding on behalf of an organisation it should be in an official capacity. Please write your answer below:

Q3. If you are responding on behalf of an organisation, please provide an email contact below:

Local Access proposals

Referring to pages four and five of the consultation brochure:

Q4. To what extent do you agree or disagree with the proposals for local access around the route? Please select one only:

- | | | | | |
|---|--------------------------------|--|-----------------------------------|--|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Agree | <input type="checkbox"/> Neither agree
nor disagree | <input type="checkbox"/> Disagree | <input type="checkbox"/> Strongly Disagree |
|---|--------------------------------|--|-----------------------------------|--|

Q5. Please tell us if you have any comments about the proposals for local access in the box below.

Northern section of the route

Referring to pages six and seven of the consultation brochure:

Q6. To what extent do you agree or disagree with the proposals for the northern section of the route? Please select one only:

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly Disagree

Q7. Please tell us if you have any comments about the northern section of the route in the box below:

The viaduct and water environment

Referring to pages eight and nine of the consultation brochure:

Q8. To what extent do you agree or disagree with the proposals for the viaduct? Please select one only:

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly Disagree

Q9. To what extent do you agree or disagree with the proposals for the water environment? Please select one only:

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly Disagree

Q10. Please tell us if you have any comments about the viaduct and water environment in the box below:

Central section of the route

Referring to pages ten and eleven of the consultation brochure:

Q11. To what extent do you agree or disagree with the proposals for the central section of the route?
Please select one only:

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly Disagree

Q12. Please tell us if you have any comments about the central section of the route in the box below:

Southern section of the route and drainage

Referring to pages twelve and thirteen of the consultation brochure:

Q13. To what extent do you agree or disagree with the proposals for the southern section of the route?
Please select one only:

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly Disagree

Q14. To what extent do you agree or disagree with the proposals for the drainage along the route?
Please select one only:

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly Disagree

Q15. Please tell us if you have any comments about the southern section of the route and/or the drainage design in the box below:

Environmental considerations

Referring to pages fourteen and fifteen of the consultation brochure and the Environmental Information Document:

Q16. To what extent do you agree or disagree with the proposals for minimising the environmental impact?
Please select one only:

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly Disagree

Q17. Please tell us if you have any comments about the environmental mitigation in the box below:

Ecological mitigation and enhancement

Referring to pages sixteen to nineteen of the consultation brochure and the Environmental Information Document:

Q18. To what extent do you agree or disagree with the proposals for the ecological mitigations and enhancements?
Please select one only:

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly Disagree

Q19. Please tell us if you have any comments about the ecological mitigation and enhancements in the box below:

Traffic Mitigation

Proposals to the south of the A47

Referring to page twenty one of the consultation brochure:

Q20. To what extent do you agree or disagree with the proposals for the traffic mitigation to the south of the A47? Please select one only:

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly Disagree

Q21. Please tell us if you have any comments about the traffic mitigation to the south of the A47 in the box below:

Proposals to the north of the A1067

Referring to page twenty of the consultation brochure:

Q22. To what extent do you agree or disagree with the proposals for the traffic mitigation to the north of the A1067? Please select one only:

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly Disagree

Q23. Please tell us if you have any comments about the traffic mitigation to the north of the A1067 in the box below:

Proposals for Honingham Lane

Referring to page twenty one of the consultation brochure:

Q24. To what extent do you agree or disagree with the proposal for a point closure on Honingham Lane. Please select one only:

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly Disagree

Q25. Please tell us if you have any comments about the proposal for a point closure on Honingham Lane in the box below:

Any other comments

Q26. Do you have any other comments you wish to provide on the proposals contained within the consultation brochure?

More about you

Providing this information is optional, however it helps us understand how different groups of people might be affected by the proposals.

Q27. Are you...? Please select one only:

☐ Male

☐ Female

☐ Prefer to self-describe

☐ Prefer not to say

If you prefer to self-describe please specify

Q28. How old are you...? Please select one only:

☐ Under 15 years

☐ 16-29

☐ 30-44

☐ 45-64

☐ 65-84

☐ Over 85 years

☐ Prefer not to say

Q29. Do you have any long-term illness, disability or health problem that limits your daily activities or the work you can do? Please select one only:

☐ Yes

☐ No

☐ Prefer not to say

Q30. How would you describe your ethnic background? Please select one only:

☐ White British

☐ White Irish

☐ White Other

☐ Mixed

☐ Asian or Asian British

☐ Black or Black British

☐ Chinese

☐ Other ethnic background - please describe below

☐ Prefer not to say

Q31. What is your postcode? You can give us the first part of your postcode (e.g. NR4) if you prefer. Please write your answer here:

Thank you for your input

Prepared by (Risk Register Owner)

Update by Risk Owner due by

Update by Lead Officer due by

Update by Risk Regsiter Owner due by

Finalised by

Brett Rivett

26/06/2023 (A)

03/07/2023 (C)

07/07/2023 (F)

17/07/2023 (M)

						Current Status (Pd.02-24)				
Risk A Category	Risk B Category	QRA Ref	Date added	Risk Description (lack of, failure to...)	Impact of Risk	Likelihood	Impact	Risk Score	Risk Level	Risk Score Movement
										Current Status
Strategic	A - Funding / Third parties	A04	18/06/2018	There may be a delay in the funding approval (OBC and/or FBC) from DfT due to a general election being called or other factors impacting the sign off of the business cases.	1. Delay to scheme development. 2. Programme delay.	5	2	10	MEDIUM	↔
Strategic	A - Funding / Third parties	A05	18/06/2018	The project may receive a legal challenge based on the planning and environmental processes followed, or if environment factors are encountered during surveys.	1. Delay to programme and the associated costs of tackling a legal challenge 2. Prolonged public inquiry 3. Judicial review of the scheme	3	4	12	MEDIUM	↔
Strategic	A - Funding / Third parties	A06	18/06/2018	The value of the land required for the project may increase above the anticipated costs (inflation or otherwise).	1. Cost increase. 2. Delays whilst land value negotiations take place.	3	2	6	MEDIUM	↔
Strategic	A - Funding / Third parties	A08	18/07/2018	The project may fail to secure budget for scheme funding profile from NCC and DfT due to changes in policy, change in MP support, or change in local support.	Depending on the timing of the event, notice to proceed to Stage Two and Stage Three may not be issued or the contract between NCC and Ferrovial may need to be terminated.	3	1	3	LOW	↔
Strategic	A - Funding / Third parties	A10	18/07/2018	Changes to UK relationship with the European Union affecting trading conditions.	1.Price increase in construction materials due to the value of the pound decreasing. 2. Increased tarrifs and or boarder delays.	2	2	4	LOW	↔
Operational	A - Funding / Third parties	A16	17/01/2020	Reinstatement of temporary land occupied to deliver the project is not acceptable to landowners, as reinstatement fails to meet the standard recorded prior to temporary occupation.	1. Additional cost to reinstate to original condition or to acquire land.	3	3	9	MEDIUM	↔
Operational	A - Funding / Third parties	A17	28/01/2021	Addition of new Third Party Agreements or amendment to the existing Third Party Agreements included in the Scope introduces additional or varied constraints.	1. Additional costs and programme implications.	3	3	9	MEDIUM	↔
Operational	A - Funding / Third parties	A18	06/05/2022	Revenue generated from re-sale of properties acquired may exceed that assumed in the land estimate.	Increased return to the project.	3	1	3	LOW	↔
Strategic	B - Programme / Contract	B03	18/06/2018	Legal work may not completed on time.	1. Delays to statutory notifications required under planning consent requirements. 2. Reputational damage due to loss of confidence in NCC's capability to deliver	2	3	6	MEDIUM	↔
Strategic	B - Programme / Contract	B04	18/06/2018	The planning process may impose unexpected conditions on the project. Note: risk considers the introduction of condition made as part of the planning consent.	1. Costs to address the conditions to allow licences to be released. This could include design updates, more land purchase 2. Compression of the programme between the determination of planning and start of works	3	2	6	MEDIUM	↔
Strategic	B - Programme / Contract	B05	18/06/2018	The A47 dualling construction programme may change.	1. Delays to construction programme 2. Cost impact to re-sequence work 3. NWL opening postponed until A47 junction complete. 4. Improved Wood Lane Junction not available for start of NWL construction	5	4	20	HIGH	↔
Strategic	B - Programme / Contract	B06	18/06/2018	Landowners may object to the scheme or to selling their land.	1. Potential delays or difficulties negotiating during the CPO process. 2. Cost increase to agree a route and mitigation which impacts the BCR. 3. Reputational damage for NCC with local landowners 4. Change of landowner leads to disagreement on proposals	4	1	4	LOW	↔
Strategic	B - Programme / Contract	B12	02/07/2018	NCC Decisions may not be made in a timely manner due to change of staff, loss of decision making personnel or absence of decision making personnel.	1. Delay to programme while decisions aren't made	2	2	4	LOW	↔
Strategic	B - Programme / Contract	B18	12/06/2020	The programme for adoption of the GNLP and LTP are delayed	1. The NWL programme does not align with the plan making process 2. Reference to these policies would need to consider their stage in development	4	1	4	LOW	↔
Operational	B - Programme / Contract	B22	16/09/2020	Inflationary factors impacted by: 1) Increased national infrastructure delivery programme, 2) Pandemic - virus strain known as severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) or the disease known as coronavirus disease 2019 (COVID-19) (including, in both instances any mutation or variant thereof) and 3) Brexit. 4) Invasion of Ukraine.	Inflation in excess of historic trends used for the purpose of the forecast, driven by: 1) Supply and demand 2) Increases in aggregate tax, fuel levies, road tax, landfill tax, etc.	4	4	16	HIGH	↔
Strategic	B - Programme / Contract	B23	29/03/2021	The delivery of the Sustainable Transport Strategy is outside of the main D&B contract	1. Late changes to the D&B Contractors scope of work 2. Potential programme implications subject to STS delivery timescales	3	1	3	LOW	↔
Strategic	B - Programme / Contract	B27	01/09/2022	Time risk allowances and terminal float allowances within the over-arching project programme are insufficient.	Programme delays.	5	3	15	HIGH	↔
Strategic	B - Programme / Contract	B28	09/02/2023	Planning documentation required to be formatted for accessibility.	Delay to planning application whilst documents are formatted.	5	2	10	MEDIUM	↔
Strategic	C - Scope Change / Change	C01	18/06/2018	Early assumptions made for engineering design found to be insufficient following receipt of further information. Note: Risk considers the adequacy of the Tender Design where the engineering solution deviates from the Reference Design (accepted deviations).	1. Design changes required, 2. Cost increases during design due to increased design requirements (more concrete, greater level of excavation etc) 3. Reputational damage 4. Delivery delays	1	3	3	LOW	↔

						Current Status (Pd.02-24)				Risk Score Movement
Risk A Category	Risk B Category	QRA Ref	Date added	Risk Description (lack of, failure to...)	Impact of Risk	Likelihood	Impact	Risk Score	Risk Level	
Current Status										
Strategic	C - Scope Change / Change	C03	18/06/2018	National Highways may change the A47 junction design, requiring an update to the NWL alignment.	1. Additional cost, in both design and construction 2. Delay to the design programme 3. Increased land take 4. Increased land costs 5. Significant change may require additional environmental surveys 6. Change in scheme design may have an increased environmental impact	1	2	2	LOW	↔
Strategic	C - Scope Change / Change	C05	18/06/2018	DfT standard departures may not be approved without changes or adjustments. Note: Risk considers the transition from NCC/Contractor design to HE design at interface with A47.	1. Redesign to meet the standards at the tie in point with the A47 (Contractor design at/to the tie will need HE approval (transition)). 2. Increased costs to overall scheme to meet acceptable standards. 3. Delays while negotiating the departures.	1	2	2	LOW	↔
Strategic	C - Scope Change / Change	C06	18/06/2018	There may be a variation between actual site conditions and assumptions used in design, such as the GI and topographical survey. Note: Risk considers the adequacy of the revised Tender Design (Route Refinement) where the engineering solution deviates from the Tender Design.	1. Ground works costs increase 2. Land take may increase, 3. The drainage design may need revision	3	3	9	MEDIUM	↔
Strategic	C - Scope Change / Change	C08	18/07/2018	Design departures subject to NCC approval may not be granted. Note: Risk considers the deviations accepted through dialogue and the acceptability as part of the planning process.	1. Approvals not achieved so scheme cannot proceed. 2. Designs require modification to address approval issues.	2	4	8	MEDIUM	↔
Strategic	C - Scope Change / Change	C10	02/07/2018	The DfT may make updates which affect traffic modelling.	1. The cost of re-modelling or re-working of models based on new data 2. Programme delay whilst outputs are revised 3. Effect on scheme benefits	1	4	4	LOW	↔
Strategic	C - Scope Change / Change	C13	08/05/2019	The scope of the works to introduce cycle and footway provision is yet to be fixed in relation to the preferred route.	1. Additional scope and costs to provide 2. Delays if stakeholder consultations lead to changes	2	2	4	LOW	↔
Strategic	C - Scope Change / Change	C15	12/08/2020	Changes to technical standards and guidance on which the design/assessment of the scheme are based. Notes, excludes changes to standards dictating containment level (see risk E16).	1. Design changes lead to programme delay. 2. Cost increases for additional/improved provisions. 3. Challenge to funding application if compliance cannot be demonstrated.	2	2	4	LOW	↔
Operational	C - Scope Change / Change	C16	25/01/2021	Reduction or increase in the permanent land requirements over that shown on the tender design drawings. Note: Contemplates changes from land requirements considered for the revised Tender Design (Alignment Refinement).	1. Cost associated with the requirement to take additional land or reduce the requirements. 2. Delays to scheme due to the requirement to survey and review the additional land. 3. Requirement for further consultation	2	1	2	LOW	↔
Operational	C - Scope Change / Change	C17	25/01/2021	Reduction or increase in the temporary land requirements over that shown on the tender design drawings. Note: Contemplates changes from land requirements considered for the revised Tender Design (Alignment Refinement).	1. Cost associated with the requirement to take additional land or reduce the requirements. 2. Delays to scheme due to the requirement to survey and review the additional land. 3. Requirement for further consultation	5	1	5	LOW	↔
Strategic	C - Scope Change / Change	C18	25/01/2021	Design change required to maintain connectivity for walking and cycling. The A47 scheme includes a new walking and cycling route towards Hockering which passes to the north of the Wood Lane junction, across the proposed NWL.	Additional crossing or other design changes to accommodate the re-routing of the new route leading to 1. Additional costs 2. Objection to proposals from stakeholders	5	2	10	MEDIUM	↔
Operational	C - Scope Change / Change	C19	25/01/2021	'Stopping Up' of Weston Road and Breck Road is opposed.	1. Construction of Weston Road and Breck Road Overbridges, including all design costs, construction costs and programme implications.	1	1	1	LOW	↔
Operational	C - Scope Change / Change	C20	27/01/2021	Early access to land which has not been acquired to carry out ecological mitigation works is not possible. Note: Risk considers access to 'off-site' areas required for mitigation purposes.	1. Delay and disruption to the programme for Stage Two Work and Stage Three Work. 2. Increase in Contractors costs	3	5	15	HIGH	↔
Strategic	C - Scope Change / Change	C21	29/01/2021	Sustainable transport strategy - provisions. Development of the shortlisted wider measures (1, 3, 4, 5 and 7E).	1. Additional design, construction and programme implications.	3	3	9	MEDIUM	↔
Strategic	C - Scope Change / Change	C22	19/02/2021	Sufficiency of the Contractor's Budget for Stage Two Work	Increases the difference between the Price of Work Done to Date and the total of the Prices for Stage Two, hence increasing the amount the Client pays. Programme effects, works not included in the Accepted Programme.	4	3	12	MEDIUM	↔
Operational	C - Scope Change / Change	C23	19/02/2021	Value engineering opportunities.	1. Reduces the total of the Prices for Stage Two. 2. Programme effects, works included in the Accepted Programme omitted.	3	1	3	LOW	↔
Operational	C - Scope Change / Change	C25	30/11/2021	Changes to the Scope instructed by the Project Manager (not covered by specific risks detailed herein), including any ambiguities or inconsistencies as previously noted under risk K05.	Ambiguity in requirements/site information, access issues, late issue of information, unforeseen ground conditions, STATS and traffic management issues may all give rise to disputes and claims	3	3	9	MEDIUM	↔
Operational	C - Scope Change / Change	C27	04/05/2022	Additional Ground Investigation works required over that set out in the GISR.	Additional works attracting cost and time.	3	1	3	LOW	↔
Operational	C - Scope Change / Change	C28	04/05/2022	Failure to agree the assessment of events that can change the Budget for Stage Two Work (Clause X22.6 refers).	Escalation to the Senior representatives for resolution (X22.6(5)). Escalation to the Project Board Members for resolution (X22.6(6)). If the above steps do not resolve the matter, the notice to proceed to Stage Two and Stage Three cannot be issued (X22.5(3)). Procurement of Stage Two and Stage Three Work.	4	4	16	HIGH	↔

Risk A Category	Risk B Category	QRA Ref	Date added	Risk Description (lack of, failure to...)	Impact of Risk	Current Status (Pd.02-24)				Risk Score Movement
						Likelihood	Impact	Risk Score	Risk Level	
										Current Status
Operational	C - Scope Change / Change	C31	03/03/2023	Earthworks bunds height may need further changes to respond to local parishes concerns. This change would need to be implemented post Design Freeze 3.5 issued on 10/02/2023.	Planning application design delay and impact on the earthworks balance including potential need to import.	4	2	8	MEDIUM	↔
Strategic	D - Weather Events	D01	18/06/2018	Adverse weather conditions e.g. high winds, flooding, extremes of temperature affecting Stage 1 activities. Note, this risk considers the effect adverse weather conditions would have on the works to be carried out by the Client and/or Others. Risk D02 and D03 consider the effect on the works to be provided by the Contractor.	1. Delays to surveys and provision of data by the Client or Others.	2	2	4	LOW	↔
Operational	D - Weather Events	D02	10/08/2020	Adverse weather conditions greater than 1 in 10 year event.	1. Delay and disruption to Stage One and Stage Two. 2. Client liability (compensation event) if the event is a consequence of rainfall, air temperature or snow. 3. Shared liability if the event is a consequence of other weather events such as wind. 4. Likelihood increased due to occurrence of more adverse weather patterns.	3	3	9	MEDIUM	↔
Operational	D - Weather Events	D03	10/08/2020	Adverse weather conditions less than 1 in 10 year event.	1. Delay and disruption to Stage One and Stage Two. 2. Shared liability, regardless of the weather event. 3. Traditional construction methodology more susceptible to delay due to wind speeds.	4	3	12	MEDIUM	↔
Strategic	E - Design Risk Products / Materials	E04	18/06/2018	Change in structure type, appearance and span arrangement - Viaducts.	1. Redesign works and possible delay 2. Increase in costs 3. May impact on land requirements	1	5	5	LOW	↔
Strategic	E - Design Risk Products / Materials	E05	02/07/2018	RSA may require changes in the later design stages.	1. Late design changes impact on programme 2. The cost implication of reviewing and updating designs	3	2	6	MEDIUM	↔
Strategic	E - Design Risk Products / Materials	E08	08/05/2019	The assumption that the wildlife overbridges will be a standard width may change. Note: Relates to GB1, GB2 and GB4.	Additional costs for design and construction will be incurred if it is established that wider or more complicated structures are required.	1	2	2	LOW	↔
Strategic	E - Design Risk Products / Materials	E09	08/05/2019	The scope to address the supplementary measures to the NWL may increase following full investigation and local traffic issues.	1. Additional costs for design and construction to provide supplementary measures 2. Possible delays if further consultation is required.	3	1	3	LOW	↔
Strategic	E - Design Risk Products / Materials	E11	29/11/2019	NMU and land access strategy may fail to gain support of LPA, PRoW and landowners.	1. Redesign work and possible programme delay 2. Additional structures required to cross NWL - cost and programme delay 3. Additional compensation to landowners 4. PRoW objection - planning and programme delay	3	2	6	MEDIUM	↔
Strategic	E - Design Risk Products / Materials	E12	31/03/2020	Additional structures needed to cross the IDB drains to facilitate maintenance access track for viaduct inspection/maintenance and another structure to facilitate NMU route east of Tud Tributary culvert.	1. Additional scope and costs to design 2. Potential hydrological / ecological constraints 3. EA or NE objection poses risk to planning	3	2	6	MEDIUM	↔
Strategic	E - Design Risk Products / Materials	E13	21/05/2020	The highway and junction layouts indicated in the Reference Design are based on 2015 base year traffic survey data. More current traffic survey information is being obtained from 2019 surveys that will be used as basis for updating the traffic model in 2020. There is a risk that the difference in the data may result in geometric design changes. Note: Risk considers the sufficiency of the forecast allowance for design changes required to accommodate the revised forecast flows.	1. Late design changes impact on programme 2. The cost implication of reviewing and updating designs 3. Change to the Contractors Tender Price	3	2	6	MEDIUM	↔
Strategic	E - Design Risk Products / Materials	E14	03/05/2022	Proceeding with the revised tender design in the absence of GI data and/or additional GI data. Note: Relates to the revised Tender Design which incorporates the refined route.	1. Potential change to foundations if GI does not confirm assumptions. 2. Late design changes once survey information becomes available 3. Cost and programme impact. Conservative assumptions stifle contractor efficiencies	3	2	6	MEDIUM	↔
Operational	F - Environmental	F01	18/06/2018	During construction protected species not previously identified may be found to be present in location of project.	1. Make area safe for protected species 2. Relocate where applicable 3. Schedule relocation at suitable time 4. Delays to project and associated cost for rehoming and delays	2	2	4	LOW	↔
Operational	F - Environmental	F02	18/06/2018	Contamination and/or fly tipping is discovered on the land during the site surveys or identified/occurs during Stage One and Stage Two.	1. Additional cost in the procurement process for testing, treating and removal of material. 2. Disposal of fly tipping and/or treatment of contaminated land.	3	1	3	LOW	↔
Strategic	F - Environmental	F03	18/06/2018	Lack of access to undertake environmental surveys until CPO process completed (Stage Two access date).	1. Incomplete surveys and hence assessments may not be suitable for submission to the determining authority 2. Delay to programme while surveys are undertaken 3. A complete survey season of baseline information required to determine mitigation	4	2	8	MEDIUM	↔
Operational	F - Environmental	F04	18/06/2018	Invasive species may be found to be present in location of project.	1. Additional cost for testing and treating and removal prior to construction commencing	2	2	4	LOW	↔
Operational	F - Environmental	F05	18/06/2018	Archaeological remains that require significant intrusive investigation may be found to be present.	1. Risk to pre-construction programme and cost from survey requirements pre-application 2. Re-route scheme to avoid known sites of archaeological value. 3. Will also result in increased costs and delays to activities/ programme	5	2	10	MEDIUM	↔
Strategic	F - Environmental	F06	02/07/2018	Failure to reach agreement with relevant consultees with regard to significant environmental impacts and mitigation. E.g. SAC/SSSI. This could include NE not accepting the design e.g. of the viaduct and/or bat mitigation measures - underpasses/green bridges.	1. Potential objectors to the project that could jeopardise delivery	4	3	12	MEDIUM	↑
Strategic	F - Environmental	F08	02/07/2018	Noise impacts are deemed to require mitigation.	1. Mitigation required such as acoustic fencing or false cutting; this could lead to additional land take or visual impacts. 2. Cost increases	3	2	6	MEDIUM	↔

Risk A Category	Risk B Category	QRA Ref	Date added	Risk Description (lack of, failure to...)	Impact of Risk	Current Status (Pd.02-24)				Risk Score Movement
						Likelihood	Impact	Risk Score	Risk Level	
										Current Status
Strategic	F - Environmental	F09	02/07/2018	Significant adverse environmental effects identified in the application.	1. This may be deemed unacceptable the determining authority compared to the scheme benefits 2. Increased mitigation costs 3. Programme delay to refine application	3	2	6	MEDIUM	↔
Strategic	F - Environmental	F10	02/07/2018	Unconfirmed scope of mitigation required for environmental impacts. Note: Risk considers the sufficiency of the ecological mitigation plan (TN037) and any subsequent revisions.	1. Increase in land take 2. Increase in costs	3	2	6	MEDIUM	↔
Strategic	F - Environmental	F13	02/07/2018	Aboricultural surveys identify ancient or veteran trees that requires mitigation.	1. Land take impacts 2. Design changes to retain ancient/veteran trees where possible, leading to programme delays	2	1	2	LOW	↔
Strategic	F - Environmental	F14	18/06/2018	The project may require extra mitigation to avoid listed building effects.	1.Costs associated with the additional landscaping/ change the scheme to avoid impacts	4	1	4	LOW	↔
Strategic	F - Environmental	F15	18/07/2018	The project may have inadequate pollution control solution and management and control of the volume of runoff during flood events designed into scheme.	Adverse effects on SAC/SSSI	1	2	2	LOW	↔
Strategic	F - Environmental	F17	18/07/2018	The shadow analysis shows that the project impacts the integrity of the River W even at 12m high.	1. Increased scheme height mitigation/design change. 2. Worst case scenario additional compensation will be needed in the River Wensum to reduce the impact. 3. Impact to NCC's reputation in the area	2	2	4	LOW	↔
Strategic	F - Environmental	F20	18/06/2018	Additional flood risk mitigation required.	1. More land take 2. Increased costs	2	2	4	LOW	↔
Strategic	F - Environmental	F24	18/06/2018	River Wensum SAC prevents crossing of R Wensum (Natura 2000 site).	1. Increased land take for mitigation - ponds outside extents of extreme flood with conveyance system. 2. The proposals will need to meet the tests as set out in the habitats directive. Should the tests not be met, then consent for the scheme would be in jeopardy	1	1	1	LOW	↔
Strategic	F - Environmental	F26	18/12/2018	Adverse visual impacts created onto the Golf course and other sensitive receptors within view of the viaduct options may require mitigation.	1. Cost to implement greater than expected mitigation of the visual impacts from the viaduct and other sections of the scheme.	2	2	4	LOW	↔
Strategic	F - Environmental	F31	29/01/2019	Long term groundwater monitoring may be requiring prior to construction.	1. Programme delay. 2. Cost implication.	3	1	3	LOW	↔
Strategic	F - Environmental	F33	04/04/2019	The scheme may not pass the NPPF Sequential Test that requires development to first be directed to lower risk flood zones.	1. Application of Exception Test will be required to justify that location in flood zones provides wider sustainability benefit that outweighs flood risk and does not increase flood risk else where. 2. Sustainability benefits of scheme to be confirmed by planning team. Impact on flood risk to be assessed in the FRA.	1	4	4	LOW	↔
Strategic	F - Environmental	F34	06/08/2019	The project may incur costs due to the lack of a design freeze early enough in advance of work on the OBC, Scoping Report and the ES.	1. The risk could be a delay in programme and deliverables due to re-doing of environmental assessment work. 2. Abortive work if it changed halfway through the environmental assessment work for all stages, 3. Continuous request for changes to completed designs	4	3	12	MEDIUM	↔
Strategic	F - Environmental	F35	06/08/2019	Additional wildlife structures become required further to the new or additional information becoming available from surveys (i.e. bats and wildlife underpasses, or additional species being identified that require additional wildlife structures).	1. The cost associated with designing and implementing the structures 2. Cost associated with addressing the highways alignment issues raised by the introduction of the new structures. Particularly the road profile which impacts on the land take.	1	3	3	LOW	↔
Strategic	F - Environmental	F37	11/09/2019	The project red line boundary may increase due to ecology mitigation or the release of further requirements for constructability.	1. Programme delays to reach agreement with landowners/CPO additional land 2. Cost and programme implications of increasing the project red line.	3	2	6	MEDIUM	↔
Strategic	F - Environmental	F38	02/12/2019	Large amount of badger activity identified within northern woodlands (November 2019). Main sett location provided by NCC but no further details as access denied. Impacts to a main badger sett expected and therefore mitigation could involve creation of artificial sett. This will have to be located within the same territory as the existing sett, not within a neighbouring territory. Badger bait marking surveys therefore proposed.	1. Cost and programme and design implications.	2	1	2	LOW	↔
Strategic	F - Environmental	F39	03/12/2019	The exact areas required for biodiversity net gain (BNG) delivery is unknown at this stage.	1. Sufficient off-site land not available or secured. 2. Increased land costs 3. Programme delay for land negotiations and challenge at inquiry	4	2	8	MEDIUM	↔
Strategic	F - Environmental	F40	02/12/2019	The planning application is "called in" by the Secretary of State for a decision. This is done for particularly controversial or technically challenging planning applications, and is a possibility for NWL.	1. Programme delay and cost increase for scheme development	4	1	4	LOW	↔
Strategic	F - Environmental	F42	02/12/2019	The planning application takes longer than 18 weeks to determine.	1. Programme delay	4	2	8	MEDIUM	↔
Strategic	F - Environmental	F44	26/02/2020	Ecology and environment survey data becoming 'out of date' in relation to the planning application date. This is dependant upon the type of flora/fauna and associated habitat.	1. Cost implications of repeating surveys 2. Delay to planning application 3. Design changes as a result of further information	4	2	8	MEDIUM	↔
Strategic	F - Environmental	F47	12/08/2020	Objectors disrupt environmental surveys (Protestor action, see risk P01). Note: Risk considers the impact on the Stage One Work which is reliant on the output from environmental surveys and other exploratory works.	1. Incomplete surveys and hence assessments may not be suitable for submission to the determining authority 2. Delay to programme while surveys are rescheduled 3. Increase in survey costs 4. Impact on staff physical and mental wellbeing	3	2	6	MEDIUM	↔
Strategic	F - Environmental	F48	08/09/2020	A47 and NWL could have different results, assessment and conclusions from environmental surveys, e.g. ecology surveys. Different approaches may be taken for the required ecology mitigation e.g. for barbatselle bats	1. Implications for dialogue with statutory and non statutory consultees. Possible confusion over different results and approaches to the management of ecological features	3	1	3	LOW	↔

Risk A Category	Risk B Category	QRA Ref	Date added	Risk Description (lack of, failure to...)	Impact of Risk	Current Status (Pd.02-24)				Risk Score Movement
						Likelihood	Impact	Risk Score	Risk Level	
Strategic	F - Environmental	F49	09/10/2020	Late receipt of data or feedback from stakeholders relating to EIA/ES.	1. Delay to submission of the planning application 2. Costs associated with updating assessments and planning documents 3. Challenge to submission based on new evidence	4	2	8	MEDIUM	↔
Strategic	F - Environmental	F50	10/06/2021	Changes to existing tools, or development of new tools to calculate biodiversity net gain or environmental net gain	1. Changes to design required to comply with requirements, leading to programme delays and increased costs 2. Planning application rejected as not compliant with policy	2	1	2	LOW	↔
Strategic	F - Environmental	F51	07/11/2022	Badger setts (abandoned or otherwise) found along the route post alignment refinement.	Construction activities re-sequenced.	5	1	5	LOW	↔
Strategic	G - Third Parties / Statutory Undertakers	G01	18/06/18	Utility diversion cost/risk/timescale/access. Note, this risk considers the sufficiency of the allowances in the forecast (based on C3 Estimates), the programme effects and whether further constraints are placed on the statutory undertaker whilst diverting the services.	1. Increased costs as a result of change to design / construction works and Planned STATS maintenance work conflicts with the proposed scheme construction	5	3	15	HIGH	↔
Strategic	G - Third Parties / Statutory Undertakers	G02	18/06/2018	Conflict of potential route with Orsted and Equinor cable routes.	1. Feasibility/safety issues leading to redesign of scheme - extra costs and delays	3	3	9	MEDIUM	↔
Operational	G - Third Parties / Statutory Undertakers	G03	18/06/2018	Utility company diversions not given sufficient planning lead in-time. Note, this risk considers the sufficiency of operations to ensure the statutory undertaker is fully acquainted with the project, has received the required orders / confirmations / consents / etc and has the required resource to carry out the diversionary works in the required timescales.	Materials and resourcing scheduling compromised leading to design and/or build change/disruption.	1	2	2	LOW	↔
Operational	G - Third Parties / Statutory Undertakers	G04	18/06/2018	Unknown buried services may be discovered on site above the levels assumed in the estimate. Note, this risk considers the sufficiency of the searches and identification of existing services that are effected by the project.	1. Increased cost 2. Delays to activities whilst services are diverted	4	2	8	MEDIUM	↔
Operational	G - Third Parties / Statutory Undertakers	G07	11/09/2019	The HSE, LPA or National Grid may object to the project on grounds of works within proximity to a high pressure gas installation, and impose restrictions on the proposed land-use within the vicinity of the pipeline. Note, this risk considers any constraints that may be imposed due to the proximity of nationally important services and the potential safety implications.	1. Increased construction costs to manage requirements. 2. Design changes to address concerns 3. Diversion of gas main	3	2	6	MEDIUM	↔
Operational	G - Third Parties / Statutory Undertakers	G08	11/09/2019	National Highways ... Contribution to junction up-grade on A47 (over and above what would be required in the absence of the NWL)	Increased Scope of work to be provided by the Contractor (Assumes instruction to incorporate into the contract due to delays impacting programme alignment etc.)	5	2	10	MEDIUM	↔
Operational	H - Flooding	H01	18/06/2018	River or ground water levels may rise leading to flooding during construction (weather). Note, this risk considers the effect of flooding on construction activities and the liability for the associated costs should a flooding event occur.	1. Costs to the project for enhanced flood mitigation 2. Delays while mitigations are enacted 3. Cost and time delay if flooding occurs while in construction	3	3	9	MEDIUM	↔
Strategic	H - Flooding	H02	18/06/2018	Flood level design to FZ2 assumptions may change once detailed flood modelling is carried out - this may change the extents of viaduct required.	1. This may change the extent of the required viaduct. 2. Increased design and construction costs, 3. Impact on Programme	2	4	8	MEDIUM	↔
Strategic	H - Flooding	H03	25/01/2019	Infiltration and groundwater test results may indicate that discharge via infiltration is not viable.	1. There will be a change to design that requires discharge to watercourses, with subsequent pollution risks to Wensum. 2. It will change the design for the drainage basins	4	1	4	LOW	↔
Strategic	H - Flooding	H04	25/01/2019	The EA and NE may raise concerns with the proposed discharge options of the project.	1. This will result in a change to design that requires additional treatment to be installed. 2. Potential requirement for additional land take may be required.	2	3	6	MEDIUM	↔
Strategic	H - Flooding	H06	29/01/2019	Delays getting approval of the hydraulic model by the EA. The EA's hydraulic models may not be suitable to inform detailed assessment and the design of mitigation.	1. Cost associated with additional modelling required 2. Programme implication associated with further modelling 3. Gaining EA's approval for the updated model	2	2	4	LOW	↔
Operational	H - Flooding	H07	29/01/2019	The EA may require additional modelling of the temporary works solutions around the watercourse crossing.	1. Cost impact of additional modelling 2. Programme impact of additional modelling	4	1	4	LOW	↔
Strategic	H - Flooding	H11	08/07/2019	There are low points within cuttings along the alignment – this means that the infiltration lagoons need to be lower than the lowest point. Since the lagoons are lowered this is defined as ‘deep infiltration’ in the eyes of NCC LLFA and is not a preferred form of discharge (there may also be issues with groundwater at the deeper depths).	1. Solution will not be accepted by the LLFA requiring design changes 2. Increased costs/delivery programme of alternative solutions	3	1	3	LOW	↔
Strategic	H - Flooding	H12	01/11/2019	Changes to the alignment and accommodation of ecology and side road structures may necessitate the need for pumped drainage. This will require a power supply to be procured from the nearest point of connection.	1. Increased Costs 2. Programme delay for power supply	2	1	2	LOW	↔
Strategic	H - Flooding	H13	09/01/2020	The amount of floodplain compensation required to compensate for the viaduct piers may extend the Scheme red line boundary and land requirements. This may arise following 1D-2D flood modelling and confirmation of the number and location of viaduct piers and within the flood plain.	1. Affect the extent of other assessments (e.g. ecology surveys) required, and subsequently the EIA and planning application programme. 2. Additional land required, increasing costs	3	1	3	LOW	↔
Strategic	F - Environmental	H15	28/10/2020	The Environment Agency are undertaking restoration measures along the River Wensum. The scope and programme for this work is unclear.	1. Inaccurate baseline for flood modelling and geomorphology assessment. 2. Amendments to ES if further information becomes available at a later date, potential programme delays.	2	1	2	LOW	↔
Strategic	F - Flooding	H16	03/03/2023	Previously agreed drainage discharge rate to existing NDR lagoon may not be acceptable to LLFA	Enlarged Basin 1 design change in Stage 1 and construction cost in Stage 2.	3	2	6	MEDIUM	↔

						Current Status (Pd.02-24)				
Risk A Category	Risk B Category	QRA Ref	Date added	Risk Description (lack of, failure to...)	Impact of Risk	Likelihood	Impact	Risk Score	Risk Level	Risk Score Movement
										Current Status
Strategic	J - Resources	J01	18/06/2018	There may be a change to employer/ designer team members.	Lack of continuity of project knowledge within the NCC and WSP teams	5	2	10	MEDIUM	↔
Strategic	J - Resources	J02	18/06/2018	There may be insufficient resource to maintain current programme. Note, Risk P16 considers the wider issue in respect of the Contractor's resources.	1. Potential to delay the project (increasing cost or damaging reputation) 2. Errors which impact quality of work and undermine the statutory processes.	5	3	15	HIGH	↔
Strategic	J - Resources	J03	02/07/2018	The project may be impacted by the shortage of specialist labour skills.	Shortage of specialist subcontractor or labour skills will have an adverse affect on cost and programme	3	2	6	MEDIUM	↔
Strategic	J - Resources	J04	27/01/2021	Completeness of tasks required for the successful delivery of the project in accordance with the master programme.	Additional tasks introduced, increasing cost and programme implications.	4	3	12	MEDIUM	↔
Strategic	L - Approvals	L01	18/06/2018	There may be further changes in legislation or regulation which impact the project.	1. Increased costs to absorb changes during the design 2. Delays to schedule	2	2	4	LOW	↔
Strategic	L - Approvals	L02	18/06/2018	Failing to address objections prior to submission.	The impact of the risk is additional resource requirements addressing and agreeing issues. Risk is also that programme for determination is extended and changes to the scheme may be needed or additional conditions imposed	3	4	12	MEDIUM	↔
Strategic	L - Approvals	L04	02/07/2018	The project may not give sufficient consideration to planning policy or is unable to fully mitigate adverse environemntal impacts (such as impaccts and Veteran Tress and heritage assets).	The proposed scheme is not compliant with national networks / local planning policy resulting in it not being granted.	2	4	8	MEDIUM	↔
Strategic	L - Approvals	L05	02/07/2018	The scheme submitted for consultation or examination may not be sufficiently developed in terms of design.	1. Greater support required at the examination as more questions will be asked by the examining authority 2. Additional mitigation/planning conditions /s106 agreements may be required 3. Increased exposure to a legal challenge (A05)	3	2	6	MEDIUM	↔
Strategic	L - Approvals	L07	02/07/2018	Changes to designations (e.g. ecology within study area).	Resulting in an insufficient assessment and a subsequent challenge to the scheme.	2	4	8	MEDIUM	↔
Strategic	L - Approvals	L09	02/07/2018	Land interests do not return requested information in time.	Vital interests are therefore excluded and not notified.	1	2	2	LOW	↔
Strategic	L - Approvals	L11	04/05/2022	Natural England may not sign off a protected species licence due to failure to meet the Favourable Conservation Status (FCS) test and/or No Satisfactory Alternatives (NSA) and Purpose tests.	Cost and programme implications. Mitigation measures changed.	3	2	6	MEDIUM	↔
Strategic	M - Planning / DCO	M03	02/07/2018	Local Plan for 2036 is emerging - key developments in study area not confirmed.	Future model forecast results may change - may affect scheme economics	3	2	6	MEDIUM	↔
Strategic	M - Planning / DCO	M04	18/06/2018	DfT may not accept traffic modelling used for assessment, economic appraisal or are not forth-coming with technical reviews.	1. Inability to support the findings 2. Extra modelling work 3. Delay associated with additional modelling	3	2	6	MEDIUM	↔
Strategic	M - Planning / DCO	M05	02/07/2018	The traffic modelling could show the scheme does not have sufficient benefits for a business case resulting from the updated traffic model, NH changes on the A47 or alternative developments emerge as part of the Local Plan 2036.	1. Insufficient BCR to progress scheme. Project costs (including mitigation) may outweigh benefits 2. Model forecasts change	3	2	6	MEDIUM	↔
Strategic	M - Planning / DCO	M07	03/03/2021	NCC are unable to enter into sufficient land agreements for the off-site environmental mitigation.	1. Programme delays while agreements are finalised 2. Increases in costs if uptake is low 3. Increased risk of unsuccessful CPO if off-site land is included 4. Changes to the scheme boundary	3	1	3	LOW	↔
Strategic	M - Planning / DCO	M08	10/06/2021	Traffic modelling undertaken for the Transport Assessment (TA) identifies issues on the wider road network as a result of the Scheme.	1. Changes required to the existing road network, leading to cost increases 2. Reputational damage to NCC 3. Increased objection to the planning application	4	3	12	MEDIUM	↔
Strategic	M - Planning	M09	04/05/2022	Neutrient Neutrality impacts design ... local planning authorities have learned from Natural England that development in some catchments cannot proceed if it increases levels of nutrients.	Design changes required to ensure the project is neutrient neutral.	2	1	2	LOW	↔
Operational	N - Procurement	N01	18/06/2018	The project may encounter unexploded ordinance while conducting surveys or construction.	1. Removal costs which include further investigations and specialist resource for the removal 2. Stand down while the site is investigated	3	2	6	MEDIUM	↔
Strategic	N - Procurement	N02	18/06/2018	Potential effects on the Source Protection Zone (SPZ).	May require redesign of drainage solution	2	4	8	MEDIUM	↔
Operational	N - Procurement	N04	29/01/2019	The project may encounter the presence of a layer of not previously identified soft and/or organic soil.	Necessity to carry out ground improvement and a need for strengthened construction platform results in cost escalation.	1	1	1	LOW	↔
Operational	N - Procurement	N05	29/01/2019	The project may encounter the presence of solution features in Chalk (e.g. sinkholes and geotech issues).	Necessity to carry out grouting of solution features results in cost escalation	3	1	3	LOW	↔
Operational	N - Procurement	N06	29/11/2019	As a result of the alignment changes and access difficulties the GI may not cover the exact locations of the proposed structures and earthworks.	1. Delay to programme while addition GI is undertaken 2. Cost increase/programme increases if poorer round conditions are encountered in areas that have not be assessed	5	1	5	LOW	↔
Operational	P - Construction	P01	18/06/2018	Protestors to the project may physically stop work. Note: Risk considers the impact on the Stage Two Work.	1. Delays to project while the police remove protestors 2. The project needs to enhance site security	3	3	9	MEDIUM	↔
Operational	P - Construction	P03	02/07/2018	Supplier may underperform.	1. Delays 2. Renegotiation 3. Increased cost to meet conditions	3	3	9	MEDIUM	↔
Operational	P - Construction	P05	18/06/2018	The project may disrupt the river sediment during construction.	1. Objections from the EA 2. Project on hold or activities curtailed while mitigations and plans are put in place 3. Increased costs to address potential claims 4. Reputational impact to NCC	2	2	4	LOW	↔

						Current Status (Pd.02-24)				Risk Score Movement
Risk A Category	Risk B Category	QRA Ref	Date added	Risk Description (lack of, failure to...)	Impact of Risk	Likelihood	Impact	Risk Score	Risk Level	
Operational	P - Construction	<u>P08</u>	18/06/2018	Noise nuisance, Dust and Vibration limits exceeded	Restrictions placed on planned work, increasing costs and programme	2	2	4	LOW	↔
Operational	P - Construction	<u>P10</u>	02/07/2018	Poor management of temporary works / traffic management / diversions.	Adverse impact of temporary work on the local highway network.	3	2	6	MEDIUM	↔
Operational	P - Construction	<u>P11</u>	02/07/2018	The project may not provide the agreed construction access routes and site compound for storage / assembly / site office.	1. Difficulties gaining access to sites/site compounds not arranged in time for construction. 2. Cost claims from contractors for extra planning, costs and project delays	1	1	1	LOW	↔
Operational	P - Construction	<u>P12</u>	02/07/2018	Water and land pollution risk during piling works.	1. Pollution of river and ground water during piling works. 2. Mitigation and corrective work costs. 3. Reputational impact for NCC	2	2	4	LOW	↔
Operational	P - Construction	<u>P16</u>	28/02/2019	Supply chain capacity. Note. This risk merely considers the risk associated with the Contractor's resource. Risk J02 considers the wider issue in respect of the Client's resource.	Other projects in the local area/the country increase demand for supply chain expertise, capacity and raw materials, pushing up costs and/or increasing lead times causing delay.	3	3	9	MEDIUM	↔
Operational	P - Construction	<u>P17</u>	28/02/2019	Bespoke construction equipment required.	Bridge construction equipment such as incremental launching system, launching gantries, and large cranes may incur additional costs. Not standard/commodity products, so price could be difficult to estimate accurately. Five retaining walls are now included in the updated design and one of them is a tall structure.	2	2	4	LOW	↔
Operational	P - Construction	<u>P20</u>	10/08/2020	Temporary works provision in the forecast is found to be insufficient for the Contractor's design and construction methodology, subject to obtaining further GI in Stage One.	Increased temporary works over and above that envisaged in the tender pricing and forecast.	4	2	8	MEDIUM	↔
Strategic	Q - Stakeholders	<u>Q01</u>	02/07/2018	There may be a change in NCC's political landscape which affects support for the scheme.	Lack of support / political will reduce support for funding	3	3	9	MEDIUM	↑
Strategic	Q - Stakeholders	<u>Q02</u>	02/07/2018	Lack of stakeholder support.	Scheme redesign resulting in additional cost / programme delays	2	1	2	LOW	↔
Operational	Q - Stakeholders	<u>Q03</u>	02/07/2018	Poor data safety control.	Hard copies of returned land owners information lost or stolen. Reputational impact and commercially unfavourable.	2	1	2	LOW	↔

Closed as part of this review:

Cabinet

Item No: 11

Report Title: Risk Management Quarterly Report

Date of Meeting: 3rd July 2023

Responsible Cabinet Member: Cllr. Kay Mason Billig (Leader and Cabinet Member for Strategy & Governance)

Responsible Director: Harvey Bullen, Director of Strategic Finance

Is this a Key Decision? No

If this is a Key Decision, date added to the Forward Plan of Key Decisions: Not applicable

Executive Summary / Introduction from Cabinet Member

Risk management contributes to achieving corporate objectives, the Council's key priorities and strategy Better Together, For Norfolk, and is a key part of the performance management framework. The responsibility for an adequate and effective risk management function rests with the Cabinet, supported by portfolio holders and delivered by the risk owners, reviewers and Risk Management Officer as part of the risk management framework.

Recommendations:

For Cabinet to consider and agree:

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

1. Background and Purpose

- 1.1 With Cabinet's ownership of the corporate risk register, the purpose of this report is to set out the latest corporate risks for Cabinet to consider and agree following officer review of the Council's corporate level risks. **Appendix A** provides a summary of the proposed changes to corporate risks following this review, with the current corporate risk register scores visually summarised on the corporate risk heat map in **Appendix B** with accompanying table breaking down the risks by their Red, Amber, Green (RAG) status. Details of all risks on the corporate risk register are located in **Appendix C**.

The Audit and Governance Committee are responsible for monitoring the adequacy and effectiveness of the systems of risk management and internal control, as set out in its Terms of Reference, which is part of the Council's [Constitution](#). There are Risk Management controls in place within the Council as per the Financial Regulations of the Council's Constitution.

2. Proposal

- 2.1 The key general risk messages are as follows:

- That corporate risk management continues to be sound and effective, working to best practice, and continues to support the Council's strategic objectives.
- The review and updating of corporate risks has taken place with the input of risk owners and reviewers.
- This risk management report should be read in conjunction with the performance and finance reports.

- 2.2 The key specific corporate risk messages are as follows:

Proposed risk score changes

RM031 - NCC Funded Children's Services Overspend.

There is a proposed current score decrease from 25 to 20, on the basis of additional money received by the Children's Services department.

RM010 - Loss of key ICT systems

There is a proposal to slightly increase the score of this risk to reflect that the impact of this materialising and NCC encountering a loss of a key ICT system would be major, not moderate. The impact score has been adjusted from a 3

(moderate impact) to a 4 (major impact) accordingly, subject to Cabinet's sign off.

Proposed risk re-scope

RM027 – myOracle

There is a proposal to re-scope the above risk, moving away from treating the risk of non-implementation of myOracle to cover the risk of inefficient processes and system usage.

Proposed risk title changes

RM022b - Replacement EU Funding for Economic Growth

There is a proposal to change the risk title from EU Transition to Replacement of EU Funding for Economic Growth

RM036 - Non-Delivery of the NCC Environmental Policy

There is a proposal to change the risk title from Environmental Policy to Non-Delivery of the NCC Environmental Policy.

Cabinet Portfolio Holder Changes

All corporate risks have been updated to reflect the new Cabinet risk portfolio holders.

Further information on the specific proposed risk changes listed above in 2.2 can be found in **Appendices A and C**.

3. Impact of the Proposal

- 3.1 Risk management plays a key role in managing performance and is a requirement in the Accounts and Audit Regulations 2015 (amended 2020). Sound risk management helps ensure that objectives are fulfilled, that resources and assets are protected and used effectively and efficiently. The responsibilities for risk management are set out in the Financial Regulations, which are part of the Council's Constitution.
- 3.2 Details of the proposals above in 2.2. can be viewed in **Appendix A**, offering further rationale and impact of the proposals.

4. Evidence and Reasons for Decision

- 4.1 Not applicable as no decision is being made.

5. Alternative Options

- 5.1 There are no alternatives identified.

6. Financial Implications

- 6.1 There are financial implications to consider, which are set out within the risks at **Appendix C**. The budget for this financial year 2023-24 was set and agreed by Full Council in February 2023, following consultation. Mitigations supporting the controlled treatment of the risk of the potential failure to manage significant reductions in local and national income streams are set out in risk **RM002 - Income streams**, and the corporate risk covering the impact of rising inflation is covered in risk **RM035 - Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets**.

7. Resource Implications

- 7.1 **Staff:** There are staffing resource implications to consider as part of risk **RM029 - Critical skills required for the organisation to operate effectively**.
- 7.2 **Property:** There is ongoing work to identify and implement opportunities to reduce our carbon footprint throughout our corporate property portfolio.
- 7.3 **IT:** The Council's Digital Services (previously Information Management) team are continuing to closely monitor cyber security threat levels with the current geo-political situation in Ukraine, and continue to roll out the technology advances that are helping Members and officers to carry out their duties effectively from home as well as Council offices.

8. Other Implications

8.1 Legal Implications:

There are no current specific legal implications to consider within this report.

8.2 Human Rights Implications:

There are no specific human rights implications to consider within this report.

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

None applicable.

8.4 Data Protection Impact Assessments (DPIA):

None applicable.

8.5 Health and Safety implications (where appropriate):

There are no new health and safety implications to consider.

8.6 Sustainability implications (where appropriate):

There are no specific sustainability implications to consider within this report other than to note the corporate risk **RM036 – Non-Delivery of the Environmental Policy** covering the risk of not delivering the key objectives of the NCC environmental policy, which incorporate sustainability.

8.7 Any Other Implications:

There are no other implications to report.

9. Risk Implications / Assessment

- 9.1 The corporate risk implications are set out in the report above, and within the risks themselves at **Appendix C**.

10. Select Committee Comments

- 10.1 There are no recent risk-based comments from the Select Committee to report.

11. Recommendations

For Cabinet to consider and agree:

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

12. Background Papers

- 12.1 There are no background papers applicable.

Officer Contact

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

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The explanation for the proposed key changes to corporate risks is as follows;

Proposed risk score change

RM031 - NCC Funded Children's Services Overspend.

There is a proposed current score decrease from 25 to 20, on the basis of additional money received by the Children's Services department.

There are two elements to this risk, covering internal risk that is within the council's control to treat (reduce), and external risk that is service demand led and tolerated (accepted) as being outside of Norfolk County Council's direct control. The larger of the two elements is the externally driven demand based risk of overspend.

RM010 - Loss of key ICT systems

There is a proposal to slightly increase the score of this risk to reflect that the impact of this materialising and NCC encountering a loss of a key ICT system would be major, not moderate. The impact score has been adjusted from a 3 (moderate impact) to a 4 (major impact) accordingly, subject to Cabinet's sign off.

Proposed risk scope change

RM027 – myOracle

There is a proposal to re-scope the above risk, moving away from treating the risk of non-implementation of myOracle. Now that myOracle has been delivered, RM027 should be adapted to now reflect the residual risk of inefficient processes and system usage potentially stemming from a lack of knowledge of how the new HR and Finance system should work. Finance & Payroll elements are now working effectively and the scope of the risk is reduced to HR and self-service elements only.

Proposed risk title changes

RM022b - Replacement EU Funding for Economic Growth

There is a proposal to change the risk title from **EU Transition** to **Replacement of EU Funding for Economic Growth**

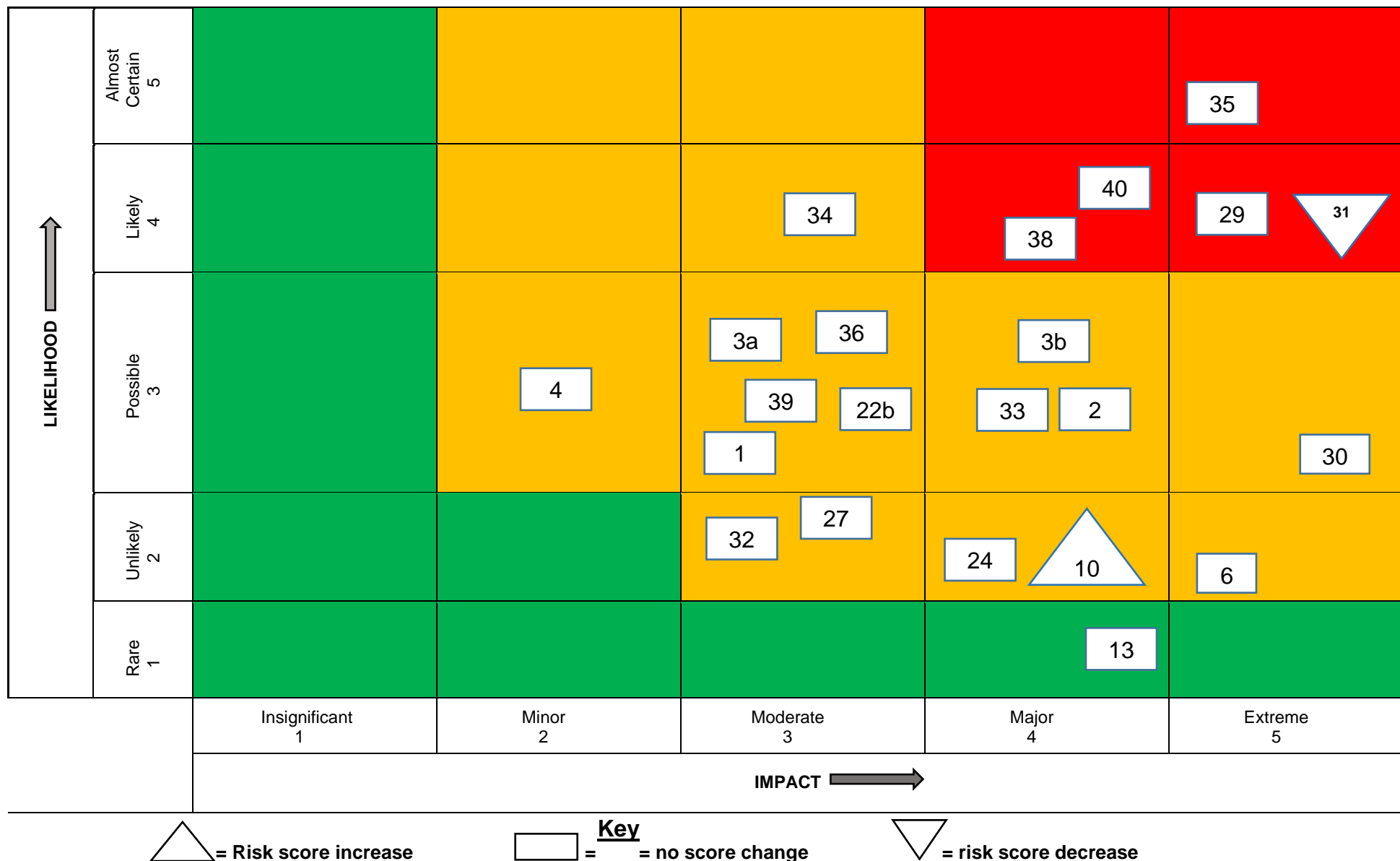
RM036 - Non-Delivery of the NCC Environmental Policy

There is a proposal to change the risk title from **Environmental Policy** to **Non-Delivery of the NCC Environmental Policy**.

Cabinet Portfolio Holder Changes

All corporate risks have been updated to reflect the new Cabinet risk portfolio holders.

Corporate Risks - Heat Map



Each corporate risk is assigned a unique risk number to be able to easily identify it. These can be seen in the heat map above.

Red Rated Risks

Risk Number	Risk Title	Score
RM035	Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets	25
RM029	Critical skills required for the organisation to operate effectively	20
RM031	NCC Funded Children's Services Overspend	20
RM038	ASSD Recovery from the Covid-19 pandemic	16
RM040	ASSD assurance implementation	16

Amber Rated Risks

Risk Number	Risk Title	Score
RM030	Non-realisation of Children's Services Transformation change and expected benefits	15
RM002	Income streams	12
RM003b	Information and cyber security requirements	12
RM033	Norwich Western Link Project	12

RM034	Supply Chain Interruption	12
RM006	Service Delivery	10
RM001	Infrastructure funding requirements	9
RM003a	Information compliance requirements	9
RM022b	Replacement EU Funding for Economic Growth	9
RM036	Non-delivery of the NCC Environmental Policy	9
RM039	ASSD financial, staffing & market stability impacts due to implementation of social care reform	9
RM010	Loss of key ICT systems	8
RM024	Great Yarmouth Third River Crossing (3RC)	8
RM027	myOracle	6
RM032	Capacity to manage a large or multiple incidents or disruptions to business	6
RM004	Contract management for commissioned services.	6

Green Rated Risks

Risk Number	Risk Title	Score
RM013	Governance protocols for entities controlled by the Council.	4

Risk Number		RM001		Date of update		06 June 2023				
Risk Name		Infrastructure funding requirements								
Portfolio lead		Cllr. Graham Plant		Risk Owner		Tom McCabe				
Risk Description			Date entered on risk register			01 October 2022				
There is a risk of not realising infrastructure funding requirements to achieve the infrastructure ambition of the Business Plan. 1) Not securing sufficient funding to deliver all the required infrastructure for existing needs and planned growth leading to: • Congestion, delay and unreliable journey times on the transport network • A lack of the essential facilities that create attractive conditions for business activity and investment, and sustainable communities, including good connectivity, public transport, walking and cycling routes, open space and green infrastructure, and funding for the infrastructure necessary to enable the county council to perform its statutory responsibilities, eg education. Overall risk treatment: Treat										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	3	2	6	Mar-24	Amber
Tasks to mitigate the risk										
1.1) Work with other county council officers and partners including government, local enterprise partnerships and district councils to compile evidence and the case for investment into infrastructure in order to achieve success through bidding rounds for capital investment. 1.2) Identify and secure funding including Pooled Business Rates (PBR) to develop projects to a point where successful bids can be made for funding through compiling evidence and cases for investment. 1.3) Engage with providers of national infrastructure – National Highways for strategic (trunk) roads and Network Rail for rail delivery – to ensure timely delivery of infrastructure projects, and work with partners on advocacy and lobbying with government to secure future investment into the networks. 1.4) Review Planning Obligations Standards annually to ensure the county council is able to seek and secure the maximum possible contribution from developers. 1.5) Continue to build the relationship with strategic partners including elected representatives, government departments, local enterprise partnerships, regional bodies such as Transport East (the Sub-National Transport Body) and other local authorities to maximise opportunity and work together in the most effective joined-up manner. 1.6) Periodically review timescales for S106, and other, funding contributions to ensure they are spent before the end date and take action as required. Periodic reviews for transport contributions and an annual review process for library and education contributions. 1.7) Manage risk RM033, Norwich Western Link.										
Progress update										

Progress update

1.1) Working with Transport East on strategic ambitions including on current projects and our intentions on developing future programmes.

NWL (See RM033): Outline Business Case (OBC) submitted to DfT for approval at end of June 2021. Awaiting funding confirmation.

Long Stratton Bypass: OBC approved by government July 2021. Revised planning applications from developers submitted. Issue of nutrient neutrality resolved.

West Winch Housing Access Road: Government progression to the next stage received 7 July 2022. DfT will make a contribution of £698,000 towards the costs of developing an OBC in line with our funding request.

A47/A17 Pullover Junction King's Lynn: Draft Strategic Outline Case received from WSP. Has been reviewed and progression to the next stage will now be the subject of member decision-making.

Working with partners: Continuing to work with districts and other partners on a range of infrastructure projects.

1.2) PBR funding secured for various projects including Norwich Western Link, West Winch Housing Access Road and A47/A17 Pullover Junction (see 1.1). Govt funding secured includes: £0.5m zero emission transport cities, £50m Bus Service Improvement Plan, further £0.7m via Active Travel Fund received in January. County levelling-up bid for Southgates, King's Lynn submitted. Awaiting announcement.

1.3) Secretary of State granted Development Consent Orders for dualling A47 Blofield to Burlingham, N. Tuddenham to Easton and Thickthorn. JR Hearing scheduled 10, 11 May

A47 Alliance Task and Finish Group is developing a programme of advocacy in the run-up to RIS3 decision.

Discussing strategic ambitions with partner authorities on the Alliance

Continuing to work with partners on Norwich to London rail, Ely Task Force and East West Rail Main Line Partnership. Working with Transport East on Transport East Rail Plan

Working with National Highways to deliver improvements at Harfreys Roundabout ahead of completing 3RC

1.4) Officers will continue to update annually the County Council's Planning Obligations Standards (2022) to ensure the council is able to seek and secure the maximum possible contribution from developers. The next update/review will begin later in the year and will need to take into account the recent significant increases in build costs associated with schools and libraries. The updated Standards will need to be agreed by members in early 2023.

1.5) Continuing to work with Transport East: Transport strategy endorsed by NCC Cabinet in November. Working with TE on additional workstreams initiated following three-year funding settlement from DfT. Liaising and attending various wider partnership groups including with DfT, Network Rail and National Highways on strategic road and rail schemes

1.6) Officers have introduced a new system of monitoring known as the Infrastructure Funding Statement (IFS) to comply with the 2010 Community Infrastructure Levy (CIL) Regulations (as amended in September 2019). This will ensure monitoring is effective, transparent and up to date. The County Council will publish its updated IFS later in the year (December) in line with the above CIL Regulations.

1.7) See risk RM033, Norwich Western Link.

Risk Number		RM002				Date of update		16 May 2023		
Risk Name		Income streams								
Portfolio lead		Cllr. Andrew Jamieson				Risk Owner		Harvey Bullen		
Risk Description					Date entered on risk register			01 October 2022		
There is a risk of failure to manage significant reductions to, or insufficient increases in, local and national income streams. This may arise from global or local economic circumstances (i.e. rising inflation), and/or government policy on public sector budgets and funding. As a result there is a risk that the Medium Term Financial Strategy savings required for 2023/24 to 2026/27 are not delivered because of uncertainty as to the scale of savings resulting in significant budget overspends, unsustainable drawing on reserves, and severe emergency savings measures needing to be taken. The financial implications are set out in the Council's Budget Book, available on the Council's website. Overall risk treatment:Treat										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	3	4	12	2	4	8	Mar-24	Amber
Tasks to mitigate the risk										
Medium Term Financial Strategy and robust budget setting within available resources. No surprises through effective budget management for both revenue and capital. Budget owners accountable for managing within set resources. Determine and prioritise commissioning outcomes against available resources and delivery of value for money. Regular and robust monitoring and tracking of in-year budget savings by Executive Directors and members. Regular finance monitoring reports to Cabinet. Close monitoring of central government grant terms and conditions to ensure that these are met to receive grants. Plans to be adjusted accordingly once the most up to date data has been received.										
Progress update										

Progress update

County Council on 21.02.22 approved the 2022-23 budget and future Medium Term Financial Strategy 2022-26 taking into account the 2022-23 Local Government Finance Settlement.

The council's external auditors gave an unqualified audit opinion on the 2020-21 Statement of Accounts and were satisfied that the County Council had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31.03.2021.

The implications of the COVID-19 response, The absence of a multi-year funding settlement, coupled with continued uncertainty and the further delay of the significant planned reforms for local government finance, represents a major challenge for the Council in developing its Medium term Financial Strategy.

Cabinet on 04.04.2022 considered a strategic and financial planning report for 2023-24 and budget update reports on 04.07.22 and 03.10.22. Cabinet on 30.01.23 considered and agreed the 2023-24 Revenue Budget and Medium Term Financial Strategy 2023-27 and made recommendations to County Council. On 21.02.23 County Council agreed the 2023-24 Budget, level of council tax and future Medium Term Financial Strategy 2023-27 taking into account the 2023-24 Local Government Finance Settlement.

On 05.07.23 Cabinet will consider the proposed approach to 2024/25 Budget Setting and the level of savings to be found within Departments. This sets out details of the Council's robust approach to budget setting to deliver a balanced Budget for Council to consider in February 2024.

Risk Number	RM003a					Date of update		01 May 2023		
Risk Name	Information compliance requirements									
Portfolio lead	Cllr.Kay Mason Billig					Risk Owner		Andrew Stewart		
Risk Description					Date entered on risk register			01 October 2022		
There is a risk of failing to comply with statutory information compliance requirements (e.g. under GDPR, FOI, EIR) which could lead to reputational damage and financial impact from any fines or compensation sought, and operational inefficiencies within the organisation, and loss of cooperation with external partners (eg. NHS).										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	3	12	3	3	9	2	3	6	31/06/2023	Green
Tasks to mitigate the risk										
1. Mandatory Information Governance Training for all colleagues, with ongoing awareness of IG responsibilities for colleagues. 2. Information Governance Group and Steering Group occur bi-monthly 3. Detailed management information in place to monitor performance 4. Two-way relationship with ICO maintained to ensure positive working relationship 5. Focus on resource available / required to ensure consistency of service 6. Ongoing improvements underway to improve IG operational efficiency and effectiveness. 7. Working closely with IMT to exploit the technical opportunities as described in RM003b.										
Progress update										
Mandatory training for Information Governance (Data Protection Essentials) has been live since January 2021 should now have been completed by all colleagues on a 2 year cycle. The migration of the learning platform in April 2022 led to the inability to effectively monitor completion rates until late 2022. The current completion rate is below the 95% target with a focus on improving this now in place through targeted communications. A workbook remains in place to match the online training for non-IT users. All NCC employees and anyone accessing NCC data receive IG training.										
Information Governance Group and the escalation Steering Group comprising the SIRO, DPO, Dir IMT, Audit and Caldicott Guardians continues to meet, occurring bi-monthly to deliver a strong focus and accountability on information related matters. A new DPO is in place from January 2023 following the departure of the previous DPO.										
Management information continues to be developed to allow actions to be taken on activity within the IG team and resource to be appropriately allocated / requested. Performance remains strong in Freedom of Information Requests and Police disclosures. Subject Access Requests (SARs)										

Progress update

has seen significant improvements since a single team was created in August 2022 which has seen a 20% reduction in open cases to date. The ICO remains in discussion with us about our SAR position and recruitment is underway to fill vacancies that have arisen which will help further. We continue to look for improvements to process where possible including working with IMT to deliver technology solutions to improve performance and reduce risk.

Positive relationship with the ICO in relation to data incidents and responses to subject access request complaints which helps demonstrate a good culture towards information in NCC.

In conjunction with IMT, the Electronic Storage Programme underway to reduce risk associated with unstructured information held on Fileshares with the first migrations complete. A schedule of migrations is now planned in 2023 to move departments over to the new storage, with retention labels being a key addition.

These activities will enhance many of the mitigations to a higher standard, reducing the likelihood of occurrence - the impact should anything happen would likely result in local or national media attention, depending on the severity of the issue.

Risk Number		RM003b		Date of update		26 May 2023				
Risk Name		Information and cyber security requirements								
Portfolio lead		Cllr. Jane James		Risk Owner		Geoff Connell				
Risk Description			Date entered on risk register			01 October 2022				
There is a risk of failure to comply with relevant information and cyber security requirements. This would incorporate Public Sector Network Assurance, NHS Data Security and Protection Toolkit, and Payment Card Industry -Data Security Standards which could lead to operational, financial and reputation impact										
Overall risk treatment: Treat										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	3	12	3	4	12	1	3	3	Mar-24	Green
Tasks to mitigate the risk										
1. Mandatory Training in place for all colleagues - ongoing. A wider phishing simulation will be delivered in 2023/24.										
2. Development and monitoring for breaches - ongoing										
3. Implementation of improved security measures - ongoing										
4. External networking to ensure best practice - ongoing										
5. Completing required accreditations - To gain PSN accreditation by Q1/Q2 2023/24.										
6. Cyber communications campaign to be rolled out in Q1 of 2023/24.										
Progress update										
- Ongoing monitoring of compliance levels with mandatory training for all colleagues.										
- Implementation of improved security measures e.g. E5 Licencing										
- Involvement with National cybersecurity organisation										
- Extensive communications to NCC staff on remaining vigilant against cyber-attacks										
- Increased take up of IT										
- A simulated phishing exercise, carried out to understand where weaknesses remain;										
- Roll-out of Safe Links and Safe Attachments technology, which screens MS Office attachments and links before being opened										
- Anti-spoofing technology software being introduced.										
- Cyber comms. campaign (e.g. lockscreen notifications) is being rolled out.										
Update 26/05/23										
- PSN and other Public Sector cyber assurance will continue while new standards are developed. Pre-PSN certification assessment complete.										

Progress update

Identified vulnerabilities addressed. PSN recertification process now being finalised.

- Microsoft 365 E5 “Defender for Endpoint” and “Defender for Identity” products deployed
- Zero Trust design for laptops being rolled out, over 55% of estate completed.
- NHS DSP Toolkit application being prepared for 2023/24.

Microsoft Insider Risk Management implementation planned Q1 financial year 2023/24.

Security patches are applied monthly.

- Phishing simulation has been run for digital services and vulnerabilities have been rectified.

Risk score of 12 at present due to a number of continual threats from the geo-political landscape. The impact should anything happen could result in significant operational and financial impact as well as local or national media attention, depending on the severity of the issue.

Risk Number	RM004					Date of update		06 June 2023		
Risk Name	Contract management for commissioned services.									
Portfolio lead	Cllr. Andrew Jamieson					Risk Owner		Al Collier		
Risk Description					Date entered on risk register			01 October 2022		
There is a risk of failure to deliver effective and robust contract management for commissioned services. Ineffective contract management leads to wasted expenditure, poor quality, failure to achieve anticipated environmental or social benefits, unanticipated supplier default or contractual or legal disputes, and/or reputational damage to the Council. The council spends some £900m on contracted goods and services each year. Overall risk treatment: Tolerate										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	2	3	6	1	3	3	Mar-24	Green
Tasks to mitigate the risk										
<p>1) New governance arrangements: Stand up the Commissioning and Procurement Leadership Group to add senior rigour to contract and category management across ASS, CS and PH. Ensure similar rigour is ensured for other contracts (ie Non-Light Touch Regime/Provider Selection Regime) via working groups and DLTs. Stand up a Commercial Board for escalation and to endorse significant strategies</p> <p>2) New route for procurement pipeline - annual process with additional ad-hoc plans as they arise Approval from new Commercial Board Endorsement from Corporate Board Agreement from Cabinet</p> <p>3) Segment all contracts into Gold/Silver/Bronze according to a defined framework. Also agree where certain categories should be promoted to a higher segment than that for individual contract. Record this on contract register</p> <p>4) Agree minimum contract management requirements for each segment. Ensure these are monitored regularly at departmental DLTs</p> <p>5) Ensure that staff managing contracts participate in relevant contract management training</p> <p>6) Procure and implement a new contract management system to automate the current manual processes, and to provide a single repository of contract information which is accessible to all relevant stakeholders across both procurement and departmental commissioners/contract managers</p> <p>7) Review arrangements between commissioning departments and procurement - escalation, role boundaries, informal vs formal mechanisms</p>										
Progress update										

Progress update

- 1) Governance structure agreed by Tom McCabe. Terms Of Reference, Membership, Meeting Frequency etc to be in place before end 2022
- 2) To be agreed and implemented through the Governance groups described in (1) above
- 3) Contract segmentation framework nearly finalised. Individual contract segmentation recorded on contract register.
- 4) Next step is to liaise with departmental contract owners to ensure robust contract management, and reporting of such to senior department management teams
- 5) Contract Management Pioneer Programme available for 10 free places in early 2023. NCC has been accepted onto the programme and is identifying the most appropriate delegates. Once complete (or maybe sooner) we will consider whether additional staff would benefit from the programme - we would need to pay for further places
- 6) Project underway to agree requirements with procurement staff and commissioning staff from Adult Social Services, Children's Services, and Public Health
- 7) Detailed RACI almost agreed between procurement and departmental commissioners. Work planned to link departmental and procurement contract processes (first meeting December 2022)

Risk Number		RM006			Date of update		16 May 2023			
Risk Name		Service Delivery								
Portfolio lead		Cllr. Kay Mason Billig			Risk Owner		Tom McCabe			
Risk Description					Date entered on risk register		01 October 2022			
There is a potential risk of failure to deliver our services within the resources available for the period 2023/24 to the end of 2024/25. The failure to deliver agreed savings or to deliver our services within the resources available, factoring in causation such as rising inflation, resulting in the risk of legal challenge and overspends, requiring the need for in year spending decisions during the life of the plan, to the detriment of local communities and vulnerable service users. Overall risk treatment: Treat										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	5	10	2	5	10	1	5	5	Mar-24	Green
Tasks to mitigate the risk										
<p>'1) Clear robust framework, ' Better Together, for Norfolk - Business Plan' in place which drives the delivery of the overall vision and priority outcomes. The delivery of a council-wide strategy which seeks to shift focus to early help and prevention, and to managing demand.</p> <p>2) Delivery against the strategic service and financial planning, by translating the vision and priorities into achieved, delivered targets.</p> <p>3) A robust annual process to provide evidence for Members to make decisions about spending priorities.</p> <p>4) Regular and robust in-year financial monitoring to track delivery of savings and manage in-year pressures.</p> <p>5) Sound engagement and consultation with stakeholders and the public around service delivery.</p> <p>6) A performance management and risk system which ensures resources are used to best effect, and that the Council delivers against its objectives and targets.</p>										
Progress update										
<p>Regular budget and performance monitoring reports to Cabinet has continued to demonstrate how the Council is delivering against the 2023/24 budgets and priorities set for each of our services, with a balanced outturn position for the year being achieved.</p> <p>The Council has a robust and established process, including regular reporting to Members, which is closely linked to the wider Council Strategy, in order to support the development of future year budget plans taking account of the latest available information about government funding levels and other pressures. This process includes reviewing service budgets and taking into account financial performance and issues arising in the current financial year as detailed in the budget monitoring reports. There is financial monitoring of in-year cost, with monitoring of 2023/24 spend being reported to Cabinet on a monthly basis. There has been an updated MTFs position reported to Cabinet within the year, and there will be a budget setting meeting of Full Council in February 2024, and monitoring reports taken to Cabinet in 2024/25. Savings from the Strategic Review are to be embedded in 2023/24 and work is underway to identify further proposals to contribute to closing 2024/25 gap.</p>										

Risk Number		RM010			Date of update		26 May 2023			
Risk Name		Loss of key ICT systems								
Portfolio lead		Cllr. Jane James			Risk Owner		Geoff Connell			
Risk Description				Date entered on risk register			01 October 2022			
<p>The risk of the loss of key ICT systems including: - Network connectivity; - Telephony; - Microsoft Office & all business systems. Loss of core / key ICT systems, communications or utilities for a significant period - as a result of a cyber attack, loss of power, physical failure, fire or flood,or supplier failure - would result in a failure to deliver IT based services leading to disruption to critical service delivery, a loss of reputation, and additional costs. Ransomware is currently the highest risk cyber security threat. While every effort is made to avoid such a security breach, it is also important to ensure we are able to recover as quickly as possible if we became infected. Overall risk treatment: Treat.</p>										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	2	4	8	1	3	3	Mar-24	Green
Tasks to mitigate the risk										
<p>Implement Cloud-based business systems with resilient links for key areas</p> <p>Review and Implement suitable arrangements to protect against possible cyber / ransomware attacks including;</p> <p>Running a number of Cyber Attack exercises with senior stakeholders to reduce the risk of taking the wrong action in the event of a cyber attack</p> <p>We will hold a number of Business Continuity exercises to understand and reduce the impact of risk scenarios</p> <p>WFH has changed the critical points of infrastructure. Access to cloud services like O365 without reliance on County Hall data centres is critical to ensure service continuity.</p> <p>Keep all software security patched and up to date and supported. Actively and regularly review all software in use at NCC and retire all out of date software that presents a risk to keeping accredited to these standards.</p> <p>Continue to closely monitor security processes.</p>										
Progress update										

Progress update

Ransomware is currently the highest risk cyber security threat. While every effort is made to avoid such a security breach, it is also important to ensure we are able to recover as quickly as possible if we became infected.

Cyber / Ransomware

To help the Authority recover from ransomware we have purchased and implemented a Microsoft Office 365 backup solution, which will ensure we have a copy of our key data to recover from in the event that our Microsoft Tenant is encrypted. We have also purchased and installed new on storage in our data centre's retaining the old storage, disconnected and switched off so we have a point in time offline backup copy of our some of our most critical data.

We have completed a Phishing Simulation across all of Digital Services to reduce the risk of people being tricked into clicking on a link, these exercises will be regularly run across the authority.

We are regular scanning our environment for vulnerabilities and when identified patching them and we operate a monthly patch ni

ht to apply updates to servers and software as patches are released.

Future Network

We are 25% the way through implementing the new Abzorb network which will reduce the complexity, improve security by introducing zero trust and improve resilience by removing the reliance on a traditional network. We are ensuring we do not increase the risk by dual running the networks together as the new network is delivered.

"Zero Trust" laptop design is >50% rolled out, removing reliance on County Hall infrastructure for all cloud services including Oracle and Office 365, enabling staff to work from anywhere even if County Hall data centres unavailable

Guidance

Procurement guidance for purchasing cloud based servcies including security has been refreshed

Monitoring and Improvement

Since COVID-19 has resulted in the majority of the workforce working from home, we continue to monitor the network to tweak and improve performance. We have moved our Domain Service to Abzorb to help us protect against Denial of Service Attacks.

Risk Number	RM013					Date of update		16 May 2023		
Risk Name	Governance protocols for entities controlled by the Council.									
Portfolio lead	Cllr. Kay Mason Billig					Risk Owner		Harvey Bullen		
Risk Description					Date entered on risk register			01 October 2022		
The potential risk of failure of the governance protocols for entities controlled by the Council, either their internal governance or the Council's governance as owner. The failure of entities controlled by the Council to follow relevant guidance or share the Council's ambitions. The failure of governance leading to controlled entities: Non Compliance with relevant laws (Companies, subsidy control procurement, environmental or other) Incurring Significant Losses or losing asset value Taking reputational damage from service failures Being mis-aligned with the goals of the Council The financial implications are described in the Council's Annual Statement of Accounts. Overall risk treatment: Treat This risk is scored at a likelihood of 1 due to the strong governance in place and an impact score of 4 given the size of the controlled companies.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
1	4	4	1	4	4	1	4	4	Mar-24	Met
Tasks to mitigate the risk										
<p>1) All controlled entities and subsidiary companies have a system of governance which is the responsibility of their Board of Directors.</p> <p>The Council needs to ensure that it has given clear direction of it's policy, ambitions and expectations of the controlled entities.</p> <p>The NORSE Group objectives are for Business Growth and Diversification of business to spread risks. Risks need to be recorded on the Group's risk register.</p> <p>2) The shareholder committee should meet quarterly and monitor the performance of NORSE. A member of the shareholder board, the shareholder representative, should also attend the NORSE board.</p> <p>3) The Council holds control of the Group of Companies by way of its shareholding, restrictions in the NORSE articles of association and the voting rights of the Directors. The mission, vision and value statements of the individual NORSE companies should be reviewed regularly and included in the annual business plan approved by the Board. NORSE should have its own Memorandum and Articles of Association outlining its powers and procedures, as well as an overarching agreement with the Council which outlines the controls that the Council exercises over NORSE and the actions which require prior approval of the Council.</p> <p>4) To ensure that governance procedures are being discharged appropriately to Independence Matters. The Director of Strategic Finance's representative attends as shareholder representative for Independence Matters.</p> <p>5) Shareholder representation required from the Director of Strategic Finance on both the Norse, and Repton Boards.</p>										
Progress update										

Progress update

- 1) There are regular Board meetings, share holder meetings and reporting as required. For NORSE, risks are recorded on the NORSE group risk register.
- 2) The Norse Group follows the guidance issued by the Institute of Directors for Unlisted Companies where appropriate for a wholly owned LA company. The shareholder committee meets quarterly and monitors the performance of Norse. A member of the shareholder board, the shareholder representative, also attends the Norse board.
- 3) The Council has reviewed its framework of controls to ensure it is meeting its Teckal requirements in terms of governance and control. The Director of Strategic Finance is responsible for reviewing the ongoing viability of wholly owned entities and regularly reporting the performance of their activities, with a view to ensuring that the County Council's interests are being protected.
All County Council subsidiary limited company Directors have been approved in accordance with the Constitution.
- 4) The Director of Strategic Finance directs external governance.
- 5) There is Shareholder representation from the Director of Strategic Finance on both the Norse, and Repton Boards.

Risk Number	RM022b					Date of update		06 June 2023		
Risk Name	Replacement EU Funding for Economic Growth									
Portfolio lead	Cllr. Fabian Eagle					Risk Owner		Vince Muspratt		
Risk Description					Date entered on risk register			01 October 2022		
There are two parts to this risk as follows; a) external funding and b) Norfolk businesses a) Risk RM14429 covers the closedown of the France (Channel) England INTERREG programme, managed by NCC. In terms of future external funding, we need to make a compelling case to Government for investment in Norfolk from the UK Shared Prosperity Fund (UKSPF), which replaces EU funding. There is a risk of limited opportunity for future skills funding from the UKSPF that NCC needs to be able to achieve the objectives of the Norfolk Investment Framework. b) We need to understand the implications for Norfolk businesses of the Territorial Cooperation Agreement and work with partners to support Norfolk businesses to trade.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-24	Amber
Tasks to mitigate the risk										
a) Development of Norfolk Investment Framework to target the UK Shared Prosperity Fund (replacement for EU funding).										
b) Focussed support for business, in conjunction with LEP and Chamber of Commerce.										
Progress update										
a) The Levelling Up White Paper indicates that in the short-term SPF and LU funds will be delivered through Districts. Should a County Deal be agreed, this may change. There is a need to develop a County Deal in order to gain strategic control over key functions and funds, but also to work with districts to maximise strategic use of SPF. Feedback from Stakeholders confirms the need for a NIF. Approach endorsed by the Steering Committee (including Town Deal Board Chairs/Local Authorities/Business Reps/University & Research Institutes and Private Sector). The NIF will identify funding options for delivery from a range of options including SPF and LUF, other national funding pots as well as private sector investment. The NIF has now been developed for delivery themes, that consist of skills, public sector services, business development and climate change.										
b) There is growth in the economy, but rising inflation and rise of 'cost of goods' and energy pose a risk/ added pressure on businesses at present. Business advice provided by the LEP's Growth Hub, Norfolk Chamber and Federation of Small Business. While these bodies can provide advice, the challenge for businesses is to invest more resource in producing the paperwork that is now required for the import/export of goods, and still generate a profit. Government has introduced measures to help secure more HGV drivers (to replace those lost due to both Brexit and the pandemic) and increase the number of seasonal agricultural workers who can work in the UK.										

Risk Number		RM024		Date of update		06 June 2023				
Risk Name		Great Yarmouth Third River Crossing (3RC)								
Portfolio lead		Cllr. Graham Plant		Risk Owner		Tom McCabe				
Risk Description			Date entered on risk register			01 October 2022				
There is a risk of failure to construct and deliver the Great Yarmouth Third River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction to be completed early 2023). There is a risk that the 3RC project will not be delivered within budget and to the agreed timescales. Cause: delays during statutory processes put timescales at risk and/or contractor prices increase project costs. Event: The 3RC is completed at a later date and/or greater cost than the agreed budget, placing additional pressure on the NCC contribution. Effect: Failure to construct and deliver the 3RC within budget would result in the shortfall having to be met from other sources. This would impact on other NCC programmes.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	2	4	8	2	3	6	Sep-23	Amber
Tasks to mitigate the risk										
The project was agreed by Full Council (December 2016) as a key priority infrastructure project to be delivered as soon as possible. Since then, March 2017, an outline business case has been submitted to DfT setting out project costs of £120m and a start of work in October 2020. 80% of this project cost has been confirmed by DfT, but this will be a fixed contribution with NCC taking any risk of increased costs. Mitigation measures are: 1) Project Board and associated governance to be further developed to ensure clear focus on monitoring cost and programme at monthly meetings. 2) NCC project team to include specialist cost and commercial resource (bought in to the project) to provide scrutiny throughout the scheme development and procurement processes. This will include independent audits and contract/legal advice on key contract risks as necessary. 3) Programme to be developed that shows sufficient details to enable overall timescales to be regularly monitored, challenged and corrected as necessary by the board. 4) Project controls and client team to be developed to ensure systems in place to deliver the project and to develop details to be prepared for any contractual issues to be robustly handled and monitored. 5) All opportunities to be explored through board meetings to reduce risk and programme duration. 6) An internal audit has been carried out to provide the Audit Committee and management with independent assurance that the controls in place, to mitigate, or minimise risks relating to pricing in stage 2 of the project to an acceptable level, are adequate and effective and operating in practice.										
Overall risk treatment: Reduce, with a focus on maintaining or reducing project costs and timescales										
Progress update										

Progress update

Progress against actions are: 1) Project board in place. Gateway review highlighted a need to assess and amend board attendance and this has been implemented. A gateway review was completed to coincide with the award of contract decision making - the findings have been reported to the project board (there were no significant concerns identified that impact project delivery). Internal audit on governance report finalised 14 August 2019 and findings were rated green. Further gateway review completed summer 2020 ahead of progressing to next stage of contract (construction). May 23 – Ongoing reporting to Board includes budget updates and programme reviews (see 3 below). 2) Specialist cost and commercial consultants appointed and continue to review project costs. The Commercial Manager will continue to assess the project forecast on a quarterly basis, with monthly interim reporting also provided to the board. No issues highlighted to date and budget remains sufficient. A further budget review was completed following appointment of the contractor. The full business case was developed and submitted to DfT at end of September 2020 - the project is still at agreed budget. May 23 – Main project remains within original budget, however additional cost/budget implications of WW2 bomb explosion are being considered. 3) An overall project programme has been developed and is owned and managed by the dedicated project manager. Any issues are highlighted to the board as the project is delivered. The start of DCO examination was 24 September 2019, with a finish date on 24 March 2020. The approval of the DCO was confirmed on 24 September 2020 (no legal challenge). Construction started on 4 January 2021 as planned. Nov 22 - Latest forecasting of completion is June 2023 (reported to Board). Feb 23 - Explosion on site of UXO has resulted in slight delay that is being assessed, but expect opening still by June 23. March 23 - The major milestone of receiving delivery and lifting the bridge leaves into place was completed on 23 March. May 23 – Overall programme delayed due to works to complete bascule chambers. Summer 23 completion reported. 4) Learning from the NDR the experience of commercial specialist support was utilised to develop contract details ahead of the formal commencement of the procurement process. Further work fed into the procurement processes (and competitive dialogue) with the bidders. The commercial team leads were in place from the start of the contract (January 2019) and continue in this role to manage contract administration. March 22 - Construction inflation is being closely monitored, but is not currently impacting the overall budget provisions. 5) The project board receives regular (monthly) updates on project risks, costs and timescales. A detailed cost review was delivered to the board ahead of the award of the contract (following the delegated authority agreed by Full Council), and took into account the contractors tender pricing and associated project risk updates. The project currently remains on budget, however the programme to complete the works and open the scheme in early 2023 has been delayed slightly to June 2023. Feb 23 - The wider implications of UXO explosion on site are still being assessed, but main works continuing. March 23 - Completion of the bridge leaf installation removes a key risk for the project. May 23 – Main works to be completed in summer 23, however works package to repair quay wall also being developed and will take longer. 6) The further internal audit has been concluded and a report circulated. Findings were green with only one minor observation (already actioned).

Risk Number		RM027		Date of update		17 May 2023				
Risk Name		myOracle								
Portfolio lead		Cllr. Jane James		Risk Owner		Harvey Bullen				
Risk Description				Date entered on risk register		01 October 2022				
There is a risk of failure of the new Human Resources and Finance system whereby key operational processes don't deliver the required outcomes for the organisation and its' traded services customers. Cause: System build, poor process for implementation, inadequate training for self service. Event: Operational processes not delivering to the processes required. Effect: Potential reduced employee satisfaction and potential risks to employee retention. New employees not being onboarded quickly enough. Overall risk treatment: Treat										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	3	2	6	2	2	4	Mar-24	Amber
Tasks to mitigate the risk										
1) Strong subject expert engagement in the system configuration to ensure that myOracle meets the needs of the organisation. 2) Ensure that plans / workarounds are in place to mitigate any residual risks from any issues arising. 3) Ensure that we have the resource in place to be able to deal with any issues as they arise. 4) Increased cadence of senior stakeholder engagement to address any issues arising within operational areas. 5) Director level agreement to award third parties support contract. 6) Engaging with other LA's via a peer review to look at other Oracle cloud implementations. 7) Extend manager helpline until December 2023.										
Progress update										
1) The implementation of MyOracle is live (as of 13th April 2022) and any issues arising are being managed as a BAU exercise post mobilisation. Finance & Payroll elements are now working effectively and the scope of the risk is reduced to HR and self-service elements only. 2) Support team and business teams focused on the identified system and process fixes required and plans/workarounds in place to mitigate those risks - some of the more complex issues have taken longer than predicted to resolve, affecting technology exploitation 3) Team in place to rectify issues as they are reported and governance in place to manage business and supplier escalations as required 4) Currently progressing procurement exercise to on-board 3rd party support partner call-off contract to aid with specialist more complex areas 5) Scheduled post implementation review with Oracle this summer (Aug 2023) 6) Head of Service in place and working closely with key stakeholders to address pressure points - alongside peer reviews with other Local Authority implementations. 7) Budget agreed and staff for helpline and moving to support model from 1st July 2023.										

Risk Number	RM029	Date of update		11 May 2023						
Risk Name	Critical skills required for the organisation to operate effectively									
Portfolio lead	Cllr. Kay Mason Billig		Risk Owner	Jane Naumkin						
Risk Description		Date entered on risk register		01 October 2022						
There is a risk that a range of critical new/future skills are not available within NCC in the medium to longer term. The lack of these skills will create problems for, or reduce the effectiveness of service delivery. An inability or failure to consider/identify these until they are needed will not allow sufficient time to develop or recruit these skills. This is exacerbated by: 1.The demographics of the workforce (ageing) 2.The need for changing skills and behaviours in order to implement new ways of working including specialist professional and technical skills (in particular IT, engineering, change & transformation; analytical; professional best practice etc) associated with the introduction or requirement to undertake new activities and operate or use new technology or systems - the lack of which reduces the effective operation of NCC . 3.NCC's new delivery model, including greater reliance on other employers/sectors to deliver services on our behalf 4.Significant changes in social trends and attitudes, such as the use of new technology and attitudes to the public sector, which may impact upon our 'employer brand' and therefore recruitment and retention 5.Skills shortages in key areas including social work and teaching 6.Improvements to the UK and local economy which may impact upon the Council's ability to recruit and retain staff. 7.Government policy (for example exit payment proposals) and changes to the Council's redundancy compensation policy, which could impact upon retention, particularly of those at more senior levels and/or older workers. 8. Improvements in T&C in other sectors making the NCC employment deal less attractive/providing fewer points of difference e.g. more flexibility of work in other industries, greater gap on pay Overall risk treatment: Treat										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	4	4	16	2	4	8	Mar-24	Amber
Tasks to mitigate the risk										

- *Identification of what new critical skills are required in services – using workforce planning process and toolkit. As each directorate makes their changes to make savings / manage demand.
- *Identification of pathways to enable staff to learn, develop and qualify into shortage areas – As each directorate makes their changes to make savings / manage demand
- *Creation of career families and professional communities, providing visible and clear career paths for colleagues.
- *Embedding a strengths based approach to performance management e.g. Recruit for strengths not just qualifications and skills and experience
- *Explore further integration with other organisations to fill the gaps in our workforce - ongoing
- *Develop talent pipelines working with schools, colleges and universities
- *Undertake market rate exercises as appropriate and review the reward package to support attraction and retention
- *Explore / develop the use of apprenticeships and early career schemes; this will help grow talent and act as a retention tool
- *Work with 14 – 19 providers and Higher Education providers to ensure that the GCSE, A level and Degree subjects meets the needs of future workforce requirements
- *acceptance and implementation of new workforce strategy that will lead to improved workforce planning
- *develop our employer value proposition and employer brand to improve attraction of people with the skills we need

Progress update

1. Working with education providers to ensure subjects meet future workforce requirements and students see a career in local government as an exciting option
2. Work has begun to make best use of the 'skills' facility in the new Oracle system. It will take time to understand how best to use the functionality but it is planned to help with finding people within NCC with skills not usually associated with their role, as well as providing easy reporting on professional registrations. This functionality is dependent on completion of career families work which is a long term project.
3. Work on how to use the full Talent module in Oracle will commence during 23/24
4. A digital skills survey has been made available to employees to support information and learning relating to their own particular digital skills competence. Mandatory training policy is live and has been socialised. Work is ongoing to enable notifications to be sent to employees that are due/overdue on their training to support compliance. A digital skills strategy has been agreed and the delivery plan is in development.
5. NCC careers website design is underway
6. Workforce strategy has been agreed and delivery plan is being developed. It identifies a number of themes that will support recruitment and retention of employees with the skills we need to be a successful organisation including refreshing our employer brand and development of clear career families
7. As part of the strategic review proposals to change the organisational design and structure have been formally consulted on with the workforce and ratified
8. Where a need is identified specific recruitment and marketing campaigns are developed and socialised to support attraction to hard to fill roles e.g. 'We Care' campaign
9. Our reward offer is reviewed regularly to identify additional areas that would support attraction and retention. We have recently included a salary sacrifice scheme for greener car leasing options.
10. Work has begun on the career families and pay and reward review projects

Risk Number	RM030					Date of update		26 May 2023		
Risk Name	Non-realisation of Children’s Services Transformation change and expected benefits									
Portfolio lead	Cllr. Penny Carpenter					Risk Owner		Sara Tough		
Risk Description					Date entered on risk register			01 October 2022		
There is a risk of the non-realisation of Children’s Services Transformation change and expected benefits, encompassing the risk that Children’s Services do not experience the expected benefits from the transformation programme. Outcomes for children and their families are not improved, need is not met earlier and the increasing demand for specialist support and intervention is not managed. Statutory duties will not be fully met and the financial position of the department will be unsustainable over time. Overall risk treatment: Treat										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	3	5	15	1	5	5	Mar-24	Amber
Tasks to mitigate the risk										
1) A demand management and prevention strategy and associated business cases have been completed and a multi-year transformation programme has been established covering social care and education, with 5 key strategic themes: Inclusion, Prevention and Early Intervention, Effective Practice Model, Edge of Care Support and Alternatives to Care, and Transforming the Care Market. 2) Significant investment has been provided to delivery transformation including c. £2m pa transformation investment fund since 2018-19 and £120m for capital investment in Specialist Resource Bases and Specialist Schools 3) A single senior transformation lead, operational business leads and a transformation team have been appointed / aligned to direct, oversee and manage the change 4) Regular governatnce structures in place through the Cabinet Member chaired Transformation and Benefits Realisation Board to track and monitor the trajectories of the programme benefits, risks and issues 5) Services from corporate departments are aligned to provide support to transformation change e.g. HR, Comms, IT, Finance, Information and Analytics, Innovation, etc 6) Interdependencies with other enabling transformation programmes e.g. Smarter Working will be aligned to help maximise realisation of benefits.										
Progress update										

Progress update

Scoring rationale - Risk impact relates to outcomes for children and families not being met, a key county council objective and financial loss of benefits over £3m therefore scored 5. Risk likelihood has reduced from "probable" prior to programme being initiated to "possible" as the transformation programme is seeing initial success after first 48 months of the programme, therefore scored 3.

- The investment in transformation has proved successful since 2018/19 having met existing targets for specific schemes albeit in the context of overall dept overspends
- Overall programme broke even in April 2021 and has delivered gross savings of £67m, net savings of £50m up to 2022/23. Target for 23/24 stands at £16m
- Programme has helped to mitigate the cost pressures for 2022/23 that resulted due demand related pressures for Transport and Placement budgets
- Core indicator of number of Children in Care is broadly stable. Unit costs are under considerable pressure due to the cohort with the very highest and most complex needs continuing to grow as a proportion of all children looked after. The pandemic continues to have a substantial impact e.g. delays in the court system and the impact of hidden harm on CYP. Examples of other factors are; lack of supply of placements, worsening of emotional wellbeing and mental health amongst children, young people and parents, impact of inflation on families and services such as transport, ongoing shortages of staff in key professional specialisms A number of existing transformation projects are in train to support these young people more effectively and reduce unit costs over the medium term.
- A 3-5 year strategy and financial plan to outline the next phase of transformation is under development, including the implementation of Childrens Social Care Reform, alongside the development of a strategic sufficiency business case, including a whole council focus on the recruitment and retention of foster carers

Risk Number		RM031		Date of update		26 May 2023				
Risk Name		NCC Funded Children's Services Overspend								
Portfolio lead		Cllr. Penny Carpenter		Risk Owner		Sara Tough				
Risk Description			Date entered on risk register			01 October 2022				
There is a risk that in-year pressures from service demand and other external factors beyond the department's control materialise and lead to a significant overspend.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	4	5	20	3	5	15	Mar-24	Amber
Tasks to mitigate the risk										
<p>1. Transformation programme in place that targets improvement to operating model, ways of working, and placement & sufficiency to ensure that intervention is happening at the right time, with the right children and families supported, with the right types of support, intervention & placements. This will result in improved value for money through ensuring that money is spent in the right places, at the right times with the investment in children and families resulting in lower, long-term costs.</p> <p>2. Improved monitoring system implemented to identify, track and respond to financial challenges.</p> <p>3. Cohorts will be regularly analysed to ensure that all are targeted appropriately and to develop new transformation initiatives to meet needs cost effectively.</p> <p>4. Further recognition of underlying budget pressures, including pandemic-related additional budget pressures, within recent NCC budgets and within the MTFS, including for front-line placement and support costs (children looked after, children with disabilities and care leavers), operational staffing, and home to school transport for children with SEND.</p> <p>5. Local First Inclusion programme in place (supported by the Safety Valve deal) that has planned for additional spend in mainstream schools to support children with high level SEND to remain within them, where it is appropriate for them to do so, and enabling the achievement of good outcomes. This investment acts as a key driver to the long-term aim of returning the DSG to an in-year balanced budget and, subsequently, to repay the cumulative deficit, through mitigating the need for further expansion of special schools (above planned increases) or independent provision.</p>										
Progress update										
Scoring rationale - Risk impact relates to financial impact of over £3m, therefore scored 5. Risk likelihood has reduced to probable from "almost certain" following the additional, significant pressures funding allocated within the 2023-24 budget that has significantly mitigated the risk of in-year overspends.										
May 2023 update:										
<p>- Improved monitoring systems and financial oversight have become embedded</p> <p>- Multiple Transformation projects been successfully delivered over the past 3-5 years that will contribute to mitigate this risk, including, for example, transformation of our social care operating model, the embedding of New Roads, the introduction of our Targeted Youth Support Services; significant savings have been evidenced and are projected to continue whilst outcomes have been improved</p> <p>- Children Looked After numbers have reduced significantly since January 2019 through to 2022, which resulted in reduced overall placement costs. However, unit costs have been under considerable pressure due to external market forces, significant inflationary and National Living Wage increases. There are a number of transformation projects aimed reduce unit costs over the medium term.</p> <p>- The LA has been more successful at supporting families to stay together and keeping the number of</p>										

Progress update

children looked after remained stable for much of 22-23, with the exception of unaccompanied asylum seeking children for whom the LA receives additional Government funding; this bucked the national trends, though there was a small increase seen at the end of the year that will be kept under close review for 23-24

- There are a wide range of factors that have impacted on the financial pressures faced by Children's Services nationally, including unit costs are increasing significantly due to the cohort with the very highest and most complex needs continuing to grow as a proportion of all children looked after. The pandemic continues to have a substantial impact e.g. delays in the court system and the impact of hidden harm on CYP. Examples of other factors are; lack of supply of placements, worsening of emotional wellbeing and mental health amongst children, young people and parents, impact of inflation on families and services such as transport, ongoing shortages of staff in key professional specialisms.
- A 3-5 year strategy and financial plan, including the implementation of Children's Social Care Reform, alongside the development of a strategic sufficiency business case, is under development, including a whole council focus on the recruitment and retention of foster carers.

Risk Number	RM032	Date of update			06 June 2023					
Risk Name	Capacity to manage a large or multiple incidents or disruptions to business									
Portfolio lead	Cllr. Kay Mason Billig		Risk Owner	Sarah Rhoden						
Risk Description		Date entered on risk register			01 October 2022					
<p>NCC is affected by an internal or external iNCC is affected by an internal or external incident/emergency that impacts on the authority’s ability to deliver critical services. This could be internal threats such as loss of IMT or power or external impacts such as supporting the countywide response to Norfolk’s Highest risk such as Coastal flooding or pandemic flu. There is a risk of a large scale incident or series of incidents that cause potential negative impacts on the reputation, resources or financial stability, that affect NCC's ability to deliver it services. As of October 22 there are a number of ongoing situations which are compounding this risk. 1. Unprecedented numbers of Avian Influenza cases in Norfolk putting significant pressure on Trading Standards. 2. Energy providers issue of reasonable worst case scenario for power national power outages. 3. We are also moving into the season where will be see more severe weather acitivity, particulary the risk of low temperatures which compounds point 2 above. 4. Risk of Industrial action. Fire service are currently under consultation on pay offer. Risk of industrial action in other sectors eg. ambulance service / NHS will add additional pressure to social care services. 5. Cost of living crisis is affecting people and businesses across Norfolk. Risk to our staff, service users and wider community. 6. Covid-19 - as yet the impacts of Covid this coming winter season have not been determined, but there is potential to disrupt staffing and put additional pressures on front line services, including the ability to respond to incidents. 7. ICS and social care winter pressures.</p>										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	3	9	3	2	6	Aug-23	Amber
Tasks to mitigate the risk										
<p>1) Maintain the Corporate Resilience Plan. 2) Maintain a robust Business Continuity process, including training and exercising. 3) Having the appropriate groups in place to be able to support and manage any response to an incident causing business disruption. 4) Supporting and embedding of Business Continuity looking at best practice to support the operational delivery of services. 5) Further training planning for both BC and Emergency Planning. 6) Active engagement and participation in the Norfolk Resilience Forum. 7) On going review of winter risks 8) Member of the NRF and attancance at weekly Norfolk Risk Inte lligance Group (RIG)meetings 9) NRF Plans and procedures in place, including training and exercising</p>										
Progress update										

Progress update

The BC process and emergency response mechanisms are in place and enabled within NCC, support is in place from the Resilience team who deliver 24/7 response support.

Current BC stats = 83% of NCC plans reviewed and 81% plans have been exercised

Director Ops is stood up and currently meeting fortnightly to monitor on going issues. On call silver and Gold rotas in in place.

To help ensure we meet our duties under the Civil Contingencies Act, and to remain as prepared as possible for the winter period and beyond, the Norfolk Resilience Forum (NRF) has in place weekly Risk Intelligence Group (RIG) meetings. This is where emergency planning professionals from across the NRF partnership come together to review the potential risks that the county faces in the short term (next 7 days), medium term (7 days to 2 months) and longer term (beyond 2 months). This process creates an assessment picture that considers the potential impacts, aims to recommend and support mitigations, and, if required, stand up response structures that look to reduce the impacts as far as possible for Norfolk. The Resilience team attend this weekly Norfolk Resilience Forum (NRF) Risk Information Group (RIG) meeting to enable situation awareness and horizon scanning to support and manage all the major risks within the County.

The purpose of the RIG meetings is to create a Common Operating Picture risk assessment, which then feeds into the individual partner's strategic and tactical management meetings that help to shape the Norfolk wide preparedness and strategy. The NRF also undertakes specific monthly risk assessment meetings to look at the risks to Norfolk on a rolling basis, to ensure that we are current with our risk profile and planning. In addition, the NRF is also fully engaged at a regional and national level with the Department of Levelling Up Communities and Housing around winter assurance and preparedness for winter.

Due to global and national uncertainty, pre-emptive planning is ongoing to look at the risks that NCC and Norfolk will face this winter, these will include:

Winter weather - snow/Ice storms and flooding. Health issues- pressure in care systems, Season Flu, outbreaks, re-emergence of COVID, Hospital roof collapse and care home failure. Cost of living impacts. Disruption to power or communications systems. Industrial Action. Animal Health outbreaks. Cyber attacks. A briefing document has been created for the Director Ops group to look at the requirements and for any additional mitigation actions. In addition we are working with Government departments at DLUHC to ensure we have the latest national steer for winter preparedness. Winter weather - snow/Ice storms and flooding. Health issues- pressure in care systems, Season Flu, outbreaks, re-emergence of COVID, Hospital roof collapse and care home failure. Cost of living impacts. Disruption to power or communications systems. Industrial Action. Animal Health outbreaks. Cyber attacks. A briefing document has been created for the Director Ops group to look at the requirements and for any additional mitigation actions, which was reviewed on 28th Sep by Director Ops. NRF power outage exercise (Exercise Lemur) took place on 18th October. FloodEx National flood exercise took place w/c 14th November. Director Ops. have set up a Winter preparedness working group and are building a project plan to join up the approach to winter planning. This has created 11 workstreams to ensure that all services are fully informed and as well prepared as possible. Director Ops will maintain oversight of this work. In addition NCC are also feeding into the wider Norfolk winter planning within the NRF multi-agency partnership. NCC and the NRF have issued NPO winter plans to cover the winter period to ensure that NCC and the multi agency partners are able to stand up appropriate staff to respond to the type of incident.

Risk Number	RM033		Date of update		06 June 2023					
Risk Name	Norwich Western Link Project									
Portfolio lead	Cllr. Graham Plant		Risk Owner		Tom McCabe					
Risk Description			Date entered on risk register		01 October 2022					
There is a risk that the NWL project could fail to receive funding approvals from the Department for Transport (DfT), and/or statutory approvals necessary within the necessary timescales to achieve the Orders to construct the project (related to planning consent, land acquisition, highway orders) to enable the Norwich Western Link (NWL) project (at £251m) to be delivered to the agreed timescales (target opening by late 2025). Cause: Objection to the project (particularly related to environmental impacts) that results in either DfT or Secretary of State failing to provide the necessary approvals for the funding/Orders. Event: The scale of the project and the funding requirement from DfT (at 85%) is such that without their funding contribution, it will not be possible to deliver the project. Without the necessary Orders in place, it will not be possible to deliver the project. Effect: The benefits that the project would bring in terms of traffic relief, accommodating growth in housing and employment, economic recovery and journey time savings would not be achieved. If ultimately the project does not get constructed there is the possibility that any funding already provided by DfT would need to be repaid and that the capital expenditure up to that stage could need to be repaid from revenue funds (as there would be no capital asset to justify the use of capital funding).										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	3	4	12	1	4	4	Sep-24	Amber
Tasks to mitigate the risk										
1. Work closely with DfT to resolve any queries related to the OBC approval. 2. Ensure programme dates for statutory approvals are achieved and submission details are legally checked. 3. Develop strong team resource to ensure well developed submissions for statutory processes (including public inquiry) are provided. 4. Provide regular updates to the project board to ensure any issues related to programme, cost and risk are reported. 5. Monitor scale of expenditure prior to SoS approval to ensure any potential financial implications can be accommodated within the NCC financial envelope.										
Progress update										

Progress update

1. Outline Business Case (OBC) submitted to Department for Transport (DfT) for approval at end of June 2021. Awaiting funding confirmation, but timescale to be confirmed. July 2022 - Report approved by Cabinet (includes revised timescales and budget - 85% DfT contribution retained in OBC addendum submitted to DfT (approval ongoing). Feb 23 - DfT funding approval still awaited, but no further requests for info received from DfT. March 23 - No funding announcement in March Budget Statement. May 23 - Still no decision from DfT, but no further work required to OBC. Awaiting outcome of Treasury review of funding nationally. 2. Programme being reviewed to ensure realistic timescales for pre-planning application consultation and planning submissions are in place (to be agreed by the project board). July 2022 - Timescales updated in Cabinet report and agreed. Sept 22 - Govt mini-budget on 23rd Sept set out fast-tracking of projects, including NWL. Details awaited to understand any implications. Jan 23 - No further details from (different) government re fast-tracking. Feb 23 - Timescales for planning application submission will be updated in Spring 23 Cabinet report (date TBC). May 23 - Awaiting OBC decision is continuing to delay planning application process (and Cabinet approvals). Report to be taken to Cabinet asap following OBC decision. 3. Resource review in progress to ensure the team structure is suited to the next phases of the project. July 2022 - Team structure in place with some gaps in resource being resolved, but very challenging employment market conditions. Sept 22 - maintaining resources on project is proving challenging. Ongoing recruitment and discussions with WSP. Feb 23 - Resourcing remains challenging, but is an issue within construction sector generally. 4. Project board meetings in place and risk, programme, cost regularly reported. July 2022 - All details updated in Cabinet report and cost, risk and programme will be monitored by Board based on Cabinet report. Sept 2022 – Board closely monitoring budget including inflation/economic implications. May 23 - Delays to project OBC decision reported to project board. Implications will continue to be considered and reported to Cabinet. 5. Section 151 officer was updated on expenditure to date at project board and is comfortable that any potential cost/budget implications could be accommodated within the NCC financial envelope. July 2022 - Details in Cabinet report agreed with s151 officer and budget recommendation and implications accepted by Cabinet and Full Council on 19 July. January 2023 - Still awaiting DfT OBC approval (following November 2022 budget statement). May 23 - Report planned for July 2023 Cabinet, to consider implications of ongoing delay to DfT OBC approval.

Risk Number		RM034		Date of update		06 June 2023				
Risk Name		Supply Chain Interruption								
Portfolio lead		Cllr. Kay Mason Billig		Risk Owner		Harvey Bullen				
Risk Description				Date entered on risk register		01 October 2022				
There is a risk of a supply chain interruption, which could affect any of the Council's supply chains. This could take the form of either a sudden or gradual interruption, affecting the ability to deliver one or more services effectively. Cause: Examples of sudden interruptions include; loss of power; loss of supplies due to panic-buying (fuel being the prime example with knock-on effects); supplier insolvency; inability to replace critical components. Examples of gradual interruptions include; a gradual inability to recruit key in-demand staff (e.g. drivers & care workers); a gradual material shortage (e.g. construction materials); inflation; industrial action; staff absence owing to Covid-19 / seasonal flu, gradually contracting labour markets. Event: The materialisation of a sudden or a gradual interruption or degradation of a NCC supply chain. Effect: Different causes will generate different effects, but the common effect would be a disruption to service delivery stemming from the interruption of the supply chain involved. This could have knock on effects to other services depending on the interconnectedness / scale of the supply chain.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	3	12	3	2	6	Mar-24	Amber
Tasks to mitigate the risk										
For loss of power: 1) Understanding power resilience of County Hall 2) Understanding failover if we lost County Hall power 3) Reviewing plans for simultaneous loss of power or gas to multiple sensitive sites, e.g. care homes. 4) Thinking through command and control in case of widespread power loss For fuel: 5) Sending out a de-brief form to all involved in the fuel disruption (NCC) and the Resilience team will collate the returns. This will inform changes to the NCC approach and potentially update the Corporate plan. Our work will feed into the wider NRF de-brief to the NRF plan. For food: 6) Consideration of academies and our role with free school meals. 7) Maintain good relationships with key suppliers. For supplier insolvency: 8) Formalising tiering of contracts For critical spares: 9) Work with providers to ensure there is adequate support to just in time (JIT) deliveries (contingency stock of critical spares). For IT: 10) Ensure IT refresh is considered and appropriate stock pre-ordered. General mitigations against sudden major disruptions include: Early warning and trigger points Supply diversity Supplier relationships Public sector resource pooling Effective plans										
Progress update										

Progress update

For loss of power:

- 1) Power resilience understood.
- 2) Resilience of Disaster Recovery site understood.
- 3) This is being looked at via normal BAU winter preparedness. Resilience Reps and DMT's are supported by the Resilience Team to review BC plans.
- 4) Command and control will follow existing processes. Any issues to be reported by department and escalated to appropriate response level (Silver/Gold) to manage the NCC response. If beyond NCC the NRF will be activated to respond.

For fuel:

- 5) Resilience Team have sent out a de-brief form to all involved in the fuel disruption (NCC) and has collated the returns. We have collated learning and now the Resilience Team are looking at the delivery of an operational plan to help deliver fuel to critical services and have created a BC exercise for services to work through their fuel issues and supply needs.

For food:

- 6) Work to be carried out with providers to ensure they think about support to just-in-time deliveries (contingency stock of basics).
- 7) Close communication and good relations being upheld with key suppliers of food.

For supplier insolvency:

- 8) Tiering of contracts being formalised.

For critical spares:

- 9) Ongoing work with providers to ensure adequate support is available for JIT deliveries.

For IT:

- 10) Laptops for next round of IT refresh pre-ordered and in supplier's warehouse.

Further detail of the wider resilience work being undertaken to help prevent supply chain interruption can be seen in risk RM032.

Risk Number	RM035					Date of update		16 May 2023		
Risk Name	Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets									
Portfolio lead	Cllr. Andrew Jamieson					Risk Owner		Harvey Bullen		
Risk Description					Date entered on risk register			01 October 2022		
There is a risk that significant and abnormal levels of inflationary pressure persist for an extended period of time with a negative impact on both the Council's revenue budget and capital programme. Unusually high levels of inflation across various sectors are being experienced, driven by a number of economic and other factors which are entirely outside the council's control. Forecasts are increasingly suggesting that this situation is likely to persist for a protracted period. There is a risk that this level of inflation will have very significant impacts across several areas of the council including: - Increasing demand for a range of support and services including hardship funds as the cost of living and inflationary pressures impact on wider society. - Direct impact of inflationary pressures on revenue pay budgets - pay awards for 2023-24 and 2024-25 in excess of the level which has been assumed in the budget / MTFS. - Direct impact of inflationary pressures on non-pay revenue budgets including energy and fuel costs. - Direct impact of inflationary pressures on the Capital Programme including the cost of construction for various schemes. This is significantly reducing the Council's purchasing power and creating significant challenges for programme management and scheme delivery. Risk Treatment: Tolerate (overall levels of inflation are outside of the Council's control), but treating the aspects that the Council is in a position to control.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	5	5	25	5	3	15	May-23	Green
Tasks to mitigate the risk										
1) Close budgetary control 2023-24 - Monitoring budgets and emerging pressures during the financial year, reviewing activity levels and pressures in order to mitigate and minimise these as far as possible as part of regular budget monitoring and management processes. Where pressures cannot be avoided / mitigated, identifying alternative off-setting savings and / or funding (such as from business risk reserves) to deliver a balanced budget position for 2023-24.										
2) Setting 2024-25 Budget - Developing the 2024-25 Budget to provide as far as possible for known and unavoidable cost pressures, and identifying further income or off-setting savings initiatives to ensure that a robust and achievable Budget can be considered by Full Council in February 2024.										
3) Reviewing capital programme - Review of cost estimates, forecasts and profiling of major projects. The Council will monitor this risk and review the potential pressures on the capital programme and proactively manage the schemes, deferring some schemes where possible to minimise the impact of inflation and continue to deliver the capital programme within the budget available. The impact of cost pressures on the capital programme forecast will be picked up as part of the regular capital monitoring process during 2023-24 and as part of setting the 2024-25 Capital Programme.										
4) Articulating the financial challenges faced by the Council to Government and other stakeholders - The Council's work to ensure that sufficient funding allocations are provided / available will include responses to Government consultations, funding announcements, discussions about the 2023-24 pay award, and other engagement.										

Progress update

- 1) Budget monitoring and reporting of variances, risks and mitigations to Cabinet is underway in respect of 2023-24.
- 2) Budget process underway for 2024-25 including identification of saving proposals for consideration by Cabinet in October 2023. Further savings required to close forecast budget gap and work underway to identify and validate cost pressures. Strategic Review underway to identify proposals to contribute to closing 2023-24 gap.
- 3) Monitoring of Capital Programme underway in respect of 2023-24 and reported to Cabinet. Review of capital programme profiling and development of new schemes for 2024-25 programme to be considered in context of wider position.
- 4) Ongoing engagement including formal consultation responses and ad-hoc opportunities.

Risk Number		RM036		Date of update		06 June 2023				
Risk Name		Non-delivery of the NCC Environmental Policy								
Portfolio lead		Cllr. Eric Vardy		Risk Owner		Steve Miller				
Risk Description			Date entered on risk register			01 October 2022				
There is a risk of not delivering the key objectives of the NCC environmental policy. This could stem from not achieving the key objectives within our control to deliver. These include; achieving Net Zero Across the County Council Estate by 2030, working in partnership across the County, especially through the Norfolk Climate Change Partnership on the delivery of; the Climate Action Plan, major environmental infrastructure projects; sustainable travel projects; the 1 Million Trees for Norfolk project; the Pollinator Action Plan as well as continued roll out of LED streetlighting upgrades and implementation of the EV strategy. Event: Non-delivery of the key objectives. Effect: This could lead to greater potential for increased damage to the local and global environment. Overall risk treatment: Treat										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	3	9	2	2	4	Mar-25	Green
Tasks to mitigate the risk										
1) Achieve Net Zero across NCC Estates by 2030. 2) Develop and deliver Climate Action Plan through Norfolk Climate Change Partnership. 3) Delivery of major environmental infrastructure projects for example Wendling Beck. 4) Delivery of all of the major transport infrastructure projects including ZEBRA. 5) Delivery of the 1 Million Trees for Norfolk project. 6) Delivery of the Pollinator Action Plan. 7) Rollout of 15k LED lights by the end of 2023 8) Rollout of electric vehicles										
Progress update										
Regular reporting cycles are already established for each of the key objectives. 1) Digital dashboard established and strong delivery against scope 1 and 2 emission targets. 2) Development work ongoing with Norfolk Climate Change Partnership. A number of strategic workshops are taking place in the third quarter of 22/23 which will inform the direction and content of the climate action plan. 3) Strong progress to date with all key environmental infrastructure projects on schedule. 4) Sustainable transport projects progressing well and major investment in ZEBRA scheme and cycling and walking programmes secure. 5) Delivery of 1 Million Trees project progressing positively with plan in place to accelerate planting plan following Covid-19 impact on planting programme. 6) Pollinator Action Plan approved by Cabinet and under delivery - no major issues to report. 7) We have currently replaced 3.7k lights. 8) We are currently developing metrics for the fleet of NCC electric vehicles. With the sign-off of the NCC Climate Strategy, we are now in the process of incorporating this into this risk going forward.										

Risk Number	RM038		Date of update		25 May 2023					
Risk Name	Delivery of the Connecting Communities priorities and required outcomes for individuals									
Portfolio lead	Cllr. Alison Thomas		Risk Owner		Laura Clear					
Risk Description			Date entered on risk register		01 October 2022					
If there is insufficient time and staffing resource in operational teams to focus on recovery actions, then the risk of harm to service users will be unaddressed with the associated adverse impact to staff wellbeing & retention, increased complaints & LGSCO findings; and reputational challenge from Members/the Council and from the public.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	4	16	4	2	8	Sep-23	Amber
Tasks to mitigate the risk										
- Whole department approach to supporting recovery plans/actions										
- Dedicated leadership in place										
- Staff involvement in development of plans										
- SAFE event planned										
10.5.22 SAFE event commenced throughout May. Newton to support longer term work following the SAFE events.										
6.7.22 Newton Europe to support: Identifying operational initiatives that can be deployed to reduce the holding lists. Having a consistent approach to managing risk within holding lists. Conducting a risk assessment of cases currently on the holding list Quantifying the operational impact of the upcoming changes in Adults Social Care (recovery & social care reform) Developing a plan, milestones and KPIs that can be rolled out to target both the holding list and increased demand due to care reforms (this will include resourcing considerations)										
15.7.22 clear governance with backlogs position reported to DLT via recovery and oversight group. Recovery monitoring through finance and accountability meetings. peripatetic assessment team focussing on holding list reduction. Duty teams responding to urgent and crisis needs.										
8.11.22 All Places have recovery plans in place - weekly monitoring in place.										
Progress update										

Progress update

8.2.23 Increase in team manager capacity to support embedding recovery actions/connecting communities priorities agreed- Job role description drafted. Exploring option of contracting additional temporary capacity to support reductions in holding list numbers whilst recovery actions/connecting communities priorities are embedded.

06.04.2023

The Departmental Leadership Team (DLT) acknowledged greater impact and grip on Social Workers / Assistant Practitioners lists which is welcomed. Stand-alone session with DLT to be organised on discharge recovery pressures and priorities. Occupational Therapy recovery planning work starting. Safeguarding recovery plans being developed in each locality. Learning Cycle meetings in each locality focused and actions driven by data in place. Holding lists is reducing overall Invitation to tender issued for external agency support to complete 1000 assessments from holding lists (provisional start July). Additional E4SC Team managers recruited in 3/5 localities. Further recruitment efforts to secure final two posts underway. Roll out of E4SC ways of working planned for remaining 3 localities from May.

02.05.2023

Business as usual process through recovery learning cycles, locality leaning cycles and DLT recovery reporting continue to keep focus on recovery progress. Current trajectory (which we are behind), the projections based on current performance show reduction to a manageable level extending out to mid-2024; we have seen a slow down in Holding List reductions in the last week, which is expected with the support that localities have offered to Social Care Community Engagement (SCCE) (we haven't seen an increase in the locality holding lists despite SCCE support provided). There have been some particular successes – in particular Norwich and East, who have seen core substantial reductions since December and demonstrate the potential for Holding List reductions to continue above the rate of current performance. (Norwich and East showing >25% reduction since beginning of December). Leaders for OT focus work on OT holding list identified and work plan to be developed during May. E4SC ways of working roll out planned for East and North through May. Small delay to West locality to allow more readiness time for leadership team.

Risk scoring recently agreed to be reduced with Operations Directors. No further reduction this month.

Risk Number	RM039		Date of update		25 May 2023					
Risk Name	Financial, Staffing & Market Stability impacts due to implementation of Social Care Reform (now October 2025)									
Portfolio lead	Cllr. Alison Thomas			Risk Owner	Sonia Kerrison					
Risk Description			Date entered on risk register		01 October 2022					
<p>Financial Risk There is a risk that the Government will not provide sufficient funding to support the implementation of Social Care Reform and that we (NCC) will not have any monies to fill any shortfalls or additional costs. There is a risk that the Government has hugely underestimated the cost to implement Social Care Reform and therefore there will be a shortfall in funding to Local Authorities. Added to this, NCC does not have any additional monies to fill any shortfall from the Government or any other additional costs (related to additional cases, more service users that require more input into costs, support & maintenance for Care Accounts etc) associated with the Social Care Reform implementation. Resourcing/Staffing Risk There is a risk that there will be insufficient resources both internally and to recruit externally to meet the new demands of the social care reform. we will not have sufficient resources (SW, Finance and Brokerage) to process the increased care act and eligibility checks as more self funders request LA to purchase care on their behalf or reach the £86,000 cap. In addition we may not be able to recruit the necessary additional staff externally due to lack of social workers both regionally and nationally. We are struggling to recruit for vacancies we have now. Market Stability Risk There is a risk that there will be insufficient capacity in the market to meet the new demands of the social care reform. The implementation of 18(3) whereby self funders can request Local Authorities to purchase care on their behalf, has a destabilising impact on our already fragile care market. In addition the level of provider failures/contract handbacks are really worrying and may impact our ability to provide suitable care or alternatives to those who can no longer afford first and third party top ups once they reach the cap. There also may not be sufficient care in the market for us to provide suitable lower price alternatives if first party and third party top ups are required.</p>										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	3	9	2	2	4	Oct-25	Amber
Tasks to mitigate the risk										
<p>Social Care Reform has been delayed by 2 years to October 2025. The SCR Programme will continue working through the Modelling and Impact analysis to understand the impact and plan for implementation.</p> <p>The programme is :Developing the Target Operating Model to deliver Reform, including:</p> <p>How we will approach assessments in the future so that we can better meet demand (proportionality, whether we get partners involved in carrying out some assessments (trusted assessor model), whether we introduce self assessment, self service, and optimising the use of technology).</p> <p>Implementation of changes within reform to Charging and the creation of Care Accounts.</p> <p>Market sustainability and Fair Access to Care.</p> <p>Working with customers, carers and partners to plan and shape the Transformation required to deliver Social Care Reform.</p>										
Progress update										

Progress update

Programme is currently defining detailed activities and scope for each workstream which will determine what products will be due from each workstream.

Review of Programme completed end of November - milestones and programme of work requires review and potential rescoping following Government Budget on 17/11/2022.

The Government announcement to delay the implementation of SCR by 2 years to October 2025 gives Norfolk County Council additional time to prepare and plan for the implementation of Social Care Reform (SCR). The Programme funding to implement SCR has been refined following the Budget and further analysis is required.

The programme is :

Developing the Target Operating Model to deliver Reform, including:

How we will approach assessments in the future so that we can better meet demand (proportionality, whether we get partners involved in carrying out some assessments (trusted assessor model), whether we introduce self assessment, self service, and optimising the

use of technology). Mapping and scoping the potential savings that the use of technology and self assessment models may create through assessment activity being delivered differently.

Implementation of changes within reform to Charging and the creation of Care Accounts.

Market sustainability and Fair Access to Care.

Working with customers, carers and partners to plan and shape the Transformation required to deliver Social Care Reform.

Risk reviewed by Senior Management Team as a group on 15/12/2022 - agreement on risk level and mitigations in place.

Update 3/4/2023

Revised programme progressing to plan. Target Operating Model (TOM) currently being created.

Revised programme endorsed via SMT and DLT.

Challenges in obtaining data to support TOM in relation to staffing resource and activity being discussed with IMT

Update 23/5/2023

Challenges in obtaining data to enable robust modelling for the Target Operating Model for demand and staffing escalated to DLT.

Risk Number	RM040	Date of update				25 May 2023				
Risk Name	Assurance implementation									
Portfolio lead	Cllr. Alison Thomas				Risk Owner	Debbie Bartlett				
Risk Description			Date entered on risk register				01 October 2022			
<p>Performance Improvement Group (PIG) in place to drive performance improvements, meeting monthly. Initial action plan drawn up following regional mock assurance exercise, highlighting areas to focus efforts on. This is reviewed regularly at PIG. Updated following regional ex-director challenge session Jan 2023 Performance is majorly impacted by recovery. Recovery tracker maps performance against key metrics weekly and is circulated to senior managers. All areas have recovery plans with weekly monitoring. Quality Improvement Forum established February 2023 to drive quality improvement, including ensuring that increased focus on recovery does not compromise quality of work.</p>										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	4	4	16	2	3	6	Sep-23	Amber
Tasks to mitigate the risk										
<p>Performance Improvement Group (PIG) in place to drive performance improvements, meeting monthly. Initial action plan drawn up following regional mock assurance exercise, highlighting areas to focus efforts on. This is reviewed regularly at PIG. Updated following regional ex-director challenge session Jan 2023</p> <p>Performance is majorly impacted by recovery. Recovery tracker maps performance against key metrics weekly and is circulated to senior managers. All areas have recovery plans with weekly monitoring. Quality Improvement Group established Feb 23 to drive quality improvement, including ensuring that increased focus on recovery does not compromise quality of work.</p>										
Progress update										

Progress update

Action plan has been drawn up and is being managed via the Performance Improvement Group (PIG), meeting monthly. This has been updated following Regional Challenge session from ex-director.

Dec '22: Impact and likelihood scores amended due to further information now being available about the assurance process and publication of national tables for ASCOF. CQC assurance framework remains in draft form currently.

Recent publication of ASCOF regional results for 21-22, available to assurers under the new regime, shows the need for a refocus on KPIs impacting our ASCOF measures across organisation. Operational KPIs are being re-visited as a mechanism for driving up performance in key areas, particularly for turning the corner on some ASCOF measures.

Regular performance reviews at DLT now taking place, broadening conversation from action plan and PIG to include focused discussions on performance measures and our current position.

Operational Directors weekly meetings for localities include a focus on key recovery areas which impacts overall performance due to our backlog position.

Feb '23: Refresh of Finance & Performance Boards as part of new performance

and governance framework, with new KPIs in place which more closely address Care Quality Commission (CQC) quality statements contained within the assessment framework.

Preparation for ASCOF publication in May '23 taking place against key Adult Social Care Outcomes Framework and short and long term measures - both of which will form part of phase 1 of assurance, a desk top review of each Adult Social Services Department (ASSD).

A rating of less than 'good' would result in reputational damage at national level, making it difficult to recruit high quality staff, diverting senior management time and impacting our ability to achieve our performance objective, particularly in terms of recovery. Our current ranking in benchmarked external reporting along with the uncertainty associated with a new assurance regime makes it more than 50% likely that we will not achieve a rating of at least good.

April '23: Further clarity regarding assurance regime now available. Desktop exercise for all ASSDs from April 23. Up to 20 selected for assurance Sept-Dec 23 based partly on perception of risk. Given our recovery pressures and associated waiting times and waiting lists, this increases likelihood of us being assured in first or second tranch. Risk scores remain valid.

Cabinet

Item No: 12

Report Title: Risk Management Annual Report 2022/23

Date of Meeting: 3rd July 2023

Responsible Cabinet Member: Kay Mason Billig (Leader and Cabinet Member for Strategy & Governance)

Responsible Director: Harvey Bullen, Director of Strategic Finance

Is this a Key Decision? No

If this is a Key Decision, date added to the Forward Plan of Key Decisions: N/A

Executive Summary

Over the course of the financial year 2022/23, Norfolk County Council has continued to ensure that the risks to the delivery of its strategic objectives have continued to be appropriately managed in accordance with the Council's Risk Management Framework. This fulfils both the Financial Regulations, as set out in the Council's [Constitution](#) (Part 11 C), and the Accounts and Audit (England) Regulations 2015 (as amended in 2020) (Part 2, Internal Control 3(c)) and the Public Sector Internal Audit Standards, for having appropriate risk management arrangements in place for the organisation.

This report sets out the key messages for risk management from the last financial year and also looks at this current financial year for the Risk Management Function.

Recommendations:

To consider and agree these key messages from the Annual Risk Management 2022/23 Report (Appendix A):

- 1. The overall opinion on the effectiveness of Risk Management for 2022/23 is 'Acceptable' and therefore considered 'Sound' (part 3 of Appendix A)**

2. The Risk Management Function complies with the Accounts and Audit (England) Regulations 2015 (as amended in 2020) and recognised Public Sector Internal Audit standards.
3. The Annual Governance Statement for 2022/23 will refer to this report and will be reported to the Audit and Governance Committee for its approval.

1. Background and Purpose

- 1.1 The report at **Appendix A** provides Cabinet with further information on risk management for the financial year 2022/23, incorporating the main changes that have occurred within the year. The purpose of this report is to show the key developments and deliverables throughout the last financial year 2022/23, and also includes a forward look, setting out what the Risk Management Function will focus on for the current financial year 2023/24.

2. Proposal

- 2.1 The recommendations are covered in the Executive Summary above.

3. Impact of the Proposal

- 3.1 The impact of the points noted in the recommendations is set out in **Appendix A**.

4. Evidence and Reasons for Decision

- 4.1 Whilst there is no decision to make, evidence to support the Risk Management Function's work over the last annual year is presented at **Appendix A**. The key messages are reported in the Executive Summary above.

5. Alternative Options

- 5.1 As there is no decision to take from this report, there are no alternative options to put forward.

6. Financial Implications

- 6.1 In 2022/23, the Risk Management Function was delivered within the budget allocated for the year. There are no foreseen financial implications for the Risk Management Function for 2023/24.

7. Resource Implications

- 7.1 **Staff:** During 2022/23, planning and consultation was carried out for the Council's strategic review. This has prepared the Council for the implementation of the strategic review in 2023/24.
- 7.2 **Property:** Throughout 2022/23, our corporate property portfolio has been further assessed to see how we can reduce our carbon emissions across the council's estate.
- 7.3 **IT:** Throughout 2022/23, Norfolk County Council has continued to closely monitor increased cyber threat levels resulting from ongoing geo-political tension. This has involved keeping up to date with best practice measures coming from the National Cyber Security Centre, and implementing industry best practice.

8. Other Implications

- 8.1 **Legal Implications:** There are no specific legal implications to consider within this report.
- 8.2 **Human Rights Implications:** There are no specific human rights implications to consider within this report.
- 8.3 **Equality Impact Assessment (EqIA) (this must be included):** None applicable.
- 8.4 **Data Protection Impact Assessments (DPIA):** None applicable.
- 8.5 **Health and Safety implications (where appropriate):** There is an annual Health, Safety and Wellbeing report being reported separately to this report.
- 8.6 **Sustainability implications (where appropriate):** The environmental policy was signed off in 2022/23, and sets out the key areas in which the council needs to be further sustainable. This policy can be found [here](#).
- 8.7 **Any Other Implications:** There are no other risk implications to consider within this report.

9. Risk Implications / Assessment

- 9.1 The risk implications and assessment for the financial year 2022/23 can be viewed in Appendix A.

10. Select Committee Comments

10.1 There are no Select Committee comments to report.

11. Recommendations

To consider and agree these key messages from the Annual Risk Management 2022/23 Report (Appendix A):

- 1. The overall opinion on the effectiveness of Risk Management for 2022/23 is 'Acceptable' and therefore considered 'Sound' (part 3 of the report)**
- 2. The Risk Management Function complies with the Accounts and Audit (England) Regulations 2015 (as amended in 2020) and recognised Public Sector Internal Audit standards.**
- 3. The Annual Governance Statement for 2022/23 will refer to this report and will be reported to the Audit and Governance Committee for its approval.**

12. Background Papers

12.1 Whilst there are no specific background papers to consider, it is worth noting that risk management will also be reported on as part of the Council's Annual Governance Statement for 2022/23.

Officer Contact

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

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Appendix A
Annual Risk Management
Report
2022-23
Assistant Director of
Finance (Audit) &
Risk Management Officer
Norfolk Audit Services

Contents

- 1. Introduction**
- 2. The Council's Priorities**
- 3. Key Messages and Risk Management Opinion**
- 4. Areas of Good Practice**
- 5. Our Outputs – Risk Management Work**
- 6. Developments of the Risk Management Function in 2022/23**
- 7. Developments of the Risk Management Function for 2023/24**
- 8. Further Information**
- 9. Acknowledgements**

1. Introduction

- 1.1 This section of the report sets out the risk management overview for the financial year 2022/23. Here, the report covers the Council's priorities, the key messages and the risk management opinion, areas of good practice demonstrated over the year, as well as developments for the risk management function both for 2022/23 and 2023/24. Information contained within this report will feed into the Council's Annual Governance Statement where assurance on the risk management function's effective performance will be provided.

2. The Council's priorities

- 2.1 The Council's priorities continue to be mapped out through the strategy, [Better Together, for Norfolk 2021-2025](#). This is a high level document, which makes clear our intent and represents the Council's strategic priorities. It has been underpinned by a Corporate Delivery Plan and aligned to our medium-term Financial Strategy.

3. Key messages including the risk management opinion for 2022/23

- 3.1 The key messages from the Risk Management Function in 2022/23 are as follows:
- The Council's system of risk management during 2022/23 was sound, adequate, and effective in accordance with the requirements of the Accounts and Audit (England) Regulations 2015 (amended 2020). These requirements state that 'a relevant authority must ensure that it has a sound system of internal control which includes effective arrangements for the management of risk'. 'Sound' is taken to mean that adequate governance, reporting, and assurance structures are in place to manage the risks to the Council's objectives.
 - Risk management has added value to the key decisions being taken within the council over the course of the last financial year. The reporting template has a risk section (9) built into the reporting template, whereby officers are required to assess any risks or opportunities associated with the decision being taken, to provide committees with a more informed risk and opportunity picture.
 - The Risk Management Function has operated within the approved budget for 2022/23.

4. Areas of Good Practice

- 4.1 Risk management reports have continued to be produced throughout the year for both Cabinet and Audit Committee (now known as the Audit & Governance Committee). Cabinet reports have centred on putting key risk decisions forward to Cabinet for consideration, with the Audit and Governance Committee having focussed on the governance arrangements for risk management.
- 4.2 With 2022/23, a decision was taken to move from annual reporting of departmental level risk summaries, to introducing a more frequent 6 monthly reporting cycle for departmental level risks.
- 4.3 In addition to a more frequent reporting cycle for departmental risks, 2022/23 also saw the introduction of departmental red rated risks being reported in full, to allow Cabinet a better view of these risks, and understand them in more detail and how we are mitigating them.
- 4.4 2022/23 saw the establishment of a Risk, Performance and Complaints forum. This internal forum looks at any key risk, performance and complaint themes that require officer discussion and action, prior to making Executive Directors aware of anything coming out requiring their knowledge and input. Membership of this forum comes from across the council with each department represented.
- 4.5 2022/23 also saw the continued enrolment of the Risk Management Officer on both the Alarm and Institute of Risk Management professional membership groups in order to be alert to emerging new best practice within the risk management industry.

5. Our Outputs – Risk Management Work

- 5.1 The Risk Management Function has delivered quarterly Risk Management reports for Committees in 2022/23, covering corporate risks, reported and presented to both Cabinet and the Audit and Governance Committee).
- 5.2 Recommendations from the risk management independent 'health check' report of 2021 have been largely implemented, with ongoing recommendations continuing to be delivered throughout the year. Where not completed, the groundwork has been laid via the 2023/24 Risk Management Strategy to implement the remaining recommendations this financial year.

6. Developments of the Risk Management Function in 2022/23

- 6.1 In December 2022, the Risk Management Officer Thomas Osborne passed his final exam to successfully complete the International Diploma in Enterprise Risk Management. This was recognised at the Audit and Governance Committee.
- 6.2 The Risk Management Officer continues to chair the East Midlands and East Anglia Risk Management Group, which acts as a valuable resource for horizon scanning and discussing with risk management counterparts what their local authorities are doing in respect of their risk management and key national and international risk themes.

7. Developments of the Risk Management Function in 2023/24

- 7.1 There are a number of developments planned for this financial year 2023/24 as set out below.
- 7.2 The Risk Management Policy and accompanying procedures will be reviewed and refreshed in line with its' two-year review cycle.
- 7.3 Risk Management will be further integrated into the corporate business plan to help deliver the Council's strategy.
- 7.4 The remaining recommendations from the independent 'health check' report will be implemented, and the revised Risk Management Strategy will set out how and when this will happen.
- 7.5 Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) including how we are tackling climate change as an organisation is at the forefront of organisational thinking, so these areas will be particularly prominent over the course of this financial year and beyond. Doing what is right for society is engrained in the work of local government, so we need to continue to ensure that our CSR and ESG activities reflect society's needs in a sustainable manner. Corporate risks of an ESG nature are being developed and will be reported on, to be able 'to provide transparency about our commitments to identify, manage, and report on ESG risks' (ESG reporting and attestation: A roadmap for audit practitioners, CAQ, AICPA & CIMA - February 2021).

8. Further information

- 8.1 Further information on risk management progress throughout the year will be reported in the quarterly risk management reports to Cabinet and Audit and Governance Committee, and a further summary of this year's developments and deliverables will be reported in next year's risk management annual report.

9 Acknowledgements

9.1 We would like to thank Members of the Cabinet, Audit and Governance Committee, Executive Directors, managers, and officers for their engagement and commitment to effective risk management throughout 2022/23.

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Cabinet

Item No:14

Report Title: Adult Learning – Community Delivery

Date of Meeting: 3 July 2023

Responsible Cabinet Member: Cllr Margaret Dewsbury (Cabinet Member for Communities and Partnerships)

Responsible Director: Tom McCabe (Executive Director, Community and Environmental Services)

Is this a Key Decision? No

If this is a Key Decision, date added to the Forward Plan of Key Decisions: N/A

Introduction from Cabinet Member

The Adult Learning Service welcomes over 8,000 learners each year from across Norfolk.

The service has been working hard to make it easier for more people to access opportunities for learning. Our focus has been on expanding the service into communities across Norfolk, and enabling easier access.

Our efforts have proved successful. Over a third of our courses are now delivered online, making them accessible to a wider range of people across the county.

We have also been working on bringing the delivery of courses into more communities as many prefer classes to be closer to their homes so that they spend less time traveling and less on the cost of fuel. Again, we have been successful, with 65% of courses being delivered in community locations. And we have plans to do more, particularly through the two new Construction Training Hubs in Hellesdon and King's Lynn that we have created. As well as through our work with borough council partners to invest in two multi-user hubs in Kings Lynn and Gt Yarmouth, which will soon be ready.

With further plans to increase community based delivery, having a large single building (Wensum Lodge) in Norwich no longer fits with our vision for the service. Wensum Lodge was the largest, most appropriate building for courses when it was set-up, but it is now obvious that it no longer provides the sort of accommodation our courses need and that it is time to move out altogether.

Recommendations:

- 1. To continue to progress opportunities to increase community based delivery across Norfolk, and to withdraw from the Wensum Lodge location as it no longer supports our ambition for community service delivery.**

1. Background and Purpose

- 1.1 In March 2023, Cabinet approved the Adult Learning Annual Plan for the Adult Learning Service. The report highlighted that 37% of courses are currently delivered online with the remaining 63% of courses are classroom based. We offer synchronous delivery so that learners in a physical classroom and those online attend the same course at the same time together.
- 1.2 The continuation of the online learning offer has been welcomed, particularly by some learners with a disability or with caring responsibilities who may find it more difficult to attend a classroom environment.
- 1.3 The continuation of classroom-based learning remains important. Many learners prefer this environment to help them to focus on the course and interact with classmates and learning colleagues.
- 1.4 We have been proactively targeting and providing opportunities for learners who may find it more difficult to access education and training. This includes focussing on opportunities for communities in the 30% most deprived wards in Norfolk; 40% of our learning is currently delivered to individuals living in these wards. We have also been increasing physical delivery in community locations, particularly in rural locations, to better support learners who may find it difficult or impractical to attend a central location in Norwich
- 1.5 65% of classroom-based courses are delivered in community locations. This is possible because we have established dedicated training rooms in the following community-based locations:-
 - Attleborough Community and Enterprise Centre
 - Great Yarmouth Library
 - King's Lynn Library
 - Millennium Library, Norwich
 - Norman Centre, Norwich
 - Swaffham Community Centre
 - Construction Training Hub, Hellesdon, Norwich

We also utilise space and deliver courses from both the Charing Cross Centre and the Norman Centre in Norwich. We also use existing community space in Norfolk libraries, with 11% of classroom-based learning delivered in those locations.

The County Council has also invested in further community-based locations which means that newly developed training space will be coming online at the following new locations:-

- Construction Training Hub, King's Lynn
- Great Yarmouth Library and Learning Centre
- King's Lynn Multi User Community Hub

1.6 The service has a large site called Wensum Lodge in Norwich. The community and online focussed opportunities developed over recent years, as set out above, has meant that the volume of courses delivered from this location is reducing, and just 35% of classroom-based courses are delivered from the site. As a result, the Wensum Lodge site is significantly under-utilised and increasingly cost inefficient; utilisation of the space available on site is consistently below 30%.

1.7 Learners have an expectation that we provide high quality, modern and accessible learning environments. This is a challenge from the Wensum Lodge site because the layout and nature of the buildings mean that many rooms and facilities are not accessible for all learners. Access to the site itself can also be a challenge for some learners, particularly disabled learners, as the cobbles and camber of the surface outside are a challenge for some learners with mobility challenges to navigate and parking on site is very limited and whilst the site it is located in Norwich City Centre, it is not close to a bus stop or public transport.

2. Proposal

2.1 It is proposed that we cease Adult Learning education and training delivery from the Wensum Lodge location.

2.2 We will continue to deliver education and training in and around Norwich. We already deliver courses from a number of other locations in Norwich (Charing Cross Centre, Millennium Library, Norman Centre and the Construction Training Hub in Hellesdon) and we can secure other delivery locations in the area that are able to offer suitable modern and accessible space when we need it.

3. Impact of the Proposal

3.1 Courses delivered in the current 2022/23 academic year would be unaffected. Courses currently delivered through locations other than Wensum Lodge would also be unaffected, as would online courses.

- 3.2 Education and learning currently delivered at Wensum Lodge would need to transition to alternative locations in the Norwich and Greater Norwich areas. In addition, we will look for further opportunities to deliver more in other community locations, particularly to give more local opportunities to the learners living outside Norwich who currently have to travel these courses where online learning doesn't suit their learning style/preference.
- 3.3 For the 2023/24 academic year (which starts in September 2023) we will ensure we are clear with learners about where courses will be delivered so that they can be aware of any location changes in advance of making any commitment to attend. In practice, we will continue to deliver some courses from Wensum Lodge until the end of the 2023 calendar year to enable a period of transition, and would look to vacate the building fully by early 2024.
- 3.4 There are a variety of classroom suitable locations in Norwich that we will be able to utilise for this type of learning, including other buildings on the NCC estate like libraries. Some leisure focussed courses need specialist equipment and/or non-standard locations to deliver, notably silversmithing, pottery and cooking based courses. These courses do not currently lead to qualification or accreditation for learners, but are welcomed by learners as an opportunity to be creative and develop basic skills. We are working with a number of organisations to identify alternative delivery locations for these courses and we are confident that we can secure space to enable these courses to continue to be delivered, albeit this is likely to mean that the course timings need to change i.e. moving from weekday to evening and weekend focussed delivery.
- 3.5 The Adult Learning service is highly regarded by our learners. The Wensum Lodge location holds a sense of history and nostalgia by some and there is no doubt it will be missed by some learners because of this.

4. Evidence and Reasons for Decision

- 4.1 This proposal builds on the existing approach to increase education and learning opportunities for all Norfolk residents through community based delivery.
- 4.2 The volume of courses delivered from the Wensum Lodge location is reducing. As a result, the Wensum Lodge site is significantly under-utilised and increasingly cost inefficient

5. Alternative Options

- 5.1 Wensum Lodge could continue to deliver Adult Learning courses. However, the site is already inefficient as it is under-utilised (with utilisation of available space consistently below 30%). In addition, the site is generally in need of repair and the cost of making this complex site more environmentally friendly would be significant.

6. Financial Implications

- 6.1 The service is externally funded through grant funding from the Department for Education's Education and Skills Funding Agency and tuition fee income. This funding could be used more efficiently by moving to alternative delivery locations.
- 6.2 There will be some costs associated with the withdrawal of the service from the location, e.g. to buy some new equipment at new/alternative locations. These costs can be calculated once the detailing planning for alternative locations has been completed. At this stage, it is expected that there will be a one-off capital cost in the region of £100k; there is currently an allocation in the Capital Programme for Wensum Lodge of £5.67m, and it is anticipated that costs can be funded from this with the remaining allocation released.

7. Resource Implications

- 7.1 **Staff:** Staff currently based at and delivering courses from Wensum Lodge will be affected by changes in delivery locations, and we will work with affected staff to understand any impact and how we can address it.
- 7.2 **Property:** The withdrawal of service delivery from this location will mean that the future viability of the site in the Council's portfolio will need to be considered. This is set out in the Disposal, acquisition and exploitation of property report included as a separate item on the agenda for this Cabinet meeting.

8. Other Implications

- 8.1 **Legal Implications:** Adult Learning operates within the funding and performance requirements established by Ofsted, the Department for Education and the Education and Skills Funding Agency.
- 8.2 **Human Rights Implications:** None.
- 8.3 **Equality Impact Assessment (EqIA) (this must be included):** The Adult Learning service has a very positive impact on residents (as set out in the Adult Learning Plan report to Cabinet in March 2023).

A community focussed delivery approach, coupled with synchronous online delivery, helps us to provide learners with maximum opportunity to be able to participate in education and learning opportunities. The delivery of Norwich based courses from locations other than Wensum Lodge will enable us to secure locations with greater physical accessibility, easier access to parking (including for blue badge holders) and closer access to public transport.

- 8.4 **Data Protection Impact Assessments (DPIA):** Some paper-based learner records are currently held at the Wensum Lodge site. These will be moved to a suitable alternative secure NCC and/or digitised.
- 8.5 **Health and Safety implications:** None.

8.6 **Sustainability implications:** Online and local delivery supports learners to access learning without any need to travel, or reduces the distances needed to travel to access local opportunities.

8.7 **Any Other Implications:** None.

9. Risk Implications / Assessment

9.1 There is a risk that we will not be able to identify suitable alternative locations to continue all of the current delivery in the Norwich area. However, initial discussions with potential alternatives have been positive and we are confident that we can secure locations, albeit there are likely to be changes for course times for some leisure courses.

9.2 There is a risk that learners may not understand the change in locations for some courses or may not wish to attend the alternative locations. However, the current academic year will be unaffected and we will ensure that as part of planning for the next academic year that we are transparent and clear with learners about locations so that they know how they can access courses before they make any commitment, financial or otherwise, to attend.

10. Select Committee Comments

10.1 N/A

11. Recommendations

1. To continue to progress opportunities to increase community based delivery of across Norfolk, and to withdraw from the Wensum Lodge location as it no longer supports our ambition for community service delivery.

12. Background Papers

12.1 Adult Learning Annual Plan -[report to Cabinet 6 March 2023](#)

Officer Contact

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

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Cabinet

Item No:15

Report Title: Disposal, acquisition and exploitation of property

Date of Meeting: 03 July 2023

Responsible Cabinet Member: Councillor Jane James, Cabinet Member for Corporate Services and Innovation

**Responsible Director: Tom McCabe
Executive Director for Community and Environmental Services**

Is this a Key Decision? No

If this is a Key Decision, date added to the Forward Plan of Key Decisions: n/a

Executive Summary/Introduction from Cabinet Member

Proposals in this report are aimed at supporting Norfolk County Council priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County.

One of the key actions within the Strategic Property Asset Management Framework is a sharp focus on maximising income through adoption of a more commercial approach to property.

As part of corporate management of property and a systematic approach to reviewing the use and future needs of property assets for service delivery there is a continued emphasis on minimising the extent of the property estate retained for operational purpose. However, on occasion there will be the requirement to acquire or reuse an individual property to support a service to delivers its aims.

By adopting a “single estate” approach within the County Council and sharing property assets with public sector partners through the One Public Estate programme, the Council is aiming to reduce net annual property expenditure.

Consideration is also given to the suitability of surplus property assets for reuse or redevelopment to meet specific service needs that could improve the quality of services for users, address other policy areas and/or improve financial efficiency for the County Council, for example, facilitating the supply of assisted living accommodation and other housing solutions for people requiring care, or undertaking re-development to support jobs and growth.

This means that as well as continuing with the rationalisation of the operational property estate to reduce the number of buildings used by the County Council, a more commercial approach is being adopted over the sale or redeployment of surplus property assets.

Recommendations:

Cabinet is asked:

- 1. To formally declare Cobholm Field, Great Yarmouth (6009/012) surplus to Council requirements and instruct the Director of Property to dispose of the property on the best terms possible either through freehold or leasehold disposal. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.**
- 2. To approve to the acquisition of a lease from Great Yarmouth Borough Council for parts of the lower ground (basement) and ground floors shown edged purple on plan at 37-39 Market Place, Great Yarmouth NR30 1LX on the terms agreed.**
- 3. To formally declare Land at Meadow Way, Hellesdon (5032/011) surplus to Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.**
- 4. To formally declare Wensum Lodge Complex, 169 King Street NR1 1QW (4109/041) (excluding the adjacent site comprising the Sports Hall and Squash Court) surplus to Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.**
- 5. To formally declare Land at Edge Bank, Outwell (2107/101) surplus to Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.**
- 6. To formally declare Land at Parkfield Farm, Downham Road, Outwell (2107/103) surplus to Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.**

7. **To formally declare Land at Broomhill Lane, Reepham surplus to Council requirements and:**
 - (i) **Instruct the Director of Property to dispose of the property to the developer of the adjacent field, or**
 - (ii) **In the event of no satisfactory agreement instruct the Director of Property to dispose of the property on the open market.**

In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.
8. **To formally declare Nelson Road Field, Sheringham (1087/011) surplus to Council requirements and:**
 - (i) **Instruct the Director of Property to dispose of the property to a Registered Housing provider, or**
 - (ii) **In the event of no satisfactory agreement instruct the Director of Property to dispose of the property on the open market.**

In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.

1. Background and Purpose

- 1.1 Norfolk County Council (NCC) actively manages its property portfolio in accordance with the Strategic Property Asset Management Framework 2021/22-2026/27. Property is held principally to support direct service delivery, support policy objectives, held for administrative purposes or to generate income. Property is acquired or disposed of as a reaction to changing service requirements, changing council policies or to improve the efficiency of the overall portfolio.
- 1.2 The County Council challenges the use of its property on an ongoing basis. In the event of a property asset becoming surplus to an individual service need there are internal officer led processes to ascertain whether other service areas have an unmet need that could be addressed by re-using the property asset for that service. This may lead to a change of use of individual properties, for example, an office building may be adapted and reused for operational service delivery. Any proposals for retention are only agreed if supported by a robust business case showing the benefits to the County Council and are funded from approved budgets. This assessment will also consider whether a property could be offered at best consideration to public sector or third sector partners.
- 1.3 The above assessments are carried out by the Corporate Property Officer (the Director of Property) in consultation with the Corporate Property Strategy Group (CPSG). Once it is confirmed there is no further County Council requirement, Cabinet is asked to formally declare property assets surplus or re-designate for alternative purposes.

- 1.4 The Corporate Property Officer reviews options for maximising income from surplus properties usually by open market sale to obtain the best consideration possible. These will range from selling immediately on the open market (to the bidder making the best offer overall), enhancing the value prior to sale, strategic retention for a longer-term benefit through to direct development of the land and buildings and selling/letting the completed assets, in the expectation of enhanced income for the Council. Most disposals will be by way of tender or auction. In respect of auctions the contract of sale will be formed at the fall of the hammer and where this approach is selected the Corporate Property Officer will determine a reserve below which the property will not be sold. Most disposals will include overage/clawback provisions to enable the council to collect future uplifts in value created by alternative uses.
- 1.5 For properties to be sold immediately there is sometimes a need to consider selling directly to a specific purchaser instead of going to the open market. This may be justified where the third party is in a special purchaser situation and is willing to offer more than the assessed market value. Conversely this might be to a purchaser who is in a unique position of control for the unlocking of the full latent value of the County Council owned site (ransom situation). A direct sale without going to market can also be justified if there are specific service benefits or a special partnership relationship which is of strategic value with service/community benefits.
- 1.6 In making recommendations for direct sale without going to market, or direct property development, the Corporate Property Officer will consider risks, opportunities, service objectives, financial requirements and community benefits.
- 1.7 The recommendations for all disposals, acquisitions and exploitation of NCC property in this report follow detailed assessment by officers of the range of options available. The recommendation for each property is based on existing policies and strategies and judged to provide the best return to the County Council in financial terms and, where appropriate, taking account of community and economic benefits.

2. Proposals

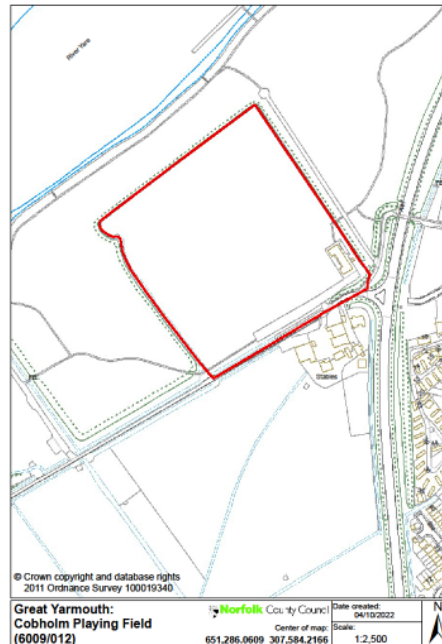
Great Yarmouth - Cobholm Field (6009/012)

- 2.1 The land edged red is in the freehold ownership of the Council. and amounts to 4.8 hectares (11.86 acres) in area.
- 2.2 The property is leased to Great Yarmouth Borough Council (GYBC) in exchange for use by NCC schools of GYBC owned sports facilities. A review of this has shown that none of the schools are making use of the GYBC facilities.
- 2.3 GYBC have sub-let the property to the Great Yarmouth Rugby Club. This arrangement is nearing review and both parties are keen for the Club to remain in occupation.
- 2.4 This can be achieved by entering a new lease or by disposing of the freehold to GYBC. Neither GYBC nor Great Yarmouth Rugby Club party has yet concluded

which is their preferred option.

2.5 Disposal of the freehold/entering a lease will be at best consideration.

2.6 The Divisional Member has been informed of this proposed disposal.



Great Yarmouth - 37-39 Market Place, Great Yarmouth NR30 1LX

2.7 NCC are working with Great Yarmouth Borough Council (GYBC), the University of Suffolk, East Coast College, and the University of East Anglia to develop the former Palmers/Beales department store in Great Yarmouth town centre to create a new library, learning and university Centre. The building address is 37-39 Market Place, Great Yarmouth NR30 1LX (registered under title number NK396168).

2.8 Cabinet on 3 October 2022 received a report on the progress of the project.

2.9 The building is owned by GYBC, and the proposal is for NCC to acquire a lease for the parts of the lower ground (basement) and ground floors shown edged purple on plan in **Appendix A**.

2.10 The Director of Property has concluded negotiations to acquire the lease. The key terms are:

- The lease term is 125 years.
- Rent of a peppercorn.
- Rent review every 20 years.
- Lease break points at 20, 40, 60, 80, 100 and 120 years.
- Rights to common areas.

2.11 The Divisional Member has been informed of this proposal.

Hellesdon – Land at Meadow Way (5032/011)

2.12 The property edged red in plan is in the freehold ownership of the Council and has a total area of 0.03 hectares (0.07 acres).

2.13 The property was acquired as part of the adjoining school site but was not used for that purpose. It was declared surplus to Education use in 1983. Following a review by the Director of Property in consultation with CPSG it has been confirmed that the land is not required for NCC service use.

2.14 The property is used as access to the adjoining private residential properties.

2.15 Disposal of this land could be direct to the adjoining homeowners or by an open market sale through an auction or by tender.

2.16 The Divisional Member has been informed of this proposed disposal.

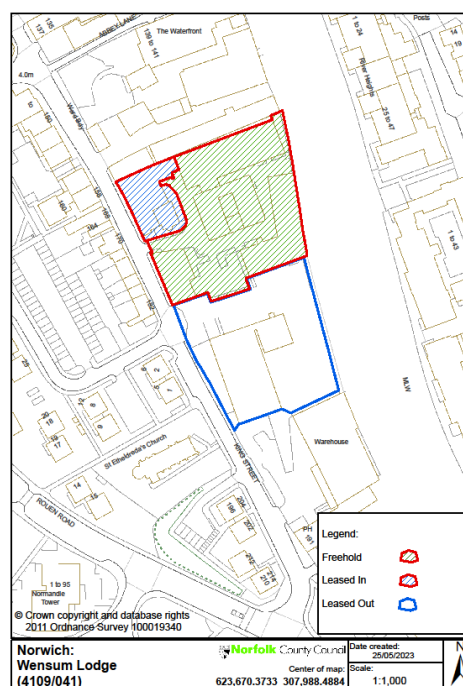


Norwich - Wensum Lodge Complex, 169 King Street NR1 1QW (4109/041)

2.17 NCC occupies the Wensum Lodge Complex, from which it delivers Adult Learning services. Part of the site is owned freehold (edged red/hatched green on plan), and part of the site, known as the Music House (edged red/hatched blue on plan) is leased from Norwich City Council. The adjacent site comprising the Sports Hall and Squash Court (edged blue on plan) is not being considered in this report and will remain leased out for their current uses.

2.18 The Adult Learning Service has evolved over recent years, and especially because of the Covid-19 pandemic, and consequently, many courses are now delivered online and in local communities at libraries and other local venues. This delivery model makes the Adult Learning offer more accessible for a wider range of learners that may not otherwise be able to utilise the service.

2.19 As a result, the Wensum Lodge site is significantly under-utilised and increasingly cost inefficient to own and maintain. Furthermore, the property fails to provide the high quality, modern, accessible learning environment that is increasingly expected by learners and by the Office for Standards in Education, Children's Services and Skills (Ofsted). In this context, the Adult Learning Service has reviewed its ongoing requirements for the site and has declared it surplus to operational



requirements. Some services will continue to be delivered from Wensum Lodge for a short time until suitable alternative venues or delivery models have been identified.

2.20 The County Council's Strategic Property Asset Management Framework 2021/22 to 2026/27 ([LINK to Framework](#)) provides the policy basis for decision making on property matters.

- Paragraph 6.2 states that “.....*When property becomes an impediment to delivering quality services then it will be improved, re-used, or disposed of.*”
- Paragraph 6.5 states “*The County Council challenges the use of its property on an ongoing basis, reviewing the use and future needs of property assets for service delivery and there is a continued emphasis on minimising the extent of the property estate retained for operational purpose.*”

The County Council has no alternative operational requirements for the Wensum Lodge site. Whilst the Council has an ongoing requirement for basic specification storage space, for which Wensum Lodge may initially appear suitable, the Council is able to meet these requirements elsewhere on its existing estate in a more operationally and financially efficient manner.

2.21 The site comprises a range of historic industrial buildings (maltings, stable block) and a 12th century merchant's house, which are not ideally configured or of suitable specification to provide high quality modern accommodation for public service delivery.

2.22 The Music House is leased in from Norwich City Council The rest of the site is owned freehold. Business rates for the site are £72,513 per annum, these are payable by the County Council whether it is using the property or not.

2.23 It is proposed to sell or lease the freehold element of the site on the open market through an appropriate mechanism, to be agreed by the Council's Director of Property. It is proposed to determine the lease for the Music House.

2.24 The Divisional Member has been informed of this proposal.

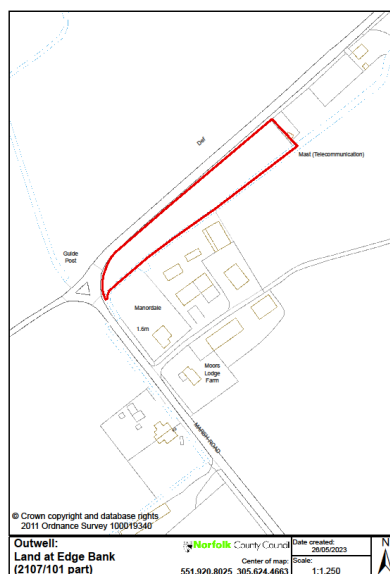
Outwell - Land at Edge Bank (2107/101)

2.25 The land edged red on plan is in the freehold ownership of the Council and currently forms part of the County Farm Estate and totals 0.28 hectares (0.69 acres) in area. The tenant has agreed to surrender this land from their Farm Business Tenancy agreement.

2.26 The County Farms Team have reviewed this land and determined it is not required for operational use. Following a review by the Director of Property in consultation with CPSG it has been confirmed that the land is not required for NCC service use.

2.27 It is proposed to dispose of this property by open market sale through an auction or by tender.

2.28 The Divisional Member has been informed of this proposed disposal.



Outwell – Land at Parkfield Farm, Downham Road (2107/103)

2.29 The land edged red on plan is in the freehold ownership of the Council and currently forms part of the County Farm Estate and totals 0.70 hectares (1.73 acres) in area. The tenants have agreed to surrender this land from their Farm Business Tenancy agreements.

2.30 The County Farms Team have reviewed this land and determined it is not required for operational use. Following a review by the Director of Property in consultation with CPSG it has been confirmed that the land is not required for NCC service use.

2.31 The adjacent area of land (coloured blue on plan) was declared surplus by Cabinet on 13 January 2020.

2.32 It is proposed to dispose of this property by open market sale through an auction or by tender.



2.33 The Divisional Member has been informed of this proposed disposal.

Reepham - Land at Broomhill Lane

2.34 The property edged red on plan is in the freehold ownership of the Council and has a total area of 0.03 hectares (0.08 acres).

2.35 The property was acquired as part of the neighbouring school site but was subsequently incorporated into the public highway.

2.36 The land has been declared surplus by Community and Environmental Services. Following a review by the Director of Property in consultation with CPSG it has been confirmed that the land is not required for NCC service use.

2.37 An application has been submitted by the developer of the adjoining field to remove the highway rights. If this is successful NCC will be able to consider disposal of the freehold to the developer. Should agreement not be reached with the developer the land will be disposed of by open market sale through an auction or by tender.



2.38 The Divisional Member has been informed of this proposed disposal.

Sheringham - Nelson Road Field (1087/011)

2.39 This land edged red on plan, was originally acquired by NCC for the provision of a new school which subsequently was never built. The site amounts to 1.66 hectares (4.11 acres) in area.

2.40 The site was initially leased in 2006 to North Norfolk District Council. The lease is held over and may be terminated on 6 months' notice.

2.41 Broadland Housing Association (BHA) have expressed a wish to acquire the whole site on terms to be agreed.

2.42 It is anticipated the site would be developed as an exception site for affordable homes.

2.43 The Director of Property has reviewed the site in consultation with CPSG and it has been confirmed that the land is not required for NCC service use.

2.44 Disposal of this will be direct to a registered housing provider or in the event of no agreement by an open market sale through an auction or by tender.



2.45 The Divisional Member has been informed of this proposed disposal.

3. Impact of the Proposal

- 3.1 Releasing surplus land holdings and buildings no longer required for service use will contribute to reducing costs and provides the potential for capital receipts. for the council to support the capital programme and hence service delivery. The County Council will apply the capital receipts to meet its priorities.
- 3.2 Leasing the site at 37-39 Market Place, Great Yarmouth will support the creation of a new library, learning and university Centre.

4. Evidence and Reasons for Decision

- 4.1 Declaring the sites and land holdings surplus to County Council use means that the Corporate Property Team can consider options for the disposal and exploitation of these sites.
- 4.2 Leasing the site at 37-39 Market Place, Great Yarmouth is a key aspect of the joint project.

5. Alternative Options

- 5.1 Declaring sites and land holdings surplus is a result of the sites no longer being required for service delivery. The alternative would be to retain resulting in incurring holding costs for an asset that is not contributing to service delivery.
- 5.2 There is no viable alternative option to leasing the site at 37-39 Market Place, Great Yarmouth.

6. Financial Implications

- 6.1 Disposals outlined in this report will provide the opportunity for capital receipts and savings in holding costs.
- 6.2 In respect of the leasing the site at 37-39 Market Place, Great Yarmouth the rent of a peppercorn reflects the investment NCC will make into the scheme, however there will be on going revenue costs to pay for service charges, day to day running costs and internal maintenance.

7. Resource Implications

- 7.1 **Staff:** Nil
- 7.2 **Property:** As described in the earlier parts of this report.
- 7.3 **IT:** Nil.

8. Other Implications

- 8.1 **Legal Implications:** For disposals and acquisition of leases in the usual way the legal implications are around the parties agreeing to the terms of the agreement for each disposal and lease and entering a contract.
- 8.2 **Human Rights Implications:** No implications.
- 8.3 **Equality Impact Assessment (EqIA):** No specific EqIA has been undertaken in respect of the cases in this report.
- 8.4 **Data Protection Impact Assessments:** No data protection impact implications in respect of the cases in this report.
- 8.5 **Health and Safety implications:** No implications for the cases in this report.
- 8.6 **Sustainability implications:** Future possible redevelopment of disposed sites will require planning permission and therefore would be mindful of sustainability measures.

9. Risk Implications / Assessment

- 9.1 The risks around disposals and acquisition of leases are around the non-agreement of terms. This risk is mitigated using experienced expert consultants.

10. Recommendations

- 10.1 Cabinet is asked to formally declare Cobholm Field, Great Yarmouth (6009/012) surplus to Council requirements and instruct the Director of Property to dispose of the property on the best terms possible either through freehold or leasehold disposal. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.
- 10.2 Cabinet is asked to approve to the acquisition of a lease from Great Yarmouth Borough Council for parts of the lower ground (basement) and ground floors shown edged purple on plan at 37-39 Market Place, Great Yarmouth NR30 1LX on the terms agreed.
- 10.3 Cabinet is asked to formally declare Land at Meadow Way, Hellesdon (5032/011) surplus to Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.
- 10.4 Cabinet is asked to formally declare Wensum Lodge Complex, 169 King Street NR1 1QW (4109/041) (excluding the adjacent site comprising the Sports Hall and Squash Court) surplus to Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of

Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.

10.5 Cabinet is asked to formally declare Land at Edge Bank, Outwell (2107/101) surplus to Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.

10.6 Cabinet is asked to formally declare Land at Parkfield Farm, Downham Road, Outwell (2107/103) surplus to Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.

10.7 Cabinet is asked to formally declare Land at Broomhill Lane, Reepham surplus to Council requirements and:

- (i) Instruct the Director of Property to dispose of the property to the developer of the adjacent field, or
- (ii) In the event of no satisfactory agreement instruct the Director of Property to dispose of the property on the open market.

In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.

10.8 Cabinet is asked to formally declare Nelson Road Field, Sheringham (1087/011) surplus to Council requirements and:

- (i) Instruct the Director of Property to dispose of the property to a Registered Housing provider, or
- (ii) In the event of no satisfactory agreement instruct the Director of Property to dispose of the property on the open market.

In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.

11. Background Papers

11.1 03 October 2022 Cabinet report "Great Yarmouth Learning Centre and King's Lynn Multi-User Community Hub update paper" page 261 on agenda at [LINK](#).

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

Officer name: Simon Hughes, Director of Property

Telephone no.: 01603 222043

Email: simon.hughes@norfolk.gov.uk

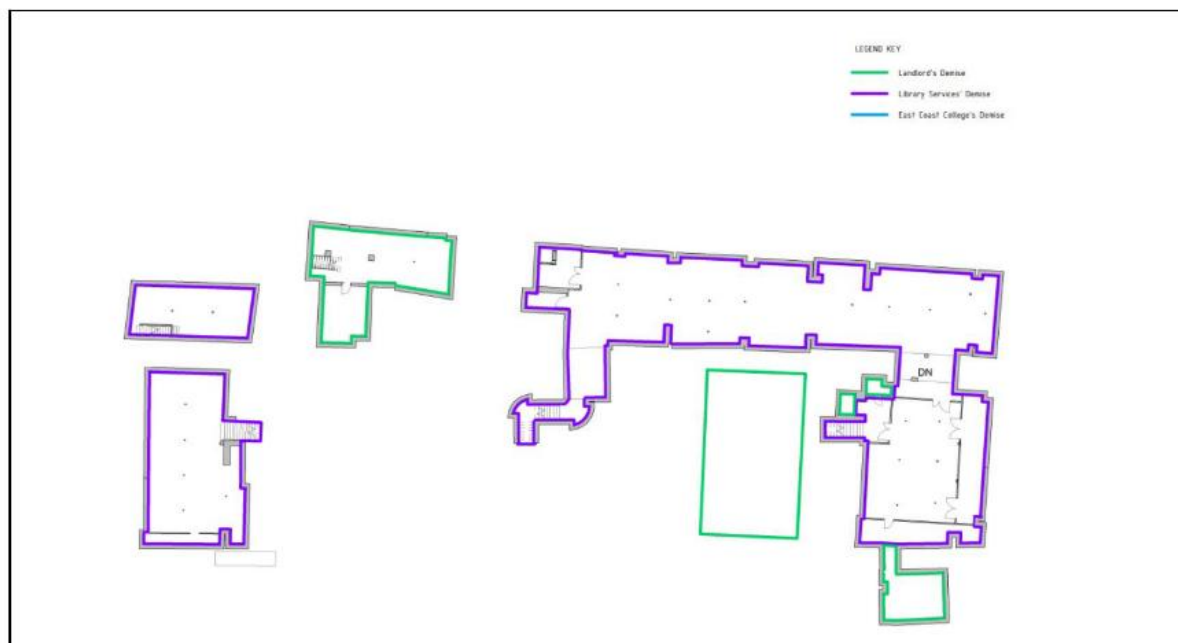


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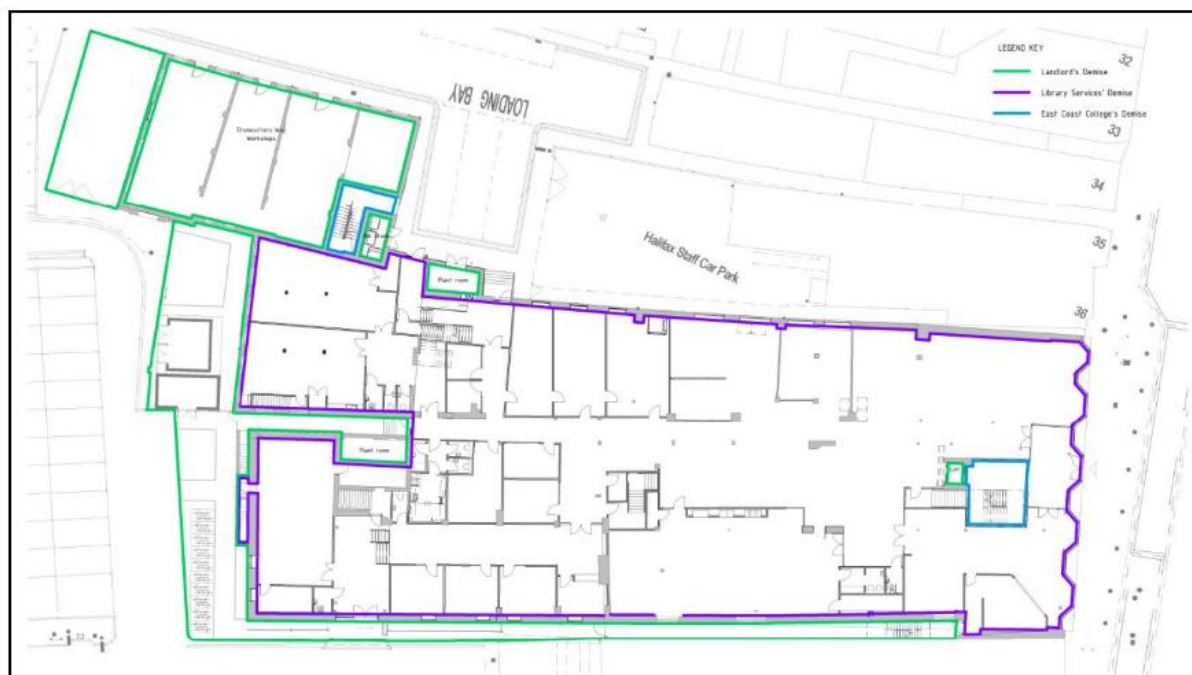
\\norfolk.gov.uk\ncd\dfs1\CorporateProperty\CPT ADMIN & MANAGEMENT\Meetings & Groups\Committees\CABINET\2023-24\2023.07.03\Drafts\23.07.03 Cabinet Disp acquisition and exploitation of property (rfiwb) draft 0.4.docx

37-39 Market Place, Great Yarmouth NR30 1LX

Basement (Lower Ground floor)



Ground floor



Cabinet

Item No: 16

Report Title: Health, Safety and Well-being Annual Report 2022-23

Date of Meeting: 03/07/2023

Responsible Cabinet Member: Cllr Kay Mason Billig (Leader and Cabinet Member for Strategy & Governance)

Responsible Director: Paul Cracknell, Executive Director of Transformation and Strategy

Is this a Key Decision? YES

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 6 April 2023

Executive Summary / Introduction from Cabinet Member

As an employer Norfolk County Council (NCC) is required to have in place a management system to ensure the health and safety of our employees and others affected by our business undertaking; including anyone we provide services to (either directly or through a 3rd party) such as school pupils, commissioned services clients, contractors and members.

This report provides data and analysis on the Health, Safety and Well-being (HSW) mid-year performance of NCC as an employer so that members have the information necessary to satisfy themselves of the effectiveness of the NCC health and safety management system, or where necessary to identify actions for Executive Directors and others to improve the performance against the 3 key outcome goals:

- NCC has a positive health, safety and well-being (HSW) culture
- The standard of HSW management ensures employees are at work, well and productive
- HSW has a successful strategic approach to trading and cost recovery

(Further detail and explanation of the measures is provided in Appendix 1)

The data provided in this report needs to be reviewed in the light of the implementation of the new HR and finance system and in particular, the ability to

report on mandatory learning (this was not possible during the transition phase). This is now being developed to enable NCC to manage compliance with identified training requirements for our managers and employees.

Additionally, the incident data also reflects an increase in incidents classed as other causes, this is, in part influenced by the transition of Norfolk Fire and Rescue Service health and safety services to the NCC team and alignment of recording categories.

Whilst mental health absence continues to be the largest cause of ill health absence for NCC it remains below the vital signs target of 1.2% of lost time due to sickness absence at 1.03% for all NCC and has done throughout the reporting year. This is a reduction from the previous year's figure of 1.32% This is against a national trend of elevated levels of anxiety and depression. Directorates continue to prioritise wellbeing support for employees and the HSW regularly review the wellbeing offer to help reduce absence in this area. In addition, our Wellbeing Strategy has now been agreed, a 3 year strategy to develop our wellbeing culture and leadership in NCC. The strategy is now being developed into an implementation plan.

Executive Directors have reviewed the data and insights provided in the report and have agreed to a number of actions specifically aimed at delivering and championing their Health, Safety and Wellbeing leadership commitments and duties as well as agreeing the specific focus and priorities for the Health, Safety and Wellbeing Team for the forthcoming year to support them in delivery.

The key highlights from the data includes:

Mental health and wellbeing

- Following the reintroduction of Mental Health First Aid Champion (MHFAC) training the number of mental health first aid champions has risen to 584 with the number of managers having completed the training increasing from 19% to 24.5%. Whilst this is positive the target is that all managers complete this vital training.
- Norfolk Support Line (NSL) use has exceeded expectations with 4.5% of employees accessing formal support. Work as a primary presenting issue has marginally decreased from 15% in previous period to 14% this period (remaining below the target of $\leq 25\%$) and is the third highest presenting condition (Stress and anxiety are the top two at 19%).
- Critical incident support has been provided on 10 occasions during this period 9 off these were in relation to 3 critical incidents in Norfolk Fire and Rescue Service
- Well-being Advisor (WBA) referrals have increased compared to last year (from 179 versus 136). 36.2% of these referrals cite work as the primary factor, over the target of $\leq 25\%$ but in line with historical trends which suggest Wellbeing Advisers are the preferred route for support for work related issues.
- 25 teams have participated in team-based stress risk assessments so far this year. All directorates achieved scores above 4 (which is considered good) in the core areas assessed, with the exception of change management which continues to be an area employees feel could be improved on.
- The Wellbeing team have organised 13 CPD sessions during this period for Well Being Champions and Mental Health First Aid Champions.

Musculoskeletal health

- Musculoskeletal absence in this period, accounts for 0.31% of lost time compared to 0.56% for the same period last year
- 434 employees in NCC Services were referred to the Musculoskeletal Rehabilitation Scheme (MIRS) this year (excluding schools). No department is meeting the expected level of referral of 8% However, this may reflect the reduction in musculoskeletal absence overall.
- 86% of employees were at work at the time of referral which is an improvement on last year's position of 81% but falls short of the target of 90%.
- The service is estimated to have prevented 5321 days of absence so far this year which equates to £399,075 based on an average days salary.

Management of health and safety

- The number of reportable incidents has significantly decreased compared to the same point last year (from 1.43 per 1000 f.t.e to 0.53).
- The number of non-reportable incidents has risen overall compared to the same point last year (from 117.95 per 1000 f.t.e. to 145.60) the majority of these are of the lowest impact in terms of absence, this also includes an increase in reporting of near miss events, which are viewed as a positive indicator in relation to reporting culture.
- The end of year position of 0.53 reportable incidents per 1000 f.t.e continues to remain below the national benchmark figure of 2.22 for 2021/22 – please note this national benchmark figure is provided by HSE every November and therefore the updated 22/23 figure will be provided in the mid-year report.
- The timeliness of reviewing and signing off incidents has marginally dropped to 82%) of incidents reviewed by managers within 90 days against a target of 90% (compared to 86% last year). There are a number of incidents for 2022 that have not been reviewed, the majority of which relate to schools. HSW continue to support schools and departments to improve the management of this process.
- Violence remains the single biggest cause of incidents accounting for 32.8% of all incidents. The number of violent incidents has significantly increased compared to the same period last year (598 compared to 371). However, it should be noted that the majority relate to involuntary harm by service users in Children's Services and Education. Colleagues in these services support some of our most vulnerable children, therefore, preventative measures are often limited, and incidents of concern are reviewed by health and safety professionals with the service. Additional focus and support have been given in relation to these aspects including the re-launch of Norfolk Steps and our internal Personal Safety Training.
- Other top causes of incidents remain similar to the previous year's position, slip, trip and falls being the second highest category. Many of these occur in primary schools, where the incidents are varied and do not suggest any particular gap in controls.
- Completion of mandatory health and safety training reporting is now being developed, the previous inability to report was due to migrating to a new

system. It has been identified in response to this data that NCC falls short of the expectations in regard to mandatory training, and in response to this and findings from interventions, it is proposed that HSW moves its resource focus from auditing (monitoring inspections) to development and delivery of training to further invest in competency, which should result in improved standards of leadership and management. Managers are reminded to review their responsibilities in line with policy and review the training requirements identified. Managers should then seek to embed this into learning plan discussions and goal setting.

- The Health and Safety Team have hosted 78 sessions of tutor led training – covering our mandated training. All of these courses have been redesigned and re-launched to ensure they enable managers and employees to feel confident and competent at health and safety delivery.
- £338,522 of traded income has been raised this year. When compared on a like for like basis the income has increased slightly from £313,038 (this takes into account last year's figure of £358,651 included income from NFRS for services which are now included in the core delivery model). Despite a challenging financial year for our traded customers, we have seen an increase this period of H&S support / training provision, of £25,500.

Recommendations:

Cabinet are asked to:

- 1. Consider and comment on the performance report**
- 2. Champion employee and Member health, safety and wellbeing through demonstrable leadership and advocacy of the guidance and services available**
- 3. Endorse and support the ongoing focus to improve health, safety and wellbeing management through Executive Director and management leadership and delivery of health, safety and wellbeing services.**

1. Financial Implications

- 1.1. There are no specific financial implications to bring to the attention of Cabinet, although reference should be made to legal implications for the Chief Executive and Executive Directors below.

2. Resource Implications

- 2.1 All recommendations will be undertaken within existing resource

3. Other Implications

3.1 Legal Implications:

Health and safety law is criminal law. If the Authority does not have a robust and proactive health and safety management system in place there is a risk that the Authority will be exposed to enforcement action and ultimately prosecution. Enforcement bodies are able to take action where systems are not in place even in the absence of an incident. Where they do take action sentencing guidelines dictate it is the likely severity of injury (rather than actual injury caused) that influences the sentence as well as the size of the organisation and the simplicity of the control measures. Therefore, if a solution is relatively easy to implement and it is likely to prevent a serious injury there will be significant sentencing consequences of not doing so. Public sector fines have been in the region of £100,000 - £1,000,000.

There is also a risk of an increase in successful civil claims made against the authority

It should be noted that as the legal employer in NCC schools these risks also apply to schools, unless their status means we are not the employer e.g. academies.

It should also be noted that where we commission or contract out services and activities this does not negate our health and safety responsibilities under the law, as was seen by the recent improvement notice in this area. It is therefore important that we have good contract management in place.

Officer Contact

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

Officer name: Paul Downer, HR Manager, Health, Safety and Wellbeing

Telephone no.: 01603 692487

Email: Paul.downer@norfolk.gov.uk



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Norfolk County Council

Appendix A

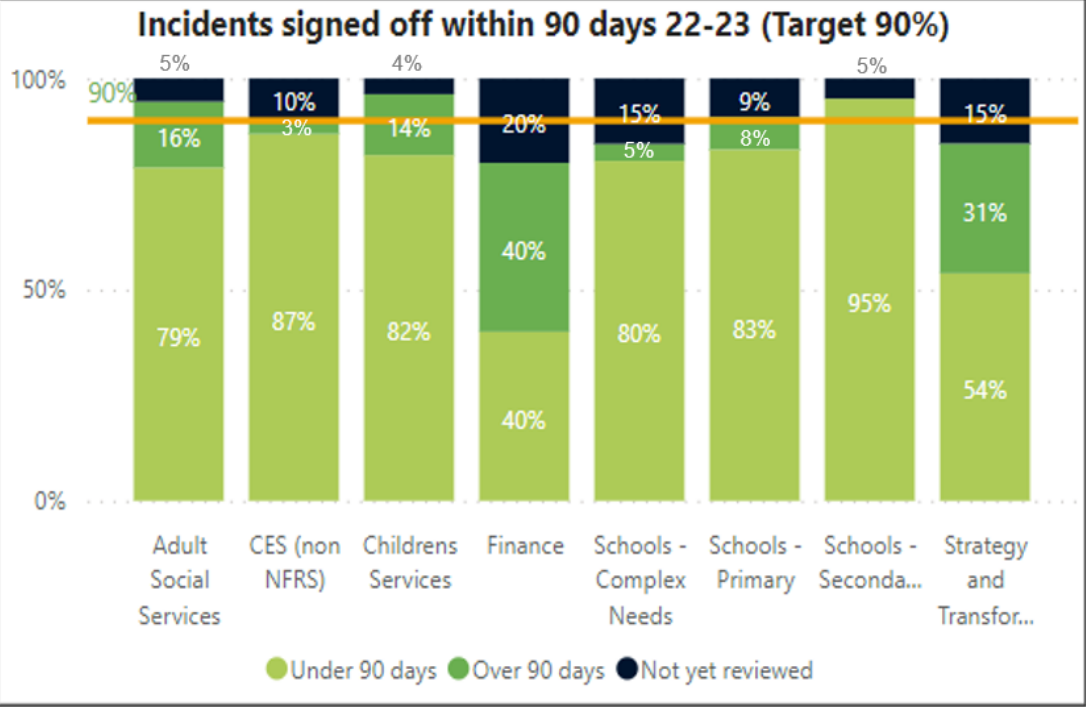
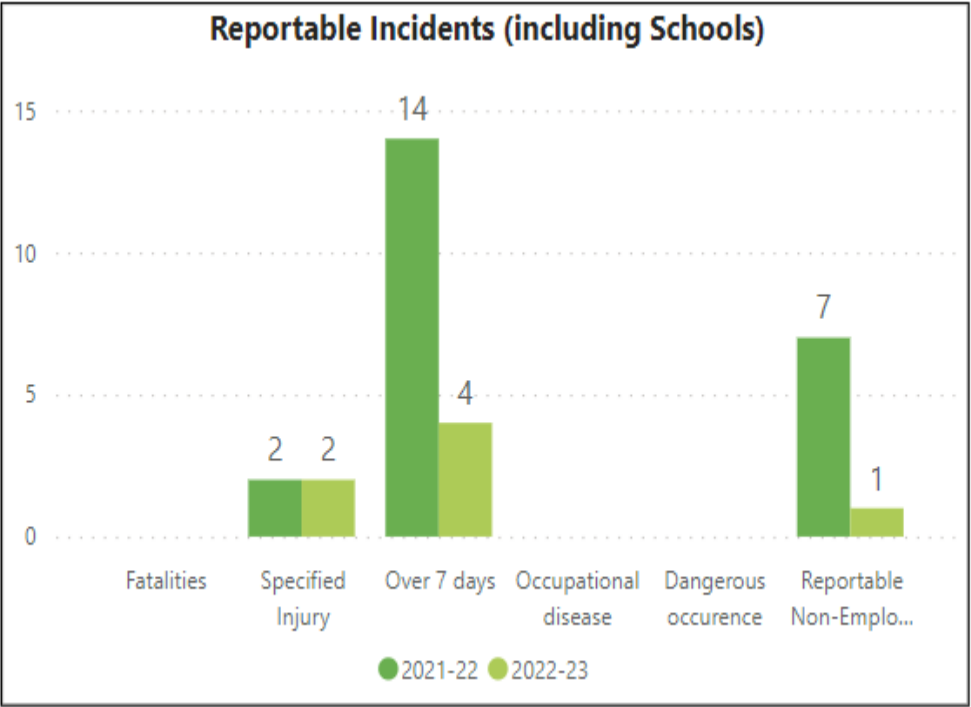
Health, Safety and Well-being

NCC Annual Report 2022/23



Outcome 1: A positive health, safety and well-being culture

Incidents

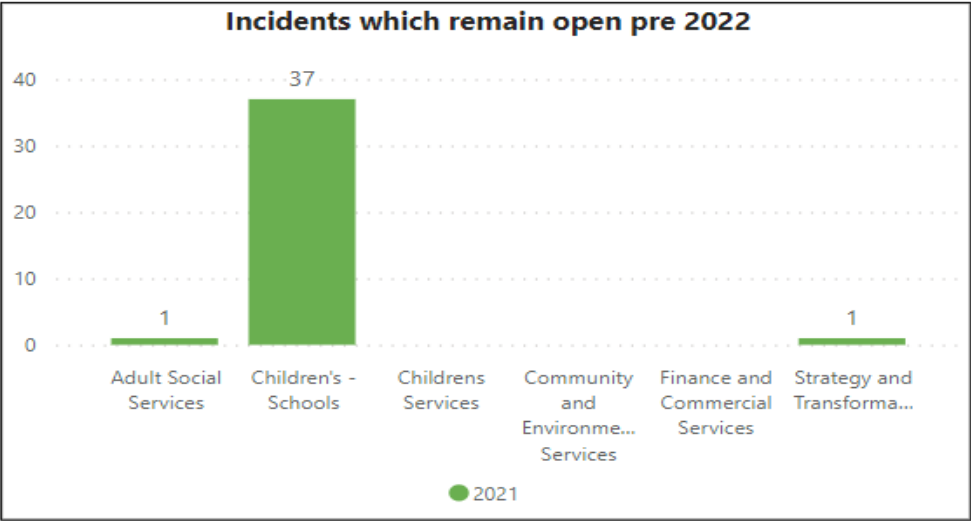


Incidents per 1000 FTE (Employees only including Schools))

Financial Year	Non-reportable	Reportable
2021-22	117.95	1.43
2022-23	145.60	0.53

Non-reportable Incidents by Employee Absence Duration (per 1000 FTE) - including Schools

Category	2021-22	2022-23
0-3 days	111.23	140.45
4-7 days	2.24	2.13
Over 7 days	2.15	1.15
Absence not closed	3.05	1.77

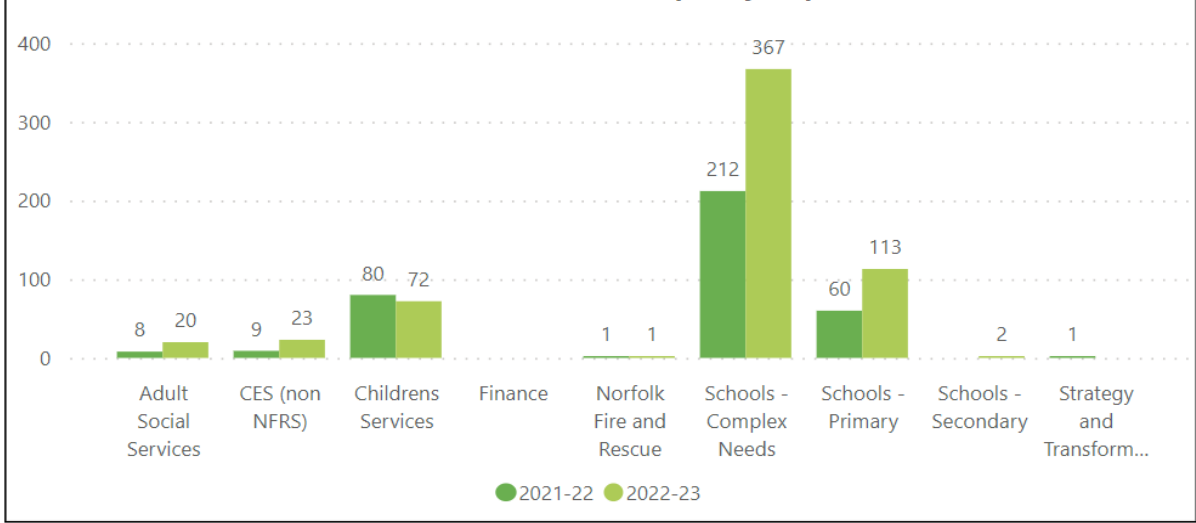


- The number of reportable incidents to employees has reduced significantly this year compared to last – 0.53 vs 1.43 per 1000 FTE, with less involving non-employees 1 vs 7. Four of these occurred in primary schools – 1 of which is a pupil (non employee – broken wrist from fall – play equipment), the remaining 3 relate to slip / trip and resultant fractures or strain injuries. HSW has led this downward trend through a robust review of incidents to ensure a consistent approach to formal reporting, the impact of which is particularly noticeable in relation to Norfolk Fire and Rescue Service reporting numbers compared to previous reporting periods.
- Non reportable incidents have increased compared to last year 145.6 versus 117.95 per 1000 FTE. The majority of these continue to be incidents that cause the lowest impact in terms of days lost (0-3 days 140.45 versus 111.23). Those with the biggest impact have decreased, notably over 7 day absences (1.15 versus 2.15) since last reporting period. Absences not closed has also improved, supported by reminders / assistance from HSW.
- The target for reviewing and signing off incidents has not been met in some services with 82% being completed within target overall – which is a drop of 4% versus last year. 43 incidents remain not yet reviewed and signed off in NCC services for the reporting period, and 185 in schools. A further 39 remain open from previous years. The biggest proportion of these (37) relate to schools incidents, across 28 different schools.
- NFRS also have 26 non-reviewed safety events for this last period – this data is collated manually due to the separate system, and is therefore not reflected in the above charts. The transition to the corporate incident reporting system (OSHENS) and alignment of NCC HSW reporting requirements will help to improve this.
- HSW has actioned the review and closure of pre 2021 data that was a recommendation in last years report.

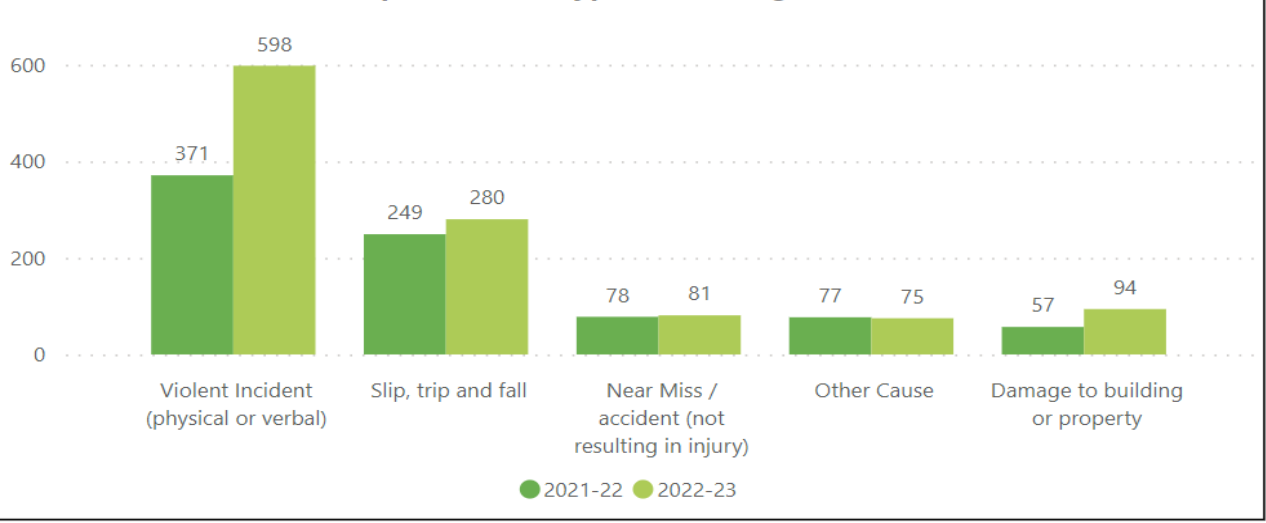
Outcome 1: A positive health, safety and well-being culture

Incidents

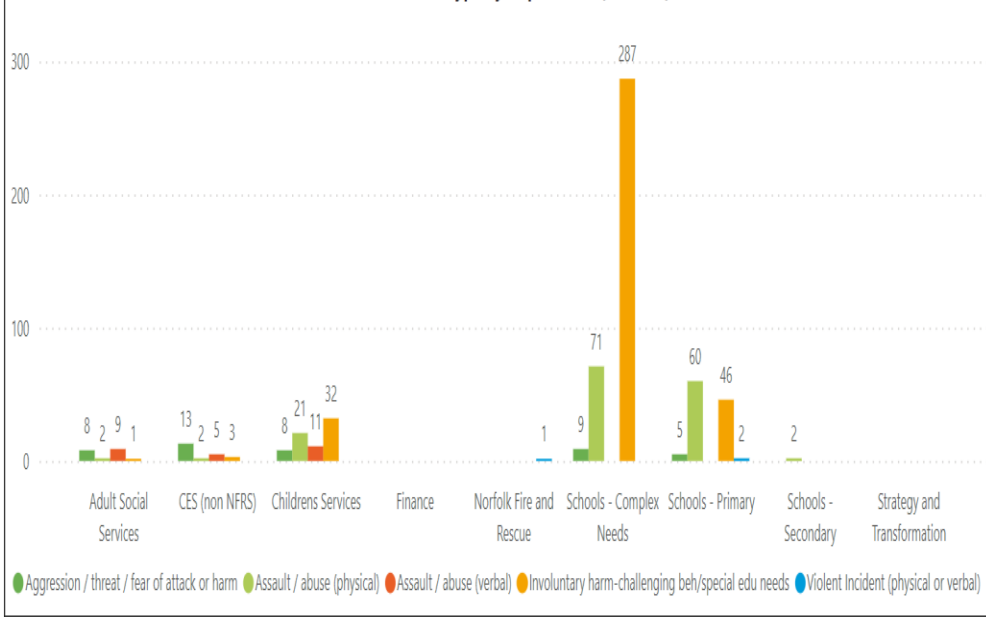
Number of Violent Incidents split by Department



Top 5 Incident Types (including Schools)



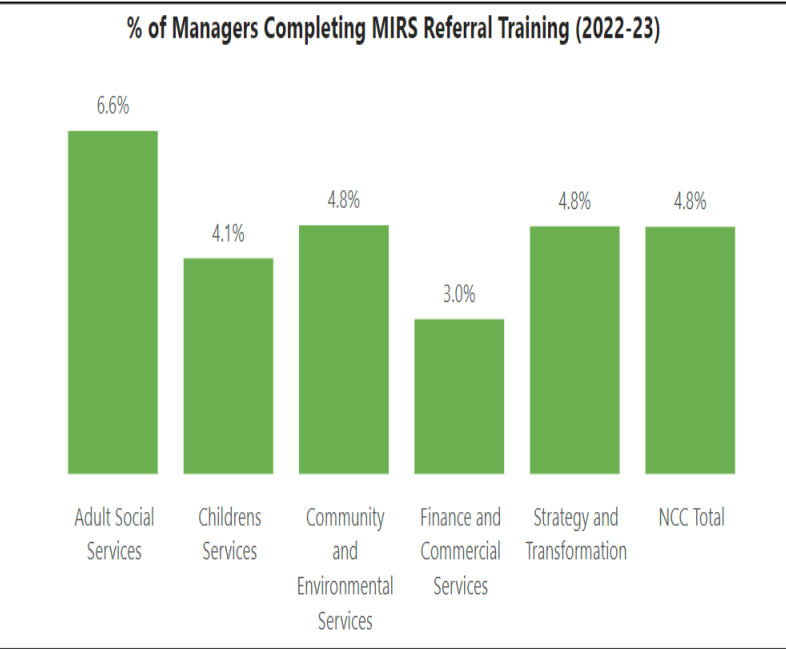
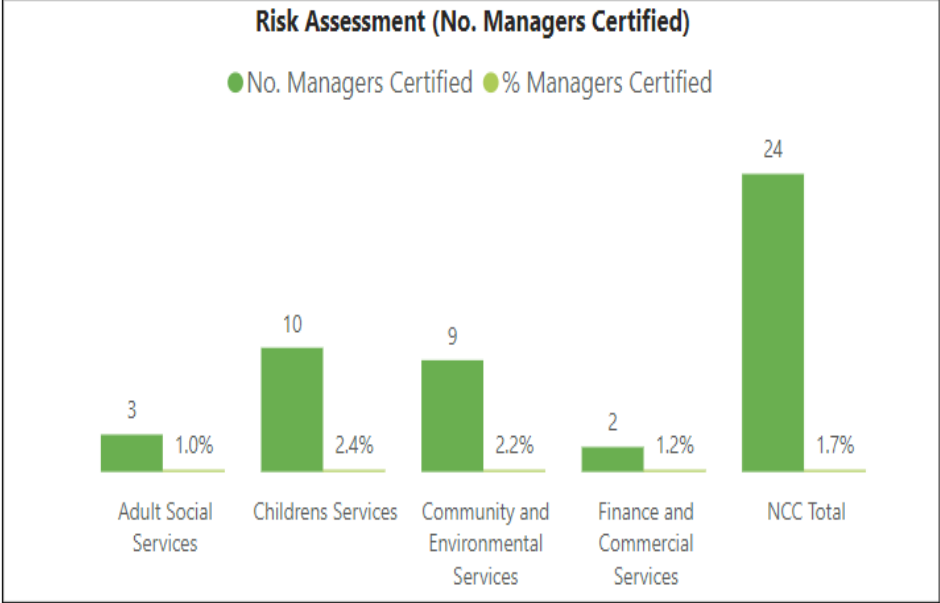
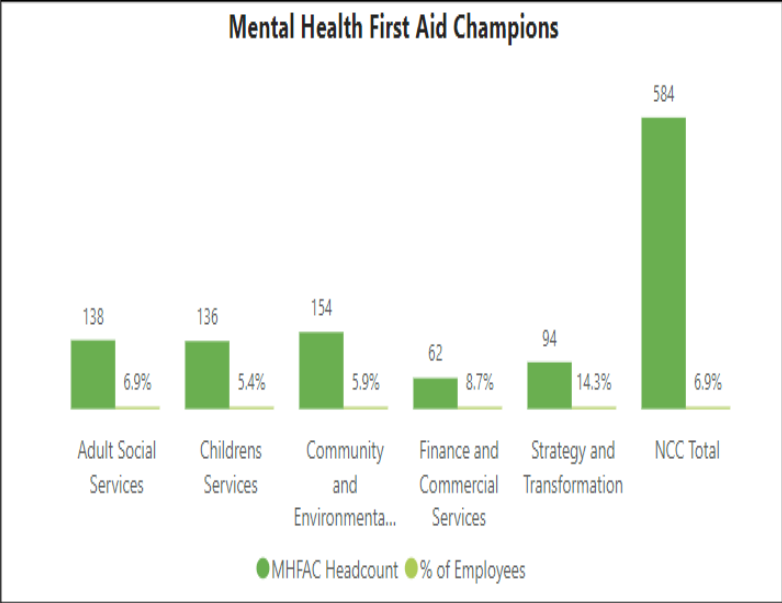
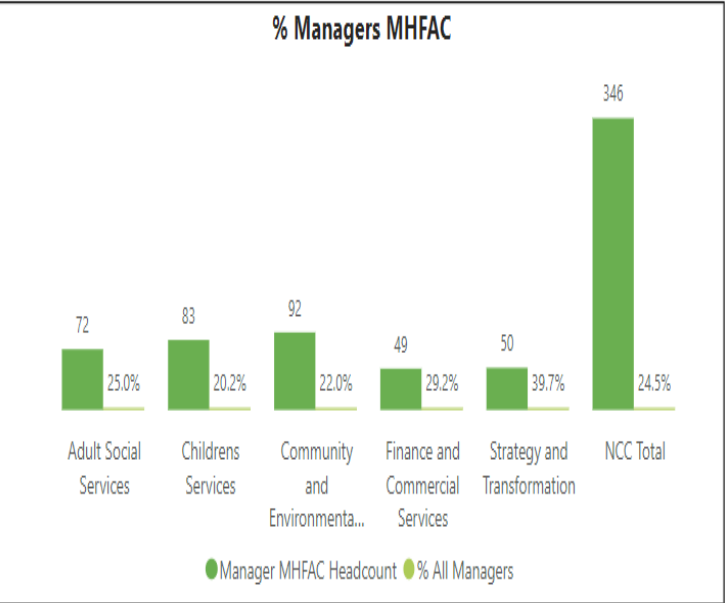
Violent Incident Type by Department (2022-23)



- Violence remains the single biggest cause of incidents – accounting for 32.8% of all incidents, the number is significantly higher than this period last year which is mostly as a result of incidents in complex needs and primary schools, (212 in 21-22 complex needs vs 367 this period) the majority of which are recorded as involuntary harm, which reflects the complex and challenging health needs of pupils. The preventative actions available in these cases are limited. Working with Children’s Services and Educational settings to review these continues to be a priority for the HSW team.
- To ensure our employees have the tools to prevent violent incidents and manage them when they do occur, HSW has undertaken significant development and delivery of our personal safety training (e-learning and tutor led) over the last year, we have also updated our related compliance code(s), and supported the re-development of the Norfolk Steps training program
- Slips trip and falls is the second highest category the majority of which occur in Primary Schools and a number related to NFRS and Libraries. Within schools, the predominate causes relate to pupils playing / outdoor activities – some linked to levels of active supervision, with a small number related to raised paving / pathway maintenance and wet floors. NFRS has had a number relating primarily to weather conditions and operational incident response related aspects. HSW continue to prioritise these areas in our monitoring inspections and interactions, along with updating our model risk assessment templates and related compliance codes. The library service had a number of incidents relating to slips and falls from service users regarding chairs which have since been replaced, with as yet, no further reported incidents. HSW will continue to develop our overall comms plan to include schools, to further improve shared learning from these events.
- Other cause, and damage to building and property, is identifying a number of cases that predominately relate to defects / vehicle damage in NFRS. The current safety event reporting system includes reporting of faults and defects relating to equipment and the mobilisation system, and damage to vehicles. These will significantly reduce post NFRS transition to OSHENS as they will be reported through a separate defect reporting system being developed by NFRS.
- Notably, near miss reporting continues to be in the top 5, which can be taken as a positive indication of a shift in the culture of reporting.

Outcome 1: A positive health, safety and well-being culture

Leadership

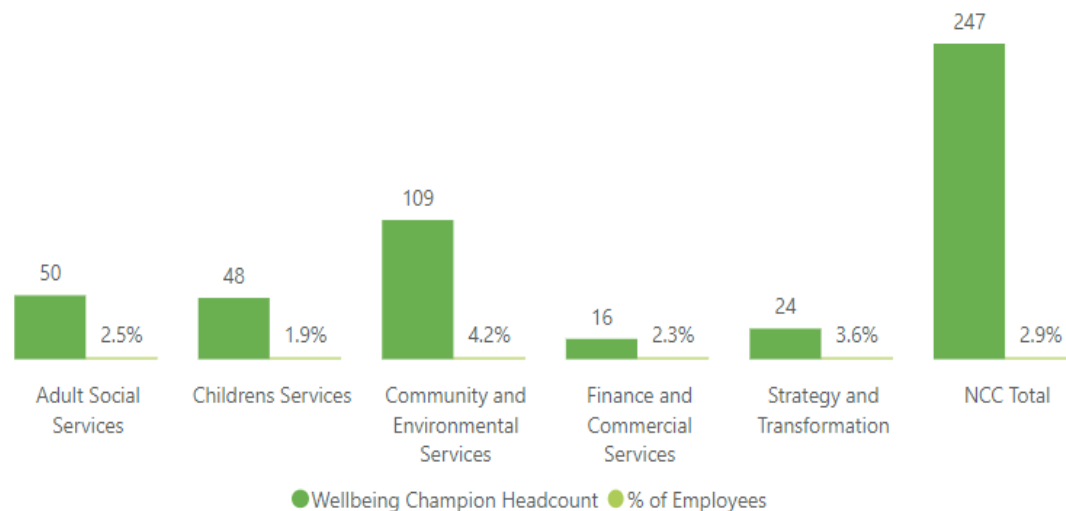


- The percentage of managers completing Mental Health First Aid Champion (MHFAC) training shows an increase from last period 24.5% versus 19% - this increase is across all directorates, although there is some way to go before we achieve the target of all managers completing the training
- In this period 20 sessions have been delivered for Mental Health First Aid champions (MHFAC) (1 day course aimed at managers).
- It is also noted there has been an increase in overall persons receiving the MHFAC training in comparison to last year (584 v 481) whilst positive overall, it indicates that persons other than identified managers (core target) are attending this training.
- The HSW team have also developed the virtual delivery, via teams, of the MHFAC course, which is the same content but split into 2 half day virtual sessions via teams, as opposed to 1 day in person, it is hoped that this will enable and encourage more people to access the training provision.
- Due to developments in reporting from myOracle learn (and imported data from learning hub) we are now able to report on HSW mandatory courses, Risk Assessment is the first course that data has been provided for. Currently 1.7% of NCC managers have attended the Risk Assessment course, a course that is identified as mandatory for managers and those involved in producing Risk Assessments (data on others attending this course is provided later).
- Additional data for this report, is the inclusion of MIRS referral training by managers – Whilst not mandatory, this training enables managers to refer their employees to the appropriate service from our musculoskeletal provider, supporting timely referral. In this period 4.8% of NCC managers have completed this training.
- Norfolk Audit Service issued the results of an audit of DSE and Driving for work risk management practice during this reporting period. This identified a number of actions required of both HSW and service departments. HSW team has revised the guidance in relation both of these areas in response to audit findings. HSW are also working with IMT to seek to provide a electronic risk assessment process to improve the employee experience and support compliance.
- The MIRS referral training will be further developed to include training on the psychological referral provision in the next year (the service provider for these 2 services is the same company), preventing the need to attend 2 separate training sessions for a very similar process.
- **In response to the data regarding manager mandatory training and the findings during interventions relating to compliance e.g., improvements identified in relation to risk assessment and controls, it is proposed that HSW moves its resource focus from auditing (monitoring inspections) to development and delivery of training to further invest in competency, which should result in improved standards of leadership and management**

Outcome 1: A positive health, safety and well-being culture

Employee Involvement

Wellbeing Champions (Target 4% of FTE)



Wellbeing CPD Sessions:

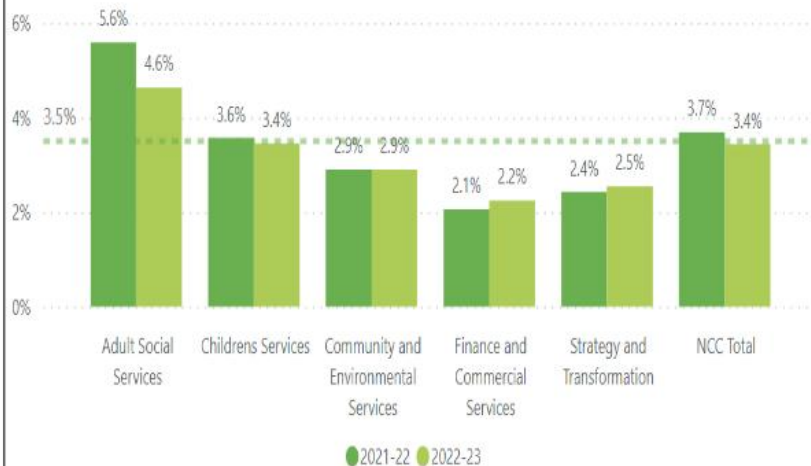
During 2022-23, 13 CPD sessions for Mental Health First Aid Champions and well-being champions have been delivered – covering Anxiety, loneliness and depression, stress and resilience, Strength training, menopause, OCD and 5 ways to wellbeing

- Well-being champions are employees that have been trained to support the delivery of the well-being programme. They act as a focal point for well-being communications, and signpost support, to their respective teams. The more well-being champions there are in the organisation the more effective our communication and implementation of our well-being provision is.
- Well-being champions have access to a TEAMS channel where information, guidance, webinars and ideas are shared, in addition to the CPD sessions identified above. The reference material has been re-organised in this period to further aid the Wellbeing Champions.
- The number of well-being champions overall across the organisation has risen compared to the same period last year (2.9% versus 2.1%), but is still below the target of 4%.
- To continue to support the Well-being Champions, their role description has been refreshed, and the HSW team are now delivering quarterly Well-Being Induction sessions for all our WB Champions (whether they are new or would just like further clarity on the role, sources of support, etc). We delivered the first of these in Nov 22, and a second session in Feb 23.
- HSW also delivered 3 full 2 day Mental Health First Aid training sessions, specifically targeted to the Well-Being champions to further support their development – these were spread across NCC directorates to ensure a broader span of development for NCC.

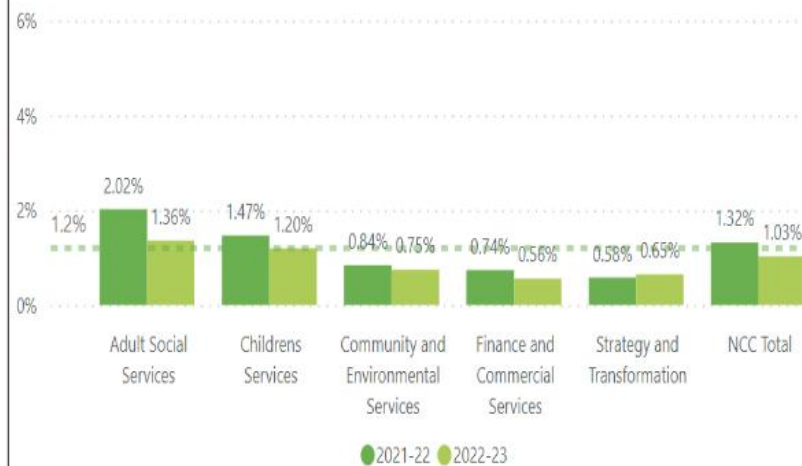
Outcome 2: The standard of HSW management ensures employees are at work, well and productive

Risk Management

% Available Time Lost to Absence (All Absence)



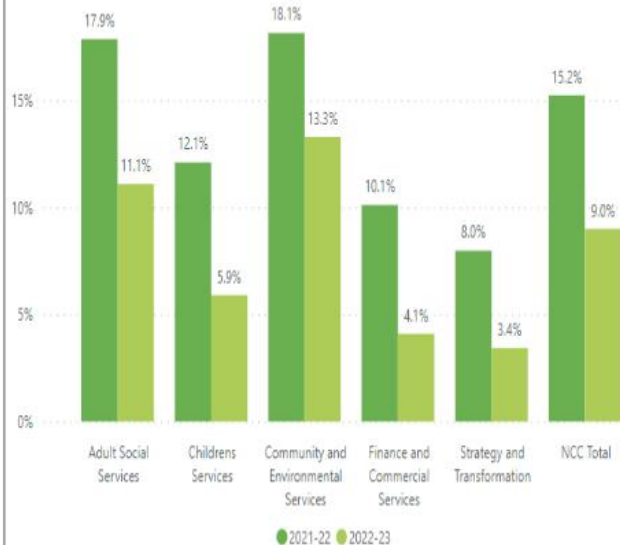
% Available Time Lost to Absence (Mental Health)



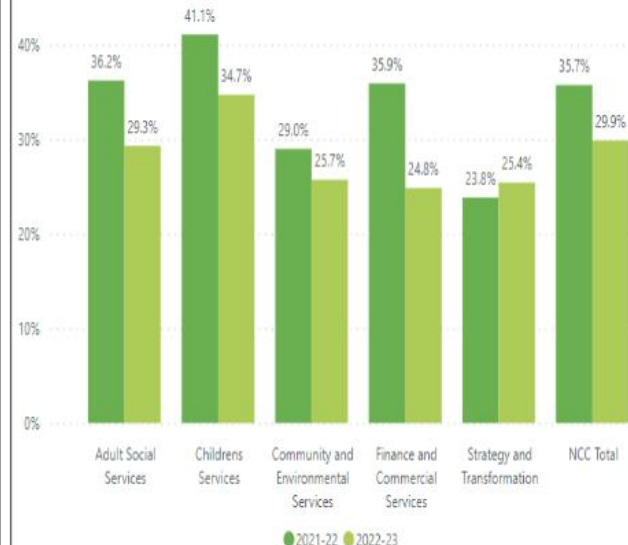
% Available Time Lost to Absence (Musculoskeletal)



% Sickness Related to Musculoskeletal



% Sickness Related to Mental Health

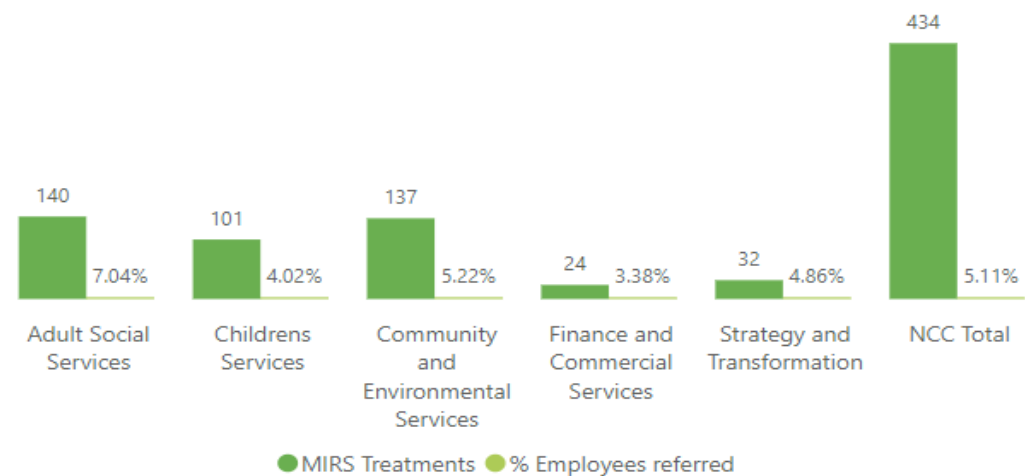


- The overall percentage of time lost to all absences has decreased from 3.7% to 3.4% across NCC.
- The percentage of time lost due to mental health absence has also decreased from the 2021/22 position (1.32%) to 1.03% overall and nearly all directorates are at or below the target of 1.2% with the exception of Adult SS who are slightly above at 1.36%.
- Mental health absence as a % of all absence has also dropped in this period compared to the previous period equating to 29.9% of absences versus 35.7%.
- The percentage of lost time due to musculoskeletal issues has decreased from the 2021/22 position from 0.56% to 0.31% overall in this period – with all directorates showing a decrease.
- Musculoskeletal absence as a % of all absence has also dropped compared to last period (9% this period versus 15% last period)

Outcome 2: The standard of HSW management ensures employees are at work, well and productive

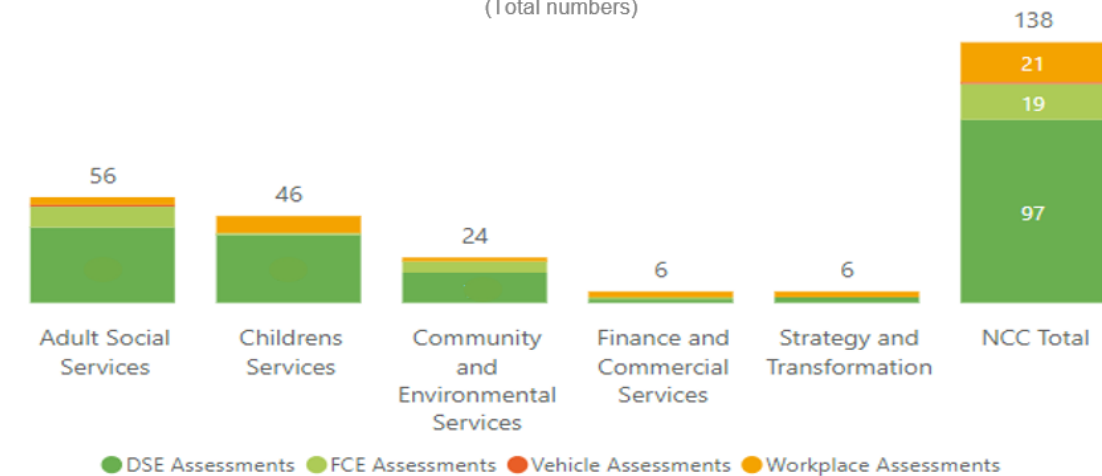
Risk Management

MIRS Referrals - Treatments



MIRS Referrals - Assessments

(Total numbers)

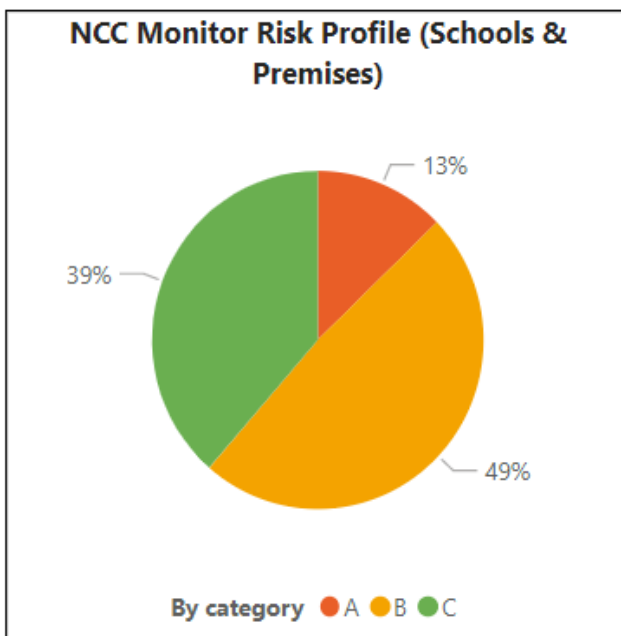
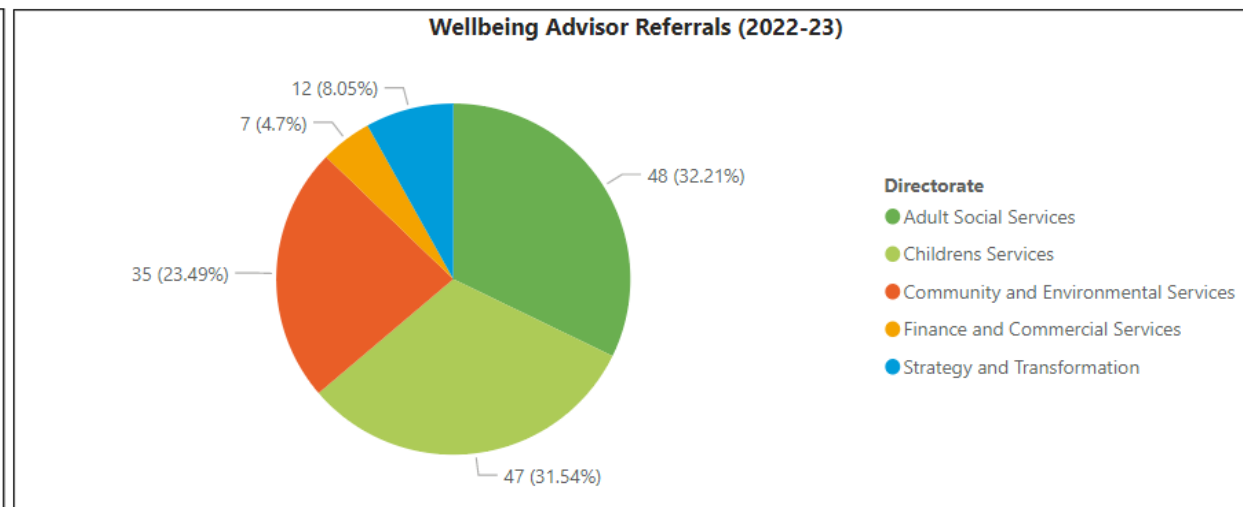
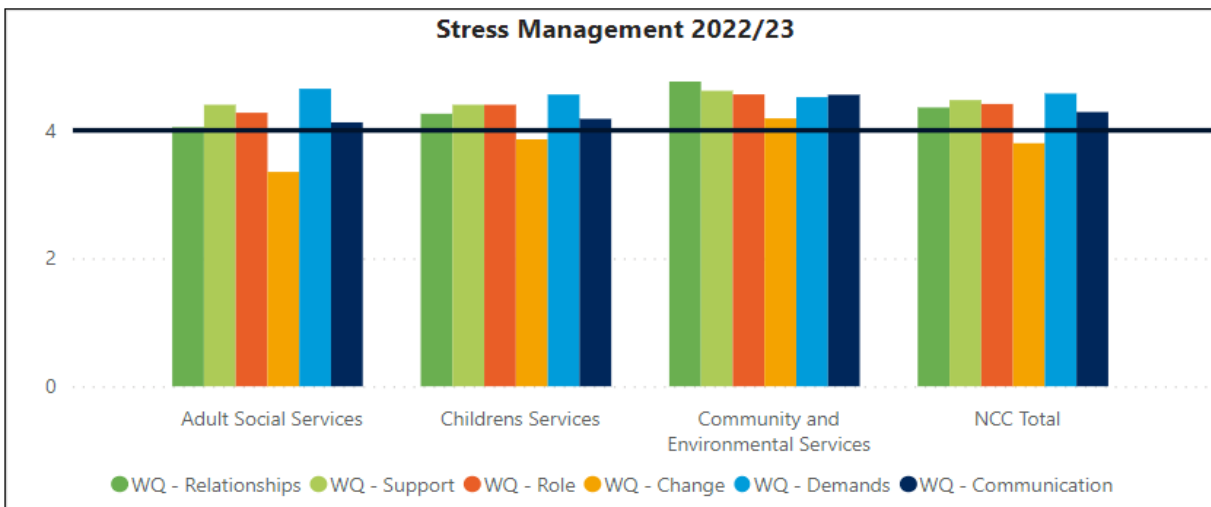


Directorate	% MIRS at Work Referrals
Adult Social Services	79.3%
Childrens Services	92.1%
Community and Environmental Services	86.1%
Finance and Commercial Services	91.7%
Strategy and Transformation	90.6%
NCC Total	85.9%

- The Musculoskeletal Injury Rehabilitation Scheme (MIRS) continues to make a positive impact on colleagues being at work and well, with treatment making a difference and reducing the number of days absence. In this period, 434 individuals have received treatment which is estimated to have prevented 5321 days of absence – equating to an estimate of £399,075 based on an average days salary.
- Levels of MIRS referrals (% employees) continue to be lower than would be considered good at 5.11%– the target is 8% of employees referred, however that may reflect the relatively low and reducing level of musculoskeletal absence.
- Overall, the % of MIRS referrals whilst at work is 86%, versus target of 90%. It remains important that employees are encouraged to use the scheme early, to help keep them well and at work, maximising the impact of the service
- With computer use a significant feature of many employees working lives, it is important that all relevant employees undertake the DSE e-learning and DSE assessment and that managers are aware of their responsibilities with regard to this process. Where employees and managers require expert intervention/assessment due to complex health needs, underlying or early indication of musculoskeletal issues, a referral should be made to the MIRS service for an assessment.
- In total 138 specialist assessments were undertaken via our MIRS provider. The number of workstation assessments undertaken by MIRS provider, has remained aligned with last year at 97, with each directorate showing an increase of overall use of this service for the four related different assessment provisions, compared to the prior period.

Outcome 2: The standard of HSW management ensures employees are at work, well and productive

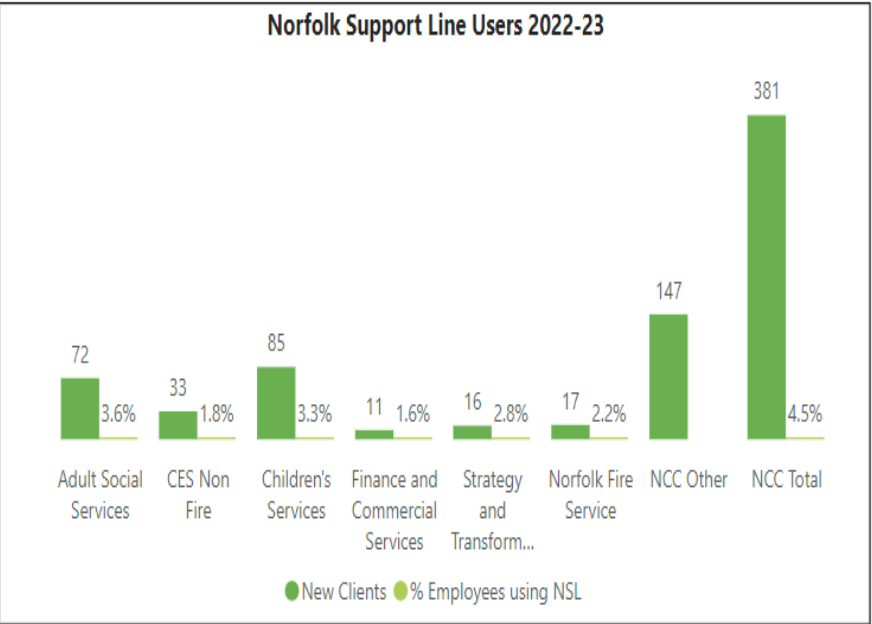
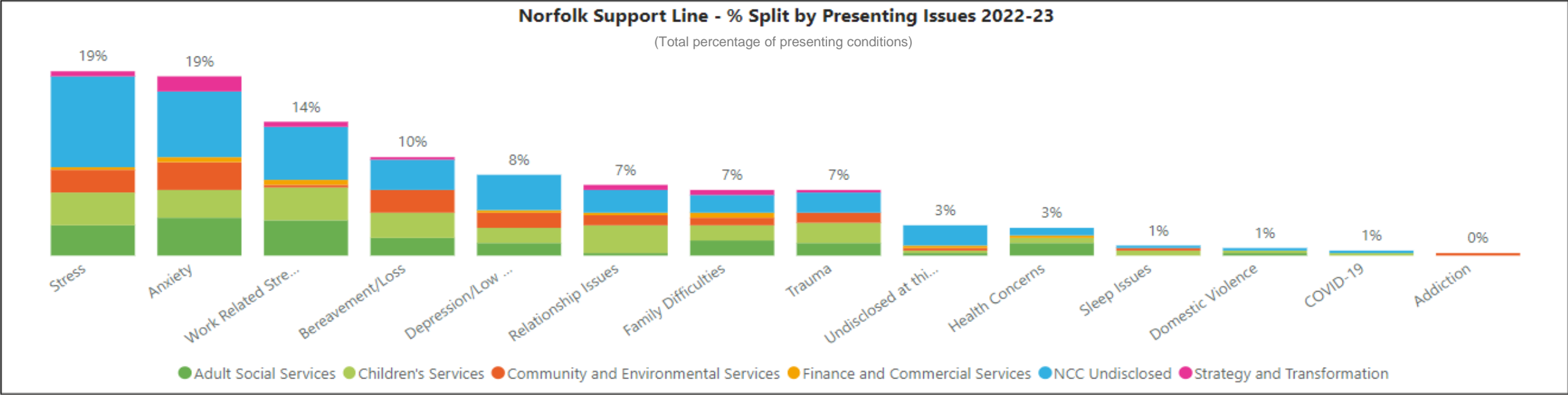
Risk Management



- 25 teams of varying sizes have participated in the HSW stress risk assessment tool this year. All teams that have participated have scored at or above target in all areas, with the exception of change management which continues to be an area employees feel could be improved on.
- Following review of the current process, HSW will be introducing a replacement tool, the Health and Safety Executive Stress Indicator Tool (SIT), over the next year. This tool will be used pro-actively across NCC, to build a consistent data set, to better inform our support activities and aid directorates understand presenting issues. HSW will communicate this revised provision to NCC, once the process has been finalised.
- Wellbeing Advisor (WBA) referrals has increased to 179 during this period versus 136 last year. 36.2% of these were work related. Only 33.6% of these cases were still at work when referred and 44.3% were able to be back at work as a result of the support. Both of these figures are a significant reduction on previous years where more people were referred earlier and the impact was greater. As with other support schemes it is important referral happens at the earliest opportunity to the correct support provision, to maximise the impact of the service.
- As part of the Wellbeing Strategy, HSW are currently reviewing the well-being model of support – including well-being advisor referrals, our myNet pages, additional support packages, to seek to improve the correct signposting of employees to the correct support service. Recent developments have included manager referral to NSL to support management of cases, face to face drop in sessions (County Hall – and to be expanded to NFRS) and psychological assessment / support packages. HSW is also developing a relationship support service. These changes will be communicated to NCC as they are formally implemented.
- The risk score assigned to NCC schools and premises identify that the majority are considered to be of medium risk (B) with only a small proportion in the highest risk category (A). Risk scores are influenced by the nature of the activity (inherent risk), risk controls in place and management practices.

Outcome 2: The standard of HSW management ensures employees are at work, well and productive

Risk Management



- NSL use (access to therapy) continues to remain high at 4.5% across NCC overall. NSL counselling report stress and anxiety as the highest presenting issues at 19% with work related stress third at 14%.
- Work as a primary presenting issue is currently at 14%, it remains below the target of $\leq 25\%$, and has decreased since the same period last year (15%).
- Data from those receiving structured support from NSL, indicates that 92.7% have an improved outcome measure, from the intervention provided by the service. (The outcome measure is a clinical scoring mechanism used to assess the impact of an intervention.)
- NSL also provide critical incident support: Support for a team when they are affected by a significant incident or an accumulation of incidents. Use of this service in this period is 10 critical incident support cases – 9 of these were in relation to 3 critical incidents within NFRS and one was in relation to support to a Children's home. Reasons for using the service can range from serious health diagnoses or death of a colleague to work related issues in high pressure or difficult roles.

Outcome 2: The standard of HSW management ensures employees are at work, well and productive

Risk Management – Impact of services

- H&S team has undertaken in excess of 113 site monitoring activities both for NCC and our traded partners during this period, these include monitoring visits, RPO assessments, and pool inspections in addition to on-site support and response to incidents. This has continued to inform our premise risk profile (which informs frequency of visits and overall H&S management) and identify areas for improvement. It has also identified areas of focus for HSW, and resulted in improvements to our compliance codes and training offer, along with focussed intervention – for example support to Semi Independent Living Service, Children's residential, Adults, Libraries and NFRS.
- In relation to NFRS, HSW team has been extensively supporting the service, in the transition and related planning to full NCC HSW support, policy review, training development and review, critical incident support, and related well-being provision / service. The latter, primarily linked to the critical incidents and review process, has provided valuable insight to the service and additional specific improvements related to our Well-Being provision, to seek to further improve the NCC overall offer. It has involved extensive liaison with the service and Public Health, along with our existing service providers.

Feedback – H&S Training

- The revised H&S training provision, and supporting updated compliance codes has been received positively by those attending the sessions – sample of feedback:

"had lots of relevant information and learned a lot from today – excellent!"

"the course was fantastic and wonderful to all join in and thank you"

"Excellent - Great course good being virtual! ☺"

"The videos were informative and engaging"

"Interesting facts used and trainer was helpful in navigating different areas and answering questions"

"The course bought realisation that, in various aspects, personal safety is a procedure that needs our attention every time we step out of the door to work, for ourselves, the service users and colleagues"

"The extent of detail required in risk assessments was particularly impacting. Will be booking onto that course."

"The videos which showed real life situations - Videos you made were very good and engaging thank you."

"Case Reviews- a lot of food for thought, particularly the process and length of time everyone can be impacted by a serious incident"

"The whole course was very good and worth doing, highly recommend it to my colleagues"

Outcome 2: The standard of HSW management ensures employees are at work, well and productive

Risk Management – Impact of services

Feedback for Mental Health First Aid Training and 1:1 Wellbeing Support

"This was an excellent course, and I gained a really good understanding of how to support colleagues. As head of service, this has given me a really good overview of what I need to ensure we have in place in the service and the training that managers need so that they support their teams effectively"

"I want to thank you for reaching out and for being so patient. I know I've not always found it easy to focus but your help has been really appreciated."

"Couldn't have asked for more, I found our sessions more beneficial than I did with the mental health support I received at my own GP practice"

"Many thanks once again for all your support over the last few months. I do honestly believe that without your input and support it would have been a great deal more difficult to get back to work"

"After attending the MHFA training - feedback is simple - you are gifted, and extremely proficient and very human - excellent handle on the issue and managing the event / interactions.."

"Thank you so much for the training. It was very interesting, informative and really well delivered"

Outcome 2: The standard of HSW management ensures employees are at work, well and productive

Risk Management – Impact of services

Feedback from Musculoskeletal Service and Psychological Assessment users:

"It may sound a small thing, but I was nearly in tears as I feel these changes to my work environment with the equipment suggested will make an absolute massive difference to my life!!! "

"Experienced and knowledgeable physio carried out my initial assessment, I'll now have four treatments which I am sure will help with my continued healing."

"From my first appointment with her, she made me feel calm and relaxed and able to talk to her without issue or embarrassment. Her sessions have allowed me to revisit some very sad and painful experiences and at all times she demonstrated the ability to listen non judgmentally, provided empathy and encouraged me to find coping mechanisms to move forward. I can't thank her enough!"

"Sharon was knowledgeable, professional, a very good listener, caring and empathic. She tried various approaches to my complex problems, including providing me with exercises, acupuncture, taping and giving me advice on ankle supports and other equipment which could help my problem."

"Personally, I feel that it is well worth NCC continuing the contract they hold with you. I would also like to thank IPRS and Helen for your help. Although always professional, I feel Helen became a real support to me in the time I spent with her."

"Appointments were always running on time. Listened to, and queried present and historic injury....Also Wrote to the GP for a referral for an X-ray"

Outcome 2: The standard of HSW management ensures employees are at work, well and productive

Risk Management – Impact of services

Feedback from Norfolk Support Line (NSL) users:

“

Quick access to prevent deterioration in crisis. Discussing ways of thinking differently rather than going straight to the negatives .

“

Pouring out all the thoughts that were tumbling around in my head and hearing them out loud helped to make sense of them and allowed me to work out solutions.

“

Professional manner, empathic and a good listening ear. Really helped with re-prioritizing some big issues and developing new coping skills and approaches to challenging situations

“

Being able to talk to someone that doesn't know me or judges me by my professional role and helped we work through my struggles

“

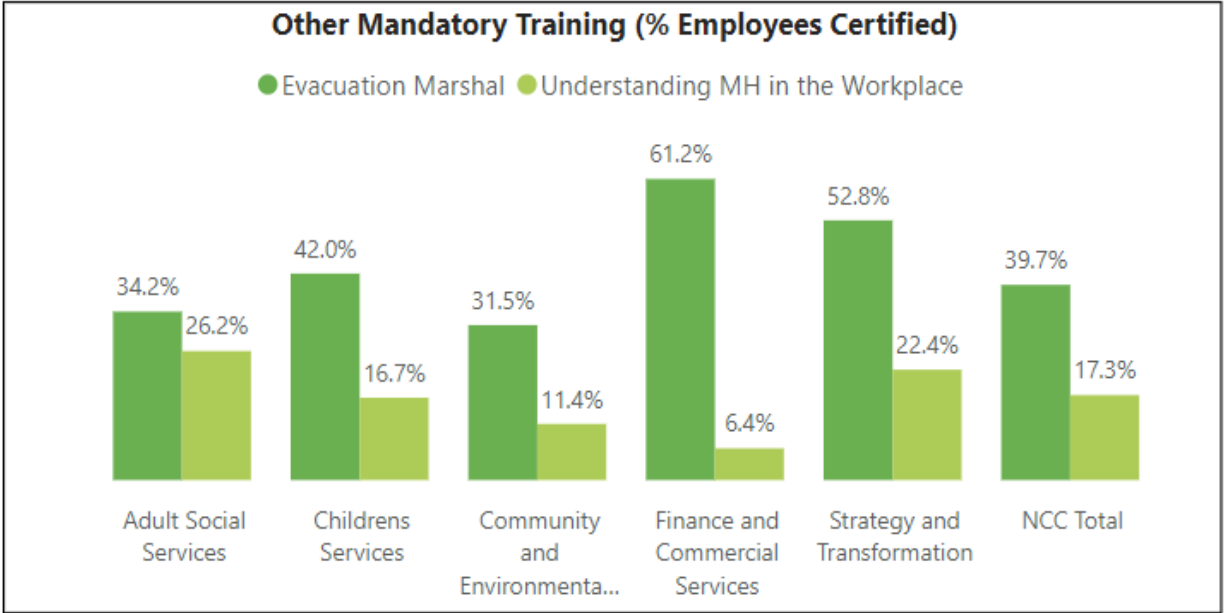
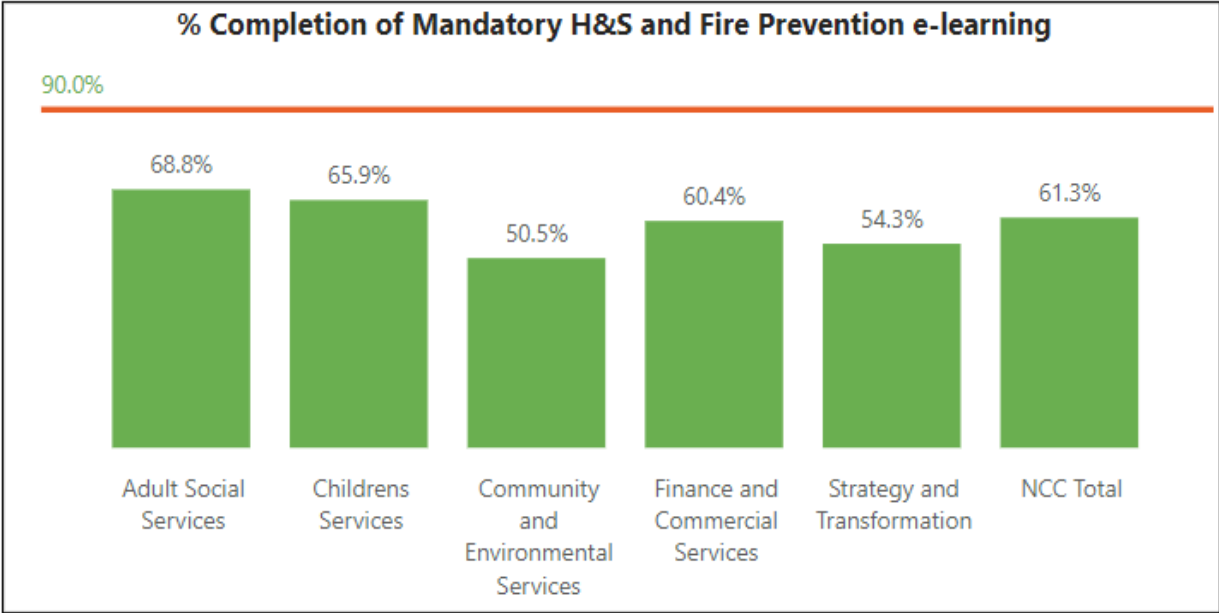
Time to think about what has happened and consider ways to bring the joy back into my life.

“

My counsellor really helped me to explore my mental health issues and gave me confidence and validation to listen to my thoughts and feelings

Outcome 2: The standard of HSW management ensures employees are at work, well and productive

Employee competency



- During the transition to myOracle, reporting on mandatory training was unavailable, and automatic reminders for learners are not yet in place. This has had an impact on compliance. The development of this reporting and reminders is part of the core work for the L&D team, and is improving, this needs to be considered in relation to the commentary below.
- The health and safety and fire e-learning is the only mandatory training that is reported against a target, as it relates to all employees and has been a longstanding mandatory course. It can be seen that no directorates are currently achieving the 90% target for completion of this course and there has been a decrease of circa 20% across all of NCC.
- The mandatory training policy (P505) identifies core mandatory training for all employees to a number of other courses. The data available, shows that the completion of other mandatory training needs focus and promotion across all services. Not all of these will be required by everyone, as it depends on their role, therefore targets are not set or monitored against. Managers need to be clear on the required training for their teams and compliance with that particularly as there is no system notification available.
- This is the first period we are able to report on Risk Assessment training – which is mandatory for all managers and those involved with their preparation / implementation (the graph on completions by managers is provided under outcome 1 data), it is clear that this needs to be an area of focus, and this gap in knowledge has been a consistent theme in many of the HSW support activities in the last and prior period. Risk Assessment provide the fundamental method of identifying and informing employees on the relevant risks and controls.
- Note – these figures only include NCC employees and do not include temporary workers, additional core mandatory courses e.g., the HSW Leadership course – are awaiting report build to enable reporting.
- Managers should ensure that they understand their responsibilities and identify the requisite mandatory training from P505. To assist with identification the search function in myOracle learn is being updated to reflect these mandatory courses
- This data also includes historical data from learning Hub

Outcome 2: The standard of HSW management ensures employees are at work, well and productive

Employee Competency

Health and Safety Training :

To date this period, 78 sessions of the revised tutor-led training have been delivered covering:-

Safe Management of Premises Fire, Safe Management of Premises General, Risk Assessment - essential risk management, Safe Management of Premises Asbestos, Health and Safety Leadership for Headteachers & Managers, Personal Safety.

Available spaces during period (split between myOracle Learn and Norfolk Services for Schools platform) – 1484

- HSW training provision meets the anticipated demand for NCC, and has provided the opportunity for 1484 attendees during the year. In addition, there was opportunity for 190 non School, Traded Services attendees to complete tutor led courses.
- We would ask NCC to ensure that this provision is utilised fully by managers ensuring training needs identified (e.g., by referring to P505 – mandatory training / myOracle Learn – NCC mandatory training) are met.
- Development of new eLearning included; Infection Control, Personal Emergency Evacuation Plans (Individuals and managers) and Driving Safely for Work.
- Additional Introductory course sessions were delivered to NFRS with the aim of undertaking core training in 2023/24.
- There was a increase in the number of external courses provided to Traded Customers this year, two of our customers purchased an additional suite of our revised tutor led and e-learning courses exceeding £9000, above our expected sales.
- Improvements were made to the tutor led courses, reflecting delegate feedback and as part of our continuous cycle of improvement.
- Learning trends continued to mirror the mid year report with Premise management courses and the Leadership course being primarily attended by our Schools customers. Personal Safety course attendance being mostly driven by NCC services needs, along with key traded customers.
- Processes for learning management were successfully implemented, NCC learners access e-learning and tutor led courses via Oracle Learn, Schools and Traded Customers now access via the S4S/SLA Platform (Norfolk Services for Schools)
- We have now begun to successfully sell our e-learning courses externally via the S4S platform.

Outcome 3: HSW have a successful, strategic approach to trading and cost recovery

Traded income:

£338,522
(Up from
£313,038 last
year)

Education sector:

- 14 Trusts (equivalent to 150 individual academies)
 - 28 Additional Academies
 - 16 federations
 - 145 schools
- Purchase at least 1 or more HSW service

Traded services include:

- Norfolk Support Line
- Musculoskeletal Injury Rehabilitation Service
- Well-Being Assessments
- Health and Safety Advice Service
- High School Specialist Curriculum Advice Service
- Health and Safety Compliance Inspections
- Radiological Protection Monitoring Service
- Pool Inspections
- Ad-Hoc support – e.g. Investigations / Advice

- There was an overall increase in traded income this period compared to the previous period when compared 'like for like'. The previously reported prior period income of £358,651 included HSW support services to NFRS, this service has now been integrated into our core NCC delivery model. If the prior reported figure is adjusted ('like for like') then last years income equates to £313,038.
- A number of Trusts have not renewed our support packages in this period, some due to merging, most citing budget constraints and a small number indicating internal resourcing – this equates to circa £20,000 less during this period. Traded sales in relation to NSL, and MIRS have also shown a decrease in this period £10,500 (£9000 and £1500 respectively) – again linked to budgetary constraints and availability of alternative packages.
- Despite this, HSW has effectively grown its traded income in relation to H&S support and training provision this period, showing a £25,500 increase over last year. We continue to review and refresh our offer to ensure we remain relevant and reflective of our customers needs.
- The continued budgetary restraints within our traded partners and the reinvigorated academisation policy from central government may impact on future income, but this is being monitored and HSW will continue to develop our traded services, provide a professional service, and maintain contact with our customers.
- This income offsets the costs of service delivery to external clients and supports a resilient service to NCC. We continue to review our offer to ensure it is competitive and relevant. An example of service development is that we now provide an e-learning offer for our traded customers that enables them to purchase individual e-learning packages and receive completion data.

Appendix 1 – The performance measures explained

Outcome 1: NCC has a positive health, safety and well-being culture:

The measures are designed to inform NCC whether accountability for health, safety and well-being is being taken at the right levels throughout the organisation and if there is good engagement with the organisation's employees and their representatives in health, safety and well-being matters.

The role of leaders and managers in health, safety and well-being matters is pivotal to ensuring systems and processes are in place, employees understand and feel that their health, safety and well-being is important and in employee compliance with those systems and processes.

Involving employees in health, safety and well-being matters is important to ensure they take ownership of their own and others health, safety and well-being.

Whilst a lagging indicator, the measurement of the number, type and severity of incidents occurring can give an indication of how well risks are being managed and if learning is taking place, which is indicative of a positive culture.

The measures for outcome 1 therefore focus on incidents, leadership and employee involvement.

Appendix 1 – The performance measures explained

Outcome 2: The standard of HSW management ensures employees are at work, well and productive

The measures provided are designed to give an indication of how well NCC is managing its HSW risks. The measures focus on 3 key areas: risk management, well-being services utilisation and employee competency.

The management of risks can be measured in a number of ways including by outcomes such as work related ill health absence and proactive monitoring undertaken by the professional HSW team

Wellbeing services are designed to be preventative therefore their timely utilisation can support the management of wellbeing risks

When employees are competent in their role they will be better equipped to identify and manage risks.

Outcome 3: HSW have a successful, strategic approach to trading and cost recovery.

The aim of the HSW traded service is to offer complimentary services to those provided to internal customers on a traded basis. The service is targeted at areas that support NCCs wider responsibilities such as non-local authority maintained schools. Through growing its traded services, the HSW service has retained resilience in service provision to all its customers, internal and external. The measures developed to gauge our success relate to these aims.

Glossary

Reportable incidents (RIDDORs)

Employers are required to report certain serious workplace accidents, occupational diseases and dangerous occurrences to the Health and Safety Executive. These are defined in law and it is an offence not to report them within the specified time period. These include:

- **Fatalities**
Accidents that result in the death of an employee or non-employee that arise from a work-related accident
- **Specified injuries to employees**
Examples of specified injuries that are reportable include: injuries requiring hospital admission for more than 24 hours, fractures, amputations, serious burns, loss of sight, significant head injuries
- **Over 7-day injuries to employees**
Work related accidents that result in an employee being unable to undertake their normal duties for more than 7 consecutive days (including weekends)
- **Occupational Diseases to employees**
Examples of occupational diseases that are reportable where diagnosed by a medical practitioner are: carpal tunnel syndrome, occupational dermatitis, severe cramp of the hand or forearm, occupational cancer, tendonitis of the hand or forearm
- **Dangerous Occurrences**
These are serious incidents that may not have caused any injury but had the potential to do so. Examples include: the accidental release of a substance that could cause harm to health such as asbestos, fire caused by electrical short circuit that results in the stoppage of the plant involved for more than 24 hours, equipment coming into contact with overhead power lines
- **Injuries to non-workers**
Where a non-employee e.g. a member of the public, a pupil or a service user, has an accident on our premises and is taken to hospital from the scene for treatment

Non- Reportable (RIDDOR) Incidents

Incidents that result in injury that are not classed as reportable. These do not include any incident that did not result in an injury, e.g. near miss incidents, damage to property or dangerous occurrences.

Glossary

Musculoskeletal Injury Rehabilitation Scheme (MIRS)

MIRS is a fast-track physiotherapy treatment service that helps staff with a musculoskeletal injury (back pain, muscle strain, overuse injuries, frozen shoulder, whiplash, ligament damage, tendonitis, sciatica, etc.) in managing or reducing the impact of their injury on work. People who are referred to the service consistently report the treatment either helped them return to work earlier or prevented them taking sickness absence.

The service includes:

- An initial telephone assessment with a physiotherapist within 24 hours of being referred to establish the best course of treatment, and where required an initial treatment session is usually offered within 3 working days.
- An assessment report for the line manager outlining the problem and recommended treatment.
- A discharge report for the manager reiterating the information in the assessment report and providing an assessment of the outcome of any treatment given.
- Functional Capacity Evaluations for staff who report that their health conditions are limiting their capacity to undertake their duties.
- Workstation, workplace and vehicle assessments for staff who report that these are having an impact on their health condition.

Norfolk Support Line (NSL)

A well-established independent, confidential and professional advice and counselling service for employees; available 24 hours per day, 7 days a week, 365 days a year, on matters such as: money management, substance misuse, legal queries, phobias, consumer advice information, caring responsibilities, trauma, stress, bereavement, domestic matters, emotional problems, anxiety/depression. They also provide support to managers on difficult conversations and team trauma support (critical incident).

Report to Cabinet

Item No. 17

Report Title: Finance Monitoring Report 2023-24 P2: May 2023

Date of Meeting: 3 July 2022

Responsible Cabinet Member: Cllr Andrew Jamieson (Deputy Leader and Cabinet Member for Finance)

Responsible Director: Harvey Bullen (Director of Strategic Finance)

Is this a Key Decision? No

If this is a Key Decision, date added to the Forward Plan of Key Decisions: N/A

Introduction from Cabinet Member

This report gives a summary of the forecast financial position for the 2023-24 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2024, together with related financial information.

Executive Summary

Subject to mitigating actions, on a net budget of £493.707m, the forecast revenue outturn for 2023-24 at the end of period 2 (May) is **a balanced budget**.

General Balances are forecast to be **£25.410m** at 31 March 2024 following transfers of £1m planned contribution from the revenue budget at the end of 2023-24. Service reserves and provisions are forecast to total **£152.479m**.

All significant cost pressures are taken into account in the forecasts in this report. Details of these pressures and progress on achieving savings are addressed in detail in this report.

Recommendations:

1. To approve the addition of **£0.535m** to the capital programme to address capital funding requirements funded mostly from various external sources as set out in detail in capital Appendix 3, paragraph 1.4 as follows:
 - Increase Children's Services funding from S106 contributions of £0.461m
 - £0.074m increase in Libraries funding from S106 contributions
2. To recommend to Council the addition of **£26.895m** to the capital programme for the following new scheme as set out in Capital Appendix 3, paragraph 4.2-4.3 as follows:
 - Approval of £26.895m King's Lynn Sustainable Transport and Regeneration Scheme (STARS) supported by £24.7m external funding and £2.025m NCC Borrowing as set out in Appendix 3 note 4.3
 - And, to note the inclusion of the £16.7m Corporate Property Retrofitting Plan approved at the 5th June 2023 Cabinet meeting, subject to Council approval.

3. Subject to Cabinet approval of recommendation 1 and Council approval of recommendation 2 to delegate:
 - 2.1) To the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any) and the award criteria; to shortlist bidders; to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme); to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary.
 - 2.2) To the Director of Property authority (notwithstanding the limits set out at 5.13.6 and 5.13.7 of Financial Regulations) to negotiate or tender for or otherwise acquire the required land to deliver the schemes (including temporary land required for delivery of the works) and to dispose of land so acquired that is no longer required upon completion of the scheme;
 - 2.3) To each responsible chief officer authority to:
 - (in the case of two-stage design and build contracts) agree the price for the works upon completion of the design stage and direct that the works proceed; or alternatively direct that the works be recompleted
 - approve purchase orders, employer's instructions, compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope
 - subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme or programme budget.
 - That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.
4. To recognise the period 2 general fund forecast revenue **of a balanced position**, noting also that Executive Directors will take measures to reduce or eliminate potential over-spends where these occur within services;
5. To recognise the period 2 forecast of 100% savings delivery in 2023-24, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
6. To note the forecast General Balances at 31 March 2024 of **£25.410m**.
7. To note the expenditure and funding of the revised current and future 2023-28 capital programmes including the significant reprofiling of £142.507m since April 2023 and the reduction in the capital programmes of £20.137m.

1. Background and Purpose

- 1.1. This report and associated annexes summarise the forecast financial outturn position for 2023-24, to assist members to maintain an overview of the overall financial position of the Council.

2. Proposals

- 2.1. Having set revenue and capital budgets at the start of the financial year, the Council needs to ensure service delivery within allocated and available resources, which in turn underpins the financial stability of the Council. Consequently, progress is regularly monitored, and corrective action taken when required.

3. Impact of the Proposal

- 3.1. The impact of this report is primarily to demonstrate where the Council is anticipating financial pressures not forecast at the time of budget setting, including the implications of the cost-of-living crisis, inflation and rising interest rates, together with a number of other key financial measures.

4. Evidence and Reasons for Decision

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

Appendix 1 summarises the revenue outturn position, including:

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

Appendix 2 summarises the key working capital position, including:

- Treasury management
- Payment performance and debt recovery.

Appendix 3 summarises the capital outturn position, and includes:

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

- 4.2. Additional capital funds will enable services to invest in assets and infrastructure as described in Appendix 3 section 4.

5. Alternative Options

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

6. Financial Implications

- 6.1. As stated above, the forecast revenue outturn for 2023-24 at the end of P2 is a **balanced budget** linked to a forecast 100% savings delivery. Forecast outturn for service reserves and provisions is **£152.479m**, and the general balances forecast is **£25.410m**.
- 6.2. Where possible service pressures have been offset by underspends or the use of reserves. A narrative by service is given in Appendix 1.
- 6.3. The Council's capital programme is based on schemes approved by County Council in February 2023, including previously approved schemes brought forward and new schemes subsequently approved.

7. Resource Implications

- 7.1. None, apart from financial information set out in these papers.

8. Other Implications

8.1. Legal Implications

In order to fulfil obligations placed on chief finance officers by section 114 of the Local Government Finance Act 1988, the Director of Strategic Finance continually monitors financial forecasts and outcomes to ensure resources (including sums borrowed) are available to meet annual expenditure.

8.2. Human Rights implications

None identified.

8.3. Equality Impact Assessment

In setting the 2023-24 budget, the council has undertaken public consultation and produced equality and rural impact assessments in relation to the 2023-24 Budget. An overall summary Equality and rural impact assessment report is included on page 341 of the Tuesday 21 February 2023 Norfolk County Council agenda. [CMIS > Meetings](#)

The Council maintains a dynamic [COVID-19 equality impact assessment](#) to inform decision making during the pandemic.

The Council's net revenue budget is unchanged at this point in the financial year and there are no additional equality and diversity implications arising out of this report.

8.4 Data Protection Impact Assessments (DPIA)

DPIA is not required as the data reported in this paper does not drill down to the personal data level.

9. Risk Implications/Assessment

- 9.1. Corporate risks continue to be assessed and reported on a quarterly basis to both Cabinet and the Audit Committee. The Council's key financial based corporate risk (RM002 - The potential risk of failure to manage significant reductions in local and national income streams) has been reviewed and refreshed in February 2023 to incorporate the 2023/24 budget and Medium-Term Financial Strategy 2023 -

2027 being set. Key risk mitigations include amongst others regular (monthly) financial reporting to Cabinet, working to the Medium-Term Financial Strategy and setting robust budgets within available resources.

- 9.2. Unlike many other parts of the public sector such as the NHS, local authorities are required by law to set a balanced budget. As part of their duties, the Director of Strategic Finance has a responsibility to report to members if it appears to him that the authority will not have sufficient resources to finance its expenditure for the financial year. The Director of Strategic Finance believes a balanced budget will be achieved in 2023-24.

10. Select Committee comments

- 10.1. None

11. Recommendation

- 11.1. Recommendations are set out in the introduction to this report.

12. Background Papers

- 12.1. Summary Equality and rural impact assessment [CMIS > Meetings](#) page 341

Officer Contact

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

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Appendix 1: 2023-24 Revenue Finance Monitoring Report Month 2

Report by the Director of Strategic Finance

1 Introduction

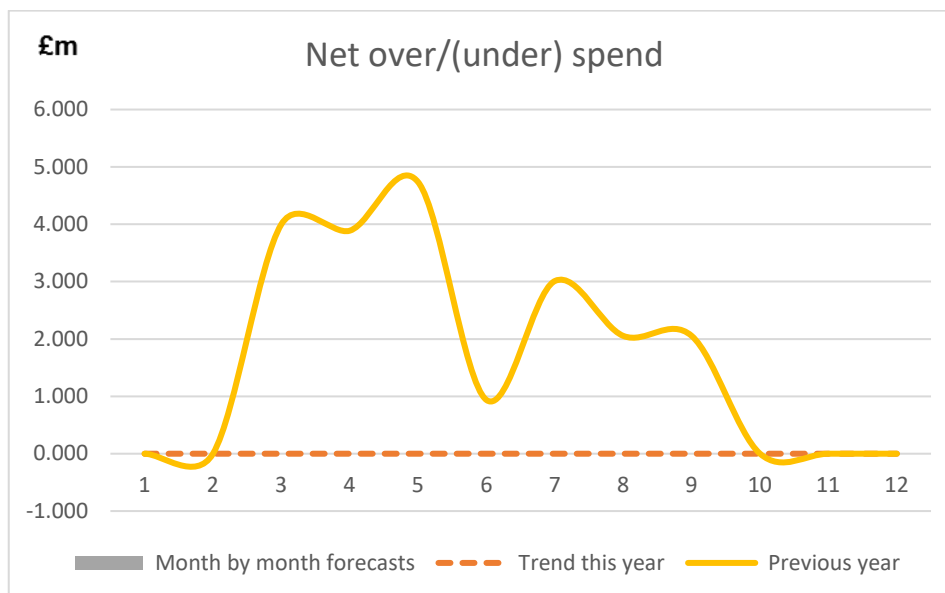
1.1 This report gives details of:

- the P2 monitoring position for the 2023-24 Revenue Budget
- additional financial information relating one-off funding, cost pressures and delivery of savings initiatives
- forecast General Balances and Reserves as at 31 March 2024 and
- other key information relating to the overall financial position of the Council.

2 Revenue outturn – over/(under)spends

2.1 At the end of May 2023, a balanced budget is forecast on a net budget of £493.707m.

Chart 1: forecast /actual revenue outturn 2023-24, month by month trend:



2.2 Executive Directors have responsibility for managing their budgets within the amounts approved by County Council. They have been charged with reviewing all their cost centres to ensure that, where an overspend is identified, action is taken to ensure that a balanced budget will be achieved over the course of the year.

- 2.3 Details of all under and overspends for each service are shown in detail in Revenue Annex 1 to this report, and are summarised in the following table:

Table 1: 2023-24 forecast (under)/overspends by service

Service	Revised Budget	Cost Pressures	(Under spends/ Savings)	Earmarked Reserves & Provisions Utilised	Net (under)/ overspend	%	R A G
	£m		£m		£m		
Adult Social Care	248.431	4.532	(2.996)	(1.536)	0	0%	G
Children's Services	233.688	0	0	0	0	0%	G
Community and Environmental Services	190.502	1.071	0	0	1.071	0.6%	G
Strategy and Transformation	24.193	0.504	(0.300)	(0.204)	0	0%	G
Finance	-203.107	0.004	(1.749)	0.674	(1.071)	0.5%	G
Total	493.707	6.111	(5.045)	(1.066)	0	0%	G

Notes:

- 1) the RAG ratings are subjective and account for the risk and both the relative (%) and absolute (£m) impact of overspends.
- 2) Planned use of Earmarked reserves and provisions set aside in 2022-23 in order to meet and fund additional pressures in 2023-24 are built into the revised budget. The table above highlights the use of reserves over and above the plan.

- 2.4 **Children's Services:** The very early forecast outturn as at Period 2 (end of May 2023) is balanced position, presuming use of budgeted reserves. There are initial indications of cost pressures within demand-led budgets, due to the nature of the services alongside the medium-term impact of Covid-19. These pressures include increased levels of inflation since the budget was set, along with challenging market forces that continue to exist outside of the Council's control (and seen nationally). These act as cost drivers for both demand-led social care placements and home to school transport, particularly for those with special educational needs and disabilities.
- 2.5 The number of social care placements for looked after children is higher than budgeted due to a small rise towards the end of the last financial year after the budget was set, following stability throughout the earlier part of 2022-23. These pressures will be carefully reviewed once the first quarter's data is available for the next forecast to see whether they are crystallising, and then will be kept under careful review throughout the year.
- 2.6 Key financial drivers the service experiences are in line with those pressures experienced last financial year. The factors previously identified have not eased off and, in many cases, have continued to increase, with many elements being unpredictable in nature and close review will be maintained of these:
- Market forces, beyond the Council's control, are significantly impacting our ability to purchase the right placements at the right cost;
 - An unhelpfully rigid approach from the regulator (Ofsted) - challenging care settings in a way which makes them unwilling to work with young people with complex needs or drives a demand for very large packages of additional support;
 - An unprecedented worsening of emotional wellbeing and mental health amongst children, young people and parents;

- A significant rise in 'extra familial harm', including county lines and exploitation of young people;
- An underlying trend of increasing special educational needs and disabilities, including some children with complex disabilities surviving into later childhood as a result of medical advances;
- An additional strain on families as a result of the pandemic and hidden harm with families locked down together;
- The demand-led aspects of placement and transport provision for children with special needs;
- The shortage in housing available for post-18-year olds;
- Ongoing shortages of staff in key professional specialisms

Furthermore, the cost-of-living crisis is an additional factor that emerged during the last financial year, and it is currently unclear what impact this may have upon demand as well as our own workforce.

- 2.7 Children's Services continues to undertake a substantial transformation programme to both improve outcome for children and young people as well as delivering financial savings. With the aim of mitigating emerging pressures, management action is being taken within the department to reduce these risks where possible.
- 2.8 **Adult Social Services:** The forecast outturn as at Period 2 (end of May 2023) is a balanced position. With Adult Social Care (ASC) being a demand led service, the budget to provide it always operates under a degree of uncertainty. The ASC service has a significant savings and transformation agenda it is seeking to deliver this financial year. In addition, within its recovery programme there is a significant emphasis on reducing the backlogs that had developed during the pandemic. We are pleased to have seen reductions in a number of these areas, with particular success in reducing our interim care list from 700 to 70 people in the last 12 months. A critical element of the financial position for the department will be the continued effective management of this work and the financial outcomes that ensue.
- 2.9 As over 70% of the ASC budget is spent with independent providers, it is only right to acknowledge the continued financial risk the current economic conditions place on these care markets. Whilst the Council was able to invest £30m into the market as part of its 2023/24 fee uplift, the continued economic uncertainty may well have a destabilising impact on individual providers. We continue to work with our care providers and the Care Association to understand the steps required to provide sustainability and quality improved, including our work on both the Market Position Statement and the Market Sustainability Plan.
- 2.10 The department continues to work with its partners in the Integrated Care System (ICS) to manage system pressures around hospital discharge both from acute hospital and the wider Transforming Care Programme. The ICS itself continues to operate in a challenging financial environment, with the Integrated Care Board (ICB) itself having to undertake a significant reduction in operating costs.
- 2.11 Both internally to the department, and within the wider care sector, availability of staff continues to be a challenge. Internally we have had more success recently in recruiting and retaining certain types of roles. Equally, a number of vacancies have been removed via the Strategic Review and therefore it is unlikely that the department will see the level of staff underspends that it has had in previous years. However,

there are certain qualified roles that remain hard to fill at scale and therefore it is important we deliver on our longer term workforce plan.

- 2.12 Whilst recognising the uncertainties described above, the level of ASC departmental reserves to manage these risks in the short term remain strong. Longer term, the landscape of Social Care remains uncertain with elements of its reform delayed until at least October 2025. a newly introduced inspection/assurance regime, and no long term funding settlement.
- 2.13 **CES:** We are currently forecasting a £1.071m overspend position, this is wholly driven by the forecast overspend in Corporate Property related to utilities. Whilst significant inflationary uplifts were applied to the budgets for 2023-24 these were insufficient given the sustained price increases in both electricity and gas.
- 2.14 The other services within CES continue to be challenged by the level of inflation which places greater risk on achieving the budget across all services but particularly utilities and maintenance costs. We will continue to monitor this throughout the year and report the impacts once they become clearer.
- 2.15 Waste volumes at Recycling Centres and kerbside collections have been highly volatile over the last two years. The budget allows for an increase in waste volumes, we continue to monitor volumes closely and the long-term impacts on the budget.
- 2.16 Over the last two years we have seen significant pressures on income budgets due to the pandemic. We have addressed a number of risk areas through the MTFS, however we will continue to monitor income budgets closely.
- 2.17 **Corporate services:** The Strategy and Transformation and Governance directorates are forecasting a balanced position.
- 2.18 **Finance:** Finance forecast for P2 is a £1.071m underspend. Forecast underspends are due to interest payable costs being £0.417m less than budgeted due to the timing of borrowing and sustained low interest rates on borrowing undertaken in 2022-23. The same higher interest rates and cash holdings has contributed to an increased interest receivable forecasted of £1.332m over budget for both treasury and non-treasury investments held. This is offset by £0.674m to be added to the Business Risk Reserve.
- 2.19 Further details are given in Appendix 1: Revenue Annex 1.

3 Approved budget, changes and variations

- 3.1 The 2023-24 budget was agreed by Council on 21 February 2023 and is summarised by service in the Council's Budget Book 2023-24 (page 19) as follows:

Table 2: 2023-24 original and revised net budget by service

Service	Approved net base budget	Revised budget P2
	£m	£m
Adult Social Care	249.526	248.431
Children's Services	232.593	233.688
Community and Environmental Services	191.754	190.502
Strategy and Transformation	22.941	24.193
Finance	(203.107)	(203.107)
Total	493.707	493.707

Note: this table may contain rounding differences.

- 3.2 The revised budgets at May 2023 reflect the changes arising from the transfer of whole services from the Finance and Commercial Services budget into other Departments from April 2023, following the departure of the Executive Director of Finance and Commercial Services.
- 3.3 It should be noted that there will be further budget changes as a result of the implementation of the Strategic Review and these will be completed as in-year 2023-24 budget adjustments as the implementation progresses. These adjustments do not change the overall County Council Budget for 2023-24 of £493.707m.

4 General balances and reserves

General balances

- 4.1 At its meeting on 21 February 2023, the County Council agreed a minimum level of general balances of £25.340m in 2023-24. The balance at 1 April 2023 was **£24.410m** following transfers of £0.570m from a contribution to General Balances and Finance General underspends at the end of 2022-23. The forecast for 31 March 2023 is **£25.410m**, taking into account the forecast balanced budget and a £1m contribution to general balances provided for in the 2023-24 budget.

Reserves and provisions 2023-24

- 4.2 The use of reserves anticipated at the time of budget setting was based on reserves balances anticipated in January 2023. Actual balances at the end of March 2023 were higher than planned, mainly as a result of grants being carried forward, including Safety Valve and COVID-19 grants and reserves use being deferred.
- 4.3 The 2023-24 budget was approved based on a closing reserves and provisions (excluding DSG reserves) of £162.995m as at 31 March 2023. This, and the latest forecasts are as follows.

Table 3: Reserves budgets and forecast reserves and provisions (excluding LMS/DSG)

Reserves and provisions by service	Actual balances 1 April 2023	Increase in March 2023 balances after budget setting	2023-24 Budget book forecast 1 April 2023	Latest forecast balances 31 March 2024
	£m	£m	£m	£m
Adult Social Services	56.058	10.860	45.198	23.263
Children's Services (inc schools, excl LMS/DSG)	13.951	7.533	6.418	10.584
Community and Environmental Services	65.691	13.179	52.512	68.291
Strategy and Transformation	5.669	0.204	5.465	5.565
Finance	44.235	11.460	32.775	35.674
Schools LMS balances	16.078	-4.549	20.627	9.102
Reserves and Provisions including LMS	201.682	38.687	162.995	152.479
DSG Reserve (negative)	(45.877)	27.736	(73.613)	(59.526)

- 4.4 Covid grants and other grants and contributions brought forward at 31 March 2023 resulted in reserves and provisions being £38.687m higher than had been assumed at the time of budget setting. The majority of these reserves will be used to address planned service provision during 2023-24. The latest forecast net total for reserves and provisions at 31 March 2024 has decreased by £49.203m when compared with the opening balance at 1 April 2023, down to £152.479m. The bulk of the movement in forecast relates to the reduction in the Schools LMS Balances projected for 2023-24 down to £9.102m. This is an early forecast and is expected to adjust further through the year bringing the forecast closer to the Budget Book forecast for 31 March 2024 of £162.995m.
- 4.5 **Dedicated Schools Grant (DSG):** The latest forecast DSG Reserve is based on the latest modelling of the Dedicated Schools Grant (DSG) Recovery Plan after the 2022-23 outturn and early data. An in-year deficit of c. £25.149m is forecast, in line with the budgeted deficit, partially offset by contributions from NCC and DfE in line with the Safety Valve agreement of (£5.5m) and (£6m). This will increase the DSG Reserve to £59.526m by 31 March 2024 due to the invest to save element of the plan. It should be noted that this is an early forecast before the new academic year in September when there can be significant changes to placements.
- 4.6 The areas of most significant cost pressure continue to be independent school placements along with post-16 provision and maintained special school placements. These will continue to be kept under close review given the demand-led nature of these budgets. These budgets will continue to be kept under close review.
- 4.7 Officers have also raised concerns about the imbalance in the market with representatives of the DfE and requested support regarding regulation, to better support the control of costs and improving the outcomes for children and young people within these placements.
- 4.8 Despite the pandemic, significant work by NCC, Norfolk Schools Forum and the wider system continues to take place as part of the Children's Services Transformation Programme both to ensure that the right specialist provision is in the right place to

meet needs (i.e. the capital investment), whilst also progressing work to transform how the whole system supports additional needs within mainstream provision.

4.9 NCC reports the forecast position each term to the Norfolk Schools Forum, in line with DfE expectations and feedback from the Forum continues to be sought.

4.10 **Provisions included in the table above**

The table above includes forecast provisions of £32.263m comprising:

- £11.7m insurance provision,
- £12.8m landfill provision (this provision is not cash backed),
- £5.848m provisions for bad debts,
- £1.639m business rates appeals provision, and
- £0.250m - a small number of payroll related provisions.

5 **New/Confirmed Funding**

5.1 **Supported Accommodation Reforms:** On 28 April 2023 the government introduced new requirements for providers of supported accommodation for looked after children and care leavers aged 16 and 17. This new legislation will require all providers of supported accommodation to be registered and regulated by OFSTED from 28 October 2023. The Minister of State for Education announced an extra £14.550m funding to support local authorities in delivering these new requirements. Norfolk County Council's share of this funding is £0.787m, to be received in 4 quarterly instalments of £0.196m.

6 **Budget savings 2023-24 summary**

6.1 In setting its 2023-24 Budget, the County Council agreed net savings of £59.703m. Details of all budgeted savings can be found in the 2023-24 Budget Book. A summary of the total savings forecast to be delivered is provided in this section.

6.2 The latest monitoring reflects total forecast savings delivery of £59.538m at year end.

6.3 The forecast savings delivery is anticipated as shown in the table below:

Table 5: Analysis of 2023-24 savings forecast

	Adult Social Services	Children's Services	Community and Environmental Services	Strategy and Transformation	Finance General	Total
	£m	£m	£m	£m	£m	£m
Budget savings	28.040	12.517	10.904	2.542	5.700	59.703
Period 2 forecast savings	28.040	12.462	10.794	2.542	5.700	59.538
Savings shortfall (net)	0.000	0.055	0.110	0.000	0.000	0.165

Commentary on savings risk areas

6.4 The forecast savings for 2023-24 as at May 2023 is £59.538m against a budgeted savings target of £59.703m. A shortfall of £0.055m has been reported in Children's Services and £0.110m in Community and Environmental Services. Some saving programmes have highlighted risk areas which will need to be kept under review. Any updates to the forecast delivery of savings will be included in future monitoring to Cabinet.

Adult Social Services

6.5 Adult Social Services has a significant £28.040m savings target in 2023/24 comprising additional benefits from existing savings initiatives such as the Connecting Communities Programme (ASS030), delivering market utilisation efficiencies through contract performance management (ASS031), continued implementation of the Learning Disabilities transformation programme (ASS032), ongoing benefits from use of Assistive Technology and substantial further use of reserves.

6.5 Our major departmental transformation Programme "Connecting Communities" continues to work at pace to embed the new ways of working across the service and to ensure that the benefits are sustainable.

6.7 At this early stage of the year, any presenting savings risk is being managed and therefore full savings delivery are currently being reported. However, there are emerging risks which may mean in future periods adverse forecasts need to be applied. Our Norse Care contract has had a multi-year savings target to deliver a wholesale transformation of the offer and ensure it is fit for the future types of demand we expect to face. Due to delay to the transformation programme it is unlikely that recurrent savings will be achieved this year. There is expected to be one off partial mitigation from contract refunds for units out of commission. There are also potential risks around the savings associated with the Physical Disability service due to the timing of the creation of an 18-65 operational service which will support this saving once established.

Children's Services

- 6.10 At this early stage it is anticipated that all budgeted savings within Children's Services will be delivered in 2023-24 except for S2324CS035 Post 16 transport: remove option to pay a daily fare (currently only available on local buses which charge fares) £0.055m saving which will no longer be delivered.
- 6.11 The forecast assumes that remainder of the savings will be delivered during the remainder of the financial year; significant deviation from these plans could result in an overspend forecast. Therefore, expected delivery of savings will continue to be kept under close review.

Community and Environmental Services

- 6.12 At this early stage it is anticipated, unless stated separately, all budgeted savings within Community and Environmental Services will be delivered in 2023-24. One of the savings (S2324FCS021) relates to further income from commercialisation of property assets including County Hall. Given the new tenants were not utilising the space from 1 April there will be an estimated shortfall against the saving in 2023-24 of £0.110m due to rent not being charged for the full year.

2024-25 to 2026-27 savings

- 6.13 Budget setting in 2023-24 saw the approval of further investment in essential services through both the removal of previously planned savings and the recognition of cost pressures. As such the savings plan assumes an increase in budget of £6.197m for 2024-25 followed by savings of £0.669m for 2025-26 and £2.285m savings in 2026-27. The deliverability of these savings, including any 2023-24 savings that are permanently undeliverable, will be considered as part of the budget setting process for 2024-28.

Revenue Annex 1

Forecast revenue outturn

Revenue outturn by service

The forecast net balanced budget is a result of a range of underlying forecast over and underspends which are listed below.

Revenue budget outturn by service – detail

	Revised Budget	Overspend	Under spend	Forecast net spend
		£m	£m	
Adult Social Services				
Purchase of Care		2.594		
Director of Commissioning		0.800		
Director of Community Health & Social Care		0.978		
Director of Community Social Work		0.160		
Director of Strategy & Transformation			(0.033)	
Public Health		0	0	
Management, Finance & HR			(4.499)	
Net total	248.431	4.532	(4.532)	248.431
Children's Services				
Net total	233.688		0	233.688
Community and Environmental Services				
Corporate Property Utilities inflation cost pressure		1.071		
Net total	190.502	1.071	0	191.573
Strategy and Transformation				
Net overspends		0.204		
Use of reserves			(0.204)	
Net Total	24.193	0.204	(0.204)	24.193
Finance				
Interest Payable – savings secured on borrowing undertaken in 22-23 at lower interest rates			(0.417)	
Interest Receivable			(1.332)	
Miscellaneous cost pressures and underspends		0.004		
Increase in Business Risk Reserves		0.674		
		0.678	(1.749)	
Net total	-(203.107)		(1.071)	-204.178
TOTAL	493.707			493.707

Revenue Annex 2 – Dedicated Schools Grant Reserve

<i>Dedicated schools grant</i>	Reserve as at 31 Mar 23	Revised Budget (A)	Budgeted Reserve as at 31 Mar 24	Forecast Spend (B)	(Over) / under spend A-B	Forecast Reserve as at 31 Mar 24
High Needs Block		25.149		25.149	0.000	
DfE Safety Valve funding				-6.000	6.000	
NCC Safety Valve contribution				-5.500	5.500	
Increase in net deficit to be carried forward		-25.149		-13.649		
Forecast (over) / under spend					11.500	
Net deficit (DSG Reserve)*	-45.877		-73.613			-59.526

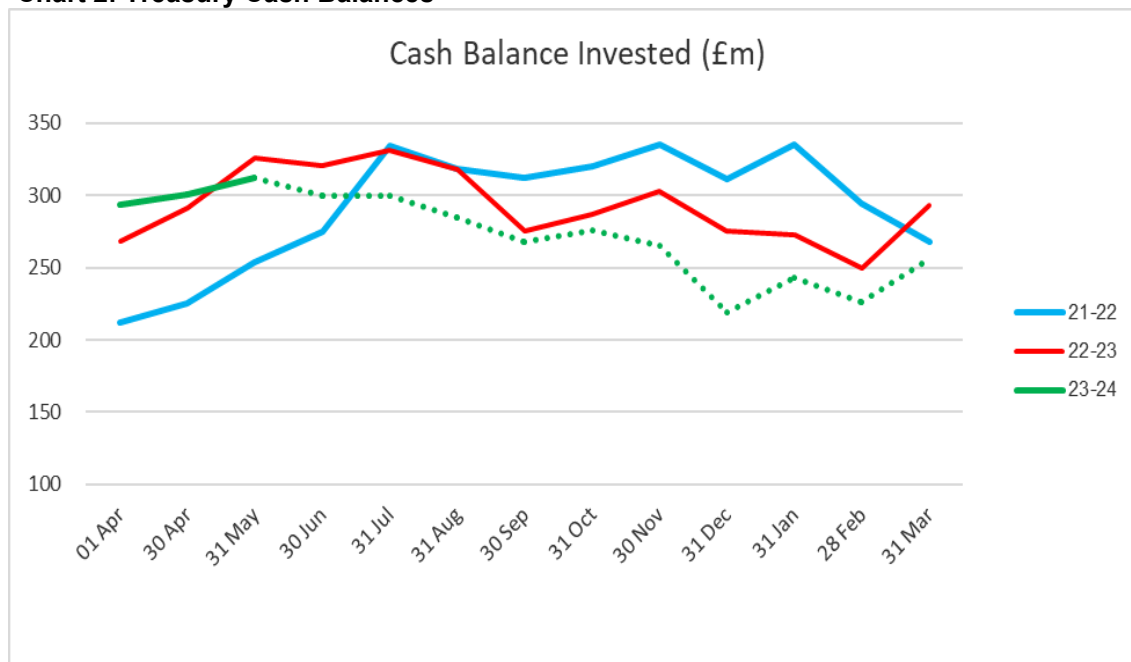
*The Budget Reserve of (£73.613m) was set before the Safety Valve Agreement was confirmed and therefore does not include the £28m received from the Department for Education in March 2023.

Appendix 2: 2023-24 Balance Sheet Finance Monitoring Report Month 2

1 Treasury management summary

- 1.1 The corporate treasury management function ensures the efficient management of all the authority's cash balances. The graph below shows the level of cash balances over the last two financial years to 31st March, and projections to March 2024.

Chart 2: Treasury Cash Balances

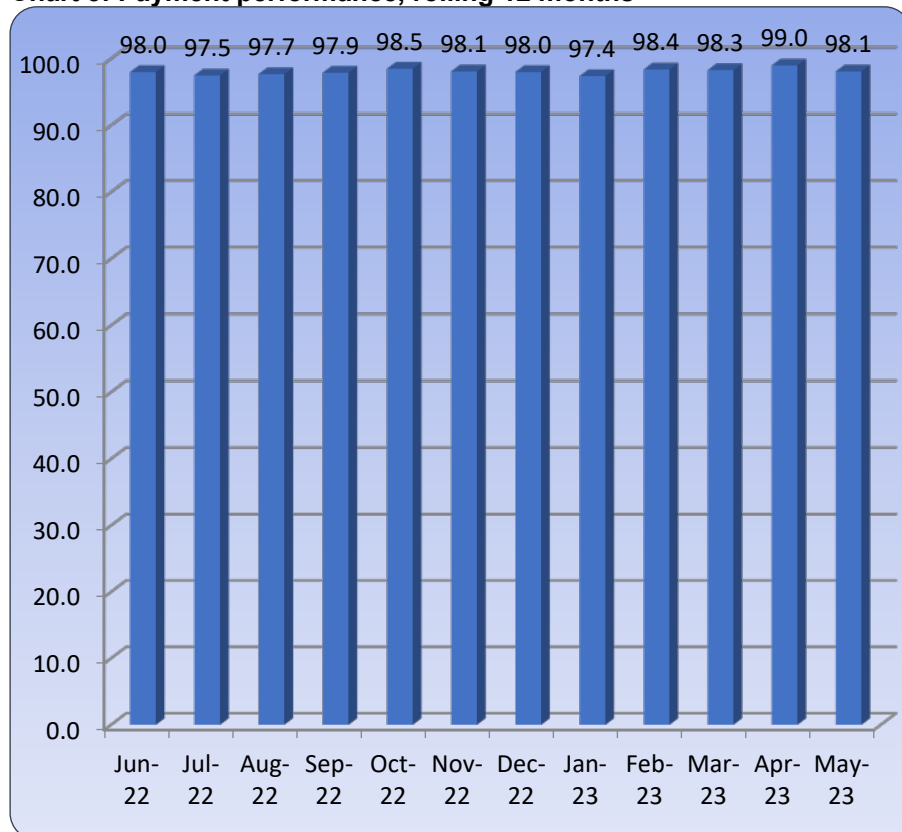


- 1.2 The Council's Treasury Strategy assumes that £65m may be borrowed in 2023-24 to fund capital expenditure in year. The forecast cash flow above assumes that this amount will be borrowed over the course of the financial year, resulting in a closing cash balance of approximately £256m. If, in order to minimise the cost of carrying unnecessary borrowing, no borrowing was to take place before 31 March 2024, then the projected year-end cash balances will be approximately £191m.
- 1.3 The Council has healthy cash balances for the immediate future with cash balances of £312m as at the end of May 2023. The P2 forecast of Interest receivable from treasury investments held by the Council is £1.883m; which is a £0.802m saving against the revenue budget.
- 1.4 PWLB and commercial borrowing for capital purposes was £845.917m at the end of May 2023. The associated annual interest payable on existing borrowing is £30.720m.
- 1.5 The forecast interest payable for 2023-24 for P2 is in line with the budget of £32.511m assuming the £65m planned borrowing takes place.

2 Payment performance

- 2.1 This chart shows the percentage of invoices that were paid by the authority within 30 days of such invoices being received. Some 470,000 invoices are paid annually. 98.1% were paid on time in May 23 against a target of 98%. The percentage has remained above the target of 98% in the last 12 months.

Chart 3: Payment performance, rolling 12 months



Note: The figures include an allowance for disputes/exclusions.

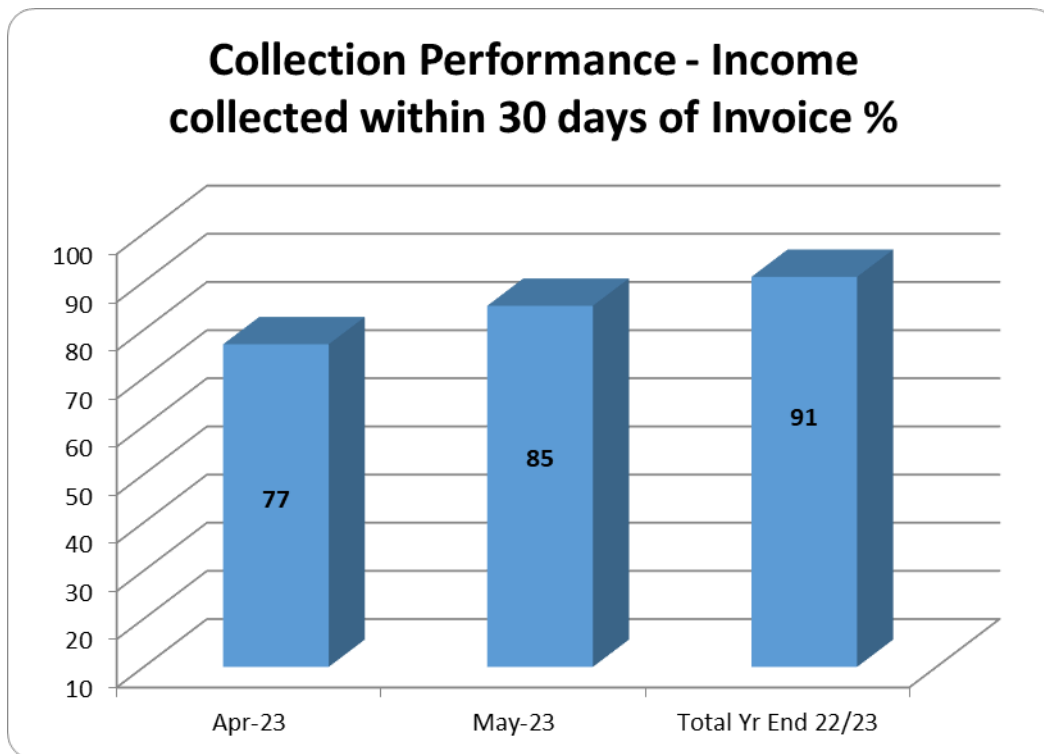
3 Debt recovery

- 3.1 **Introduction:** In 2022-23 the County Council raised over 126935 invoices for statutory and non-statutory services. These invoices totalled in excess of £1.197bn. Through 2022-23 91.2% of all invoiced income was collected within 30 days of issuing an invoice, with 98% collected within 180 days.

Debt collection performance measures – latest available data

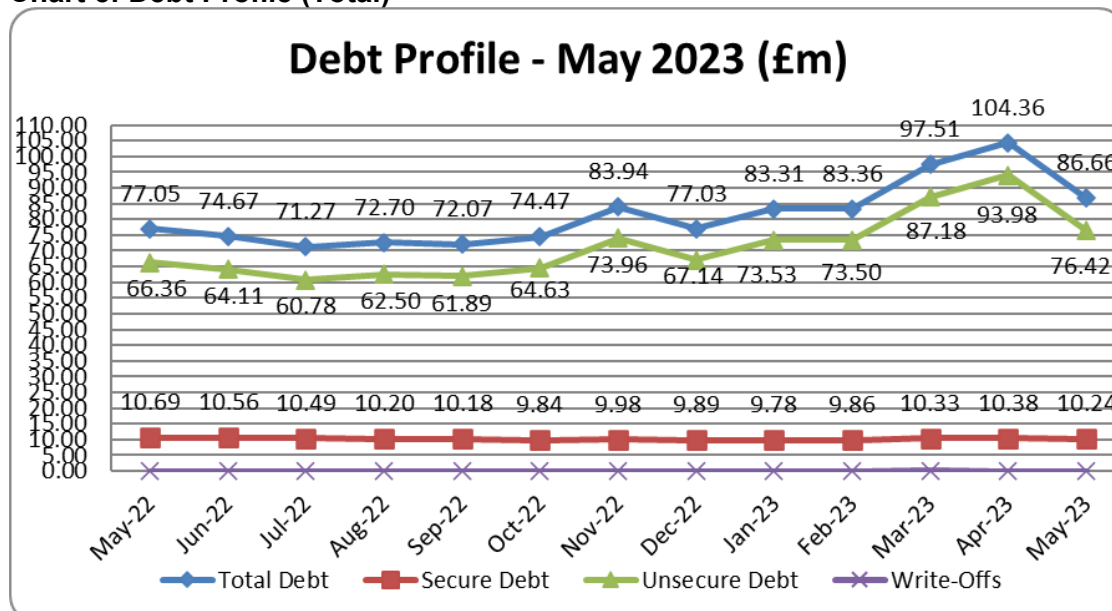
- 3.2 The proportion of invoiced income collected within 30 days for invoices raised in the previous month – measured by value – was 85% in May 23.

Chart 4 :Latest Collection Performance



- 3.3 The value of outstanding debt is continuously monitored, and recovery procedures are in place to ensure that action is taken to recover all money due to Norfolk County Council. The level of debt is shown in the following graph:

Chart 5: Debt Profile (Total)



- 3.4 The overall level of unsecure debt decreased by £17.56m in May 2023. Of the £76.42m unsecure debt at the end of May 23; £13.25m is under 30 days, £1.74m has been referred to NPLaw, £1.1m is being paid off by regular instalments and £11.14m is awaiting estate finalisation. The largest area of unsecure debt relates to charges for

social care, £61.22m, of which £9.62m is under 30 days and £24.58m is debt with the CCG's for shared care, Better Care Pooled Fund, continuing care and free nursing care. The overall debt with the CCGs has decreased by £15.14m in May 2023.

- 3.5 Secured debts amount to £10.24m at 31 May 2023. Within this total £3.53m relates to estate finalisation where the client has died, and the estate is in the hands of the executors.
- 3.6 **Debt write-offs:** In accordance with Financial Regulations and Financial Procedures, Cabinet is required to approve the write-off of debts over £10,000. The Director of Strategic Finance approves the write-off of all debts up to £10,000.
- 3.7 Service departments are responsible for funding their debt write-offs. Before writing off any debt all appropriate credit control procedures are followed.
- 3.8 For the period 1 April 2023 to 30th April 2023, 38 debts less than £10,000 were approved to be written off following approval from the Director of Strategic Finance. These debts totalled £3,879.37.

Appendix 3: 2023-24 Capital Finance Monitoring Report

Report by the Director of Strategic Finance

1 Capital Programme 2023-27+

- 1.1 On 21 February 2023, the County Council agreed a 2023-24 capital programme of £351.054m with a further £605.917m allocated to future years', giving a total of £956.971m. This was based on a forecast outturn for 2022-23 of £283.583m
- 1.2 The Capital Programme was increased by £62.938m in March 2023 following the receipt of various sources of external funding. The bulk of this additional funding was reprofiled into 2023-24 leaving a reported Capital Outturn of £217.273m for 2022-23 as reported to Cabinet on 5 June 2023.
- 1.3 £125.940m was moved from 2022-23 into 2023-24 and future years resulting in an overall capital programme at 1 April 2023 of £1,085.104m. This prompted a review of the capital programme – Review Round 1 to address the viability of delivering a £462.690m capital programme in 2023-24. Further in-year adjustments have resulted in the capital programme shown below:

Table 1: Capital Programme budget

	2023-24 budget	Future years
	£m	£m
Uplifts to existing schemes approved in February 2023	1.219	4.548
New schemes approved in February 2023	13.685	20.737
Previously approved schemes brought forward	336.150	580.632
Totals in 2022-27+ Budget Book (total £956.971m)	351.054	605.917
Schemes re-profiled after budget setting (£125.940m)	109.443	16.497
New schemes approved after budget setting including new grants received	2.193	
Revised opening capital programme (total £1,085.104m)*	462.690	622.414
Re-profiling since start of year	-142.507	142.507
Other movements including new grants and approved schemes	-31.176	11.039
Total capital programme budgets (total £1,064.967m)	289.007	775.960

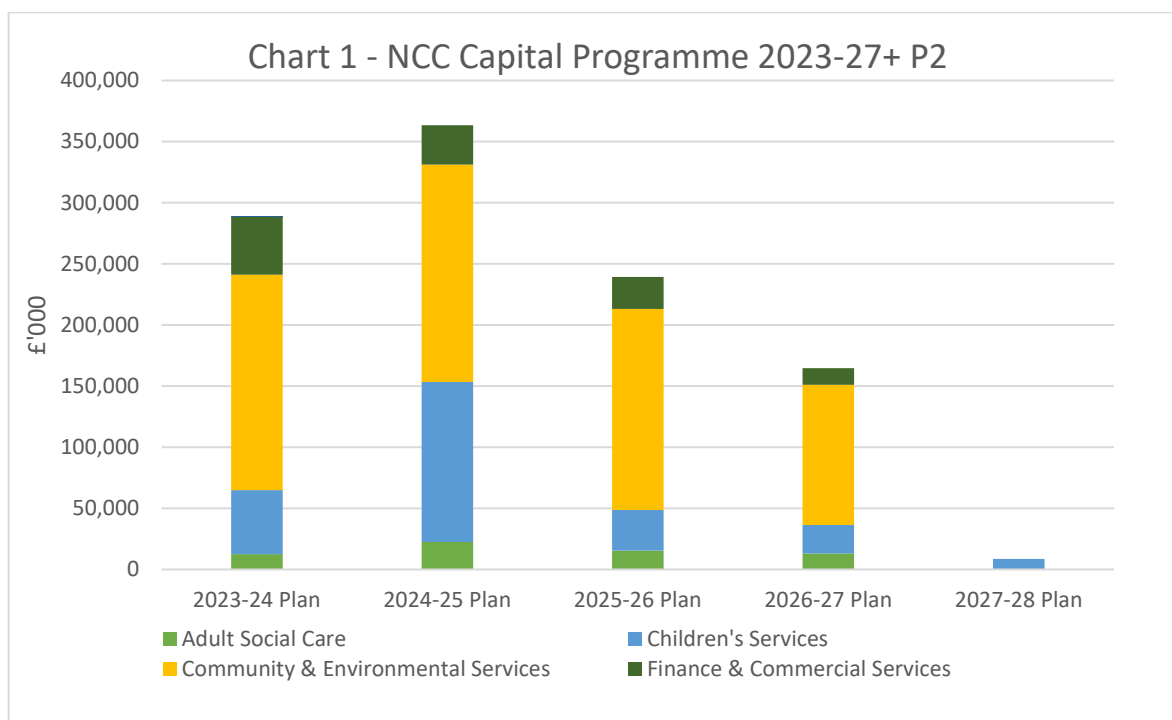
*Previously reported as £1,122.058m to June Cabinet which included a double count of £36.954m external funding. This error has been corrected in the table above

Note: this table and the tables below contain rounding differences

- 1.4 Following the significant slippage in capital schemes from the prior year, the Council undertook a review of all schemes (Capital Review Round 1) and reprofiled £142.507mm from 2023-24 into future years. The review also adjusted for changes in NCC borrowing required and updates for grant funded projects resulting in the following changes:

- Increase Children's Services funding from S106 contributions of £0.461m

- £0.074m increase in Libraries funding from S106 contributions
- £2.2m reinstatement of Repton's revolving loan facility
- (£2.723m) reduction in Growth & Development schemes
- (£1.924m) reduction in NFRS schemes
- (£12.404m) reduction in Highways schemes external funded projects
- (£5.821m) reduction in various Corporate Property schemes

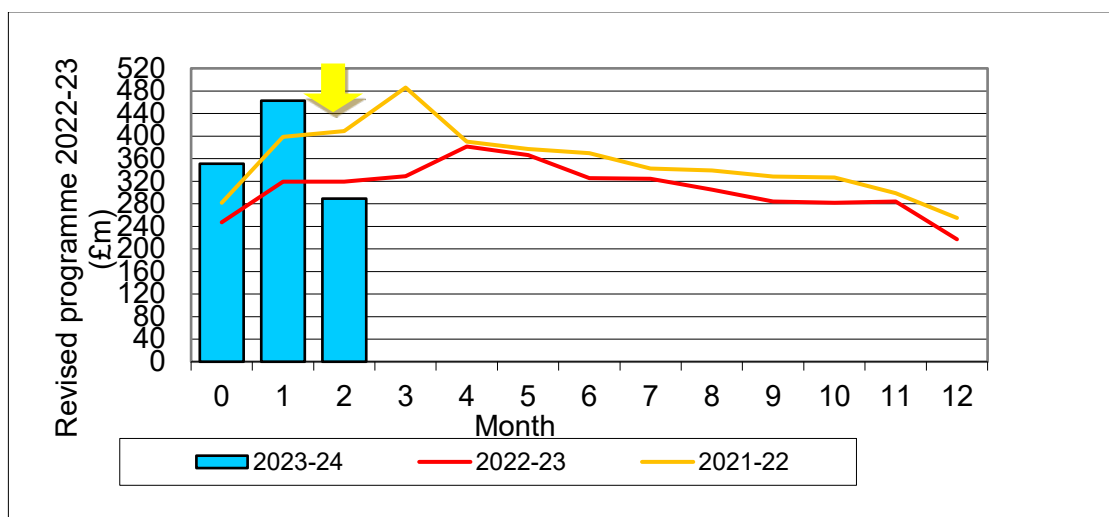


- 1.5 Chart 1 shows that the bulk of the reprofiling of capital budgets has transferred to 2024-25, bringing that year's total capital programme to £363.409m. This is over £100m higher than the Council's run rate from previous years. The Council is continuously reviewing the forecast for capital schemes in 2023-24 and will extend this review into the 2024-25 financial year to improve the accuracy of the phasing of capital projects.
- 1.6 The Capital Programme will also be updated for notifications of capital grant funding. The Council will adjust the profile of capital expenditure funded from NCC borrowing accordingly to accommodate the grant funded projects in the current year.
- 1.7 The full impact of slippage in the current year capital programme will be reflected in Capital Monthly Reporting to cabinet in future months.

Changes to the Capital Programme

- 1.8 The following chart shows changes to the 2023-24 capital programme through the year. The current year capital programme tends to build up in the first half of the year as the Council receives notification of central government capital grants and then gradually settles down to a sustainable delivery level as projects are fled and reprofiled as schemes develop.

Chart 1: Current year capital programme through 2023-24



- 1.9 Month "0" shows the 2023-24 capital programme at the time of budget approval, with schemes reprofiled from the prior year after budget setting shown in month 1, followed by the most up to date programme. The current year programme will change as additional funding is secured, and when schemes are re-profiled to future years as timing becomes more certain.
- 1.10 The P2 Capital Programme of £289.007m is between £30-60m higher than the capital programme delivered in the last two years (£217.0m – 22-23 and £254.87m – 21-22). Therefore, we can expect a similar trend of reprofiling to occur in 2023-24
- 1.11 In P2 the Council departments completed its first round of reviews (Capital Review Round 1) to identify any reprofiling due and to release any budgets that are no longer deemed to be economically viable given the current climate of rising interest rates. This resulted in £142.507m being reprofiled into future years.
- 1.12 Following the Strategic Review restructure of services, the capital projects have been moved into their new service areas. The opening programme has been restated to reflect the new structure. The current year's capital budget is as follows:

Table 2: Service capital budgets and movements 2023-24

Service	Opening programme	Reprofiling since previous report	Other Changes since previous report	2023-24 latest Capital Budget
	£m	£m	£m	£m
Adult Social Care	12.670	0.000	0.000	12.670
Children's Services	128.733	-73.510	-3.085	52.138
Community & Environmental Services	285.486	-51.746	-28.093	205.647
Finance	24.342	-17.250	0.000	7.092
Strategy & Transformation	11.460	0.000	0.000	11.460
Total	462.692	-142.507	-31.178	289.007

Note: this table may contain rounding differences.

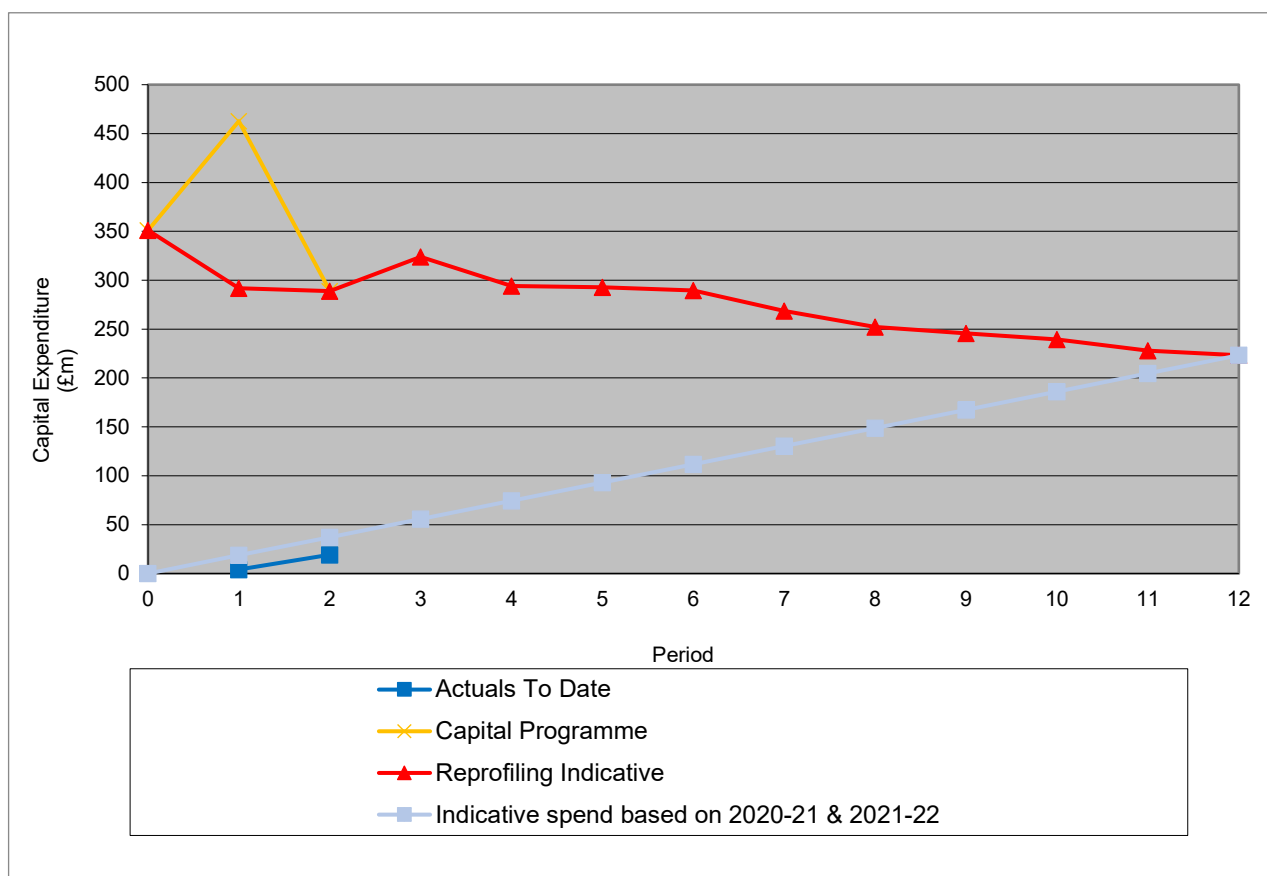
- 1.13 The revised programme for future years (2023-24 to 2026-27) is as follows:

Table 3: Capital programme future years 2022+

Service	Previously reported future programme	Reprofilng since previous report	Other Changes since previous report	2022+ Future Capital Budget
	£m	£m	£m	£m
Adult Social Care	51.083	0.000	0.000	51.083
Children's Services	118.941	73.510	3.544	195.995
Community & Environmental Services	423.651	51.746	5.295	480.693
Finance	3.093	17.250	2.200	22.543
Strategy & Transformation	25.646	0.000	0.000	25.646
Total	622.414	142.507	11.039	775.960

Note: this table contains rounding differences

- 1.14 The graph below shows the movement on the current year capital budget and year to date capital expenditure:



- 1.15 The graph shows that actual year to date capital spend is ahead of the opening forecast, which was based on the opening capital programme and an indicative calculation based on previous years' expenditure. It also shows that expected reprofiling of budgets to future years as the progress on projects becomes clearer. As a result, capital expenditure 23-24 forecast at P2 is £223.249

- 1.16 Whilst the forecast takes into account the historical tendencies for capital slippage, it does not reflect recent inflationary cost pressures in the costs of construction. We are also currently seeing high levels of inflation on the cost of construction schemes and will continue to monitor this risk and review the potential pressures on the capital programme. The impact of cost pressures on the capital programme forecast will be picked up as part of the regular capital monitoring process.

2 Financing the capital programme

- 2.1 Funding for the capital programme comes primarily from grants and contributions provided by central government and prudential borrowing. These are supplemented by capital receipts, developer contributions, and contributions from revenue budgets and reserves.

Table 4: Financing of the capital programme

Funding stream	2023-24 Programme	Future Years Forecast
	£m	£m
Prudential Borrowing	128.334	352.938
Use of Capital Receipts (see note 2.2)	-	-
Revenue & Reserves	0.251	-
<i>Grants and Contributions:</i>		
DfE	27.653	64.807
DfT	101.721	330.360
DoH	0.190	-
DLUHC	-	-
DCMS	-	-
DEFRA	-	-
Developer Contributions	21.179	15.689
Other Local Authorities	2.454	7.366
Local Enterprise Partnership	1.109	3.800
Community Infrastructure Levy	2.911	1.000
National Lottery	3.039	-
Academies	0.166	-
Commercial Contributions	-	-
Business rates pool fund	-	-
Other	-	-
Total capital programme	289.007	775.960

Note: this table may contain rounding differences

- 2.2 For the purposes of the table above, it is assumed that all capital receipts will be applied directly to the re-payment of debt and transformation projects, rather than being applied to fund capital expenditure. Any proposals to utilise capital receipts to fund in-year capital expenditure are recommended to Cabinet for approval (see section 3 below) and will be applied in line with the Council's Minimum Revenue Provision Statement.
- 2.3 Developer contributions are funding held in relation to planning applications. Section 106 (Town and Country Planning Act 1990) contributions are held in relation to specific projects: primarily schools, with smaller amounts for libraries and highways. The

majority of highways developer contributions are a result of section 278 agreements (Highways Act 1980).

3 Capital Receipts

- 3.1 The Council's property portfolio is constantly reviewed to ensure assets are only held where necessary so that capital receipts or rental income can be generated. This in turn reduces revenue costs of the operational property portfolio.
- 3.2 The capital programme, approved in February 2023, gave the best estimate at that time of the value of properties available for disposal in the four years to 2026-27, totalling £18.744m.

Table 5a: Disposals capital programme forecast

Financial Year	Property sales forecast £m
2023-24	3.678
2024-25	4.640
2025-26	6.641
2026-27	3.785
	18.744

The timing of future year sales is the most optimistic case and may slip into future years if sales completions are delayed.

- 3.3 The revised schedule for current year disposals is as follows:

Table 5b: Capital receipts and forecast use current financial year £m

Capital receipts 2023-24	£m
Capital receipts reserve brought forward	21.947
Loan repayments – subsidiaries forecast for year	1,364
Loan repayments – LIF loan repayments to date	3.706
Capital receipts to date	
Capital receipts in year	0.455
Capital Receipts forecasted for asset disposals subject to contract	4.608
Secured capital receipts to date	5.063
Potential current year farms sales	0.812
Potential current year non-farms sales	0.355
Potential development property sales	1.700
Potential capital receipts	2.867
Forecast available capital receipts	34.812
Forecast use of capital receipts	
Maximum flexible use of capital receipts to support transformation costs	3.000
Repayment of CIL supported borrowing and Capital Loans	5.070
To fund short-life assets – IT and VPE	20.000
Total Capital Receipts Utilisation	28.070
Capital Receipts Reserve to carry forward	6.742
Norwich Western Link Reserve	5.061

- 3.4 As can be seen from this table, enough capital receipts have been secured to support the use of capital receipts to support transformation costs, short-life capital expenditure and the Norwich Western Link project, previously approved by County Council.
- 3.5 Further sales will contribute to the capital receipts reserve which can be used to reduce the external borrowing requirement, fund debt repayments, flexible use of capital receipts or to directly fund capital expenditure, thereby reducing the Capital Funding Requirement (CFR).
- 3.6 On 10 February 2021, the DLUHC announced that the flexibility granted to local authorities to utilise capital receipts to support transformation costs has been extended for a further 3 years. Table 5b includes £3m earmarked for this in 2023-24..

4 New capital budget proposals

- 4.1 The following schemes are new additions to the P2 Capital Programme and will increase the NCC Capital Borrowing requirement
- 4.2 At its meeting on 5th June 2023, Cabinet endorsed the recommendation to increase the Capital Programme by £16.7m NCC borrowing to fund first tranche of the Corporate Property Retrofitting Plan to deliver the Council's Net Zero Carbon pledge by 2030. This scheme is now awaiting Council approval before being added to the Capital Programme and is included in this report for completeness.
- 4.3 Kings Lynn STARS - Following a successful Levelling Up Fund bid, the King's Lynn Sustainable Transport and Regeneration Scheme (STARS) project was given conditional approval by government in January 2023, subject to further major scheme business case approvals from the Department for Transport (DfT). The cabinet member decision (27 May 22) approved the submission of a bid indicating that a 10% contribution from the County Council will be made, up to a maximum of £3m. The currently estimated NCC costs are £2.026m, which is now being formally added to the Capital programme.

The latest programme has construction completing June 2027 with the following phasing:

£'000	2022-23	2023-24	2024-25	2025-26	2026-27	Total
DfT	288.9	866.7	1,158.2	21,803.1		24,116.9
NCC	32.1	96.3	128.6		1,768.9	2,026
KLWN				652.5		652.5
	321	963	1,286.8	22,455.6	1,768.9	26,795.4

This local member decision is included in the recommendation 1 to Cabinet to uplift the Capital Programme.

ANNEX A: Movements in Capital Budgets

SERVICE AREA	SUB COMMITTEE	Funding Type	Project Description	Budget movements in 2023-24			Future Years Budget movements	
				Reduction in 23-24	Increase in 23-24	Reprofile to Future Years	Future Years Movement	Reprofile to Future Years
Children's Services	Children's Services	External Funding	High Needs Provision Capital		-2.050	-8.000		8.000
Children's Services	Children's Services	External Funding	CM - Holt Primary	-0.001		-8.000		8.000
Children's Services	Children's Services	External Funding	Wymondham High Masterplan	-0.002		-5.000		5.000
Children's Services	Children's Services	External Funding	AC - Kings Lynn Academy masterplan			-4.500		4.500
Children's Services	Children's Services	External Funding	CM - Blofield Primary Masterplan			-3.000		3.000
Children's Services	Children's Services	External Funding	CM - Cringleford New Academy			-2.507		2.507
Children's Services	Children's Services	External Funding	Hethersett High Masterplan Refresh			-2.500		2.500
Children's Services	Children's Services	External Funding	CM - Silfield New Primary	-0.003		-2.090		2.090
Children's Services	Children's Services	External Funding	Aylsham Learning Federation		0.500		1.880	
Children's Services	Children's Services	External Funding	Sidestrand Hall Additional Places		0.000		2.000	
Children's Services	Children's Services	External Funding	AC - Costessey Inf/ Jun amalgamation	-0.000				
Children's Services	Children's Services	External Funding	Aylsham Developer cont	-2.380				
Children's Services	Children's Services	External Funding	All other project budget movements	-0.491	3.186	-7.400	1.880	7.400
Children's Services	Children's Services	External Funding Total		-2.878	-0.206	-40.874	3.544	40.874
Children's Services	Children's Services	NCC Borrowing and Capital Receipts	CM - SEND			-24.089	-20.000	24.089
Children's Services	Children's Services	NCC Borrowing and Capital Receipts	Swaffham SEN Land			-2.800		2.800
Children's Services	Children's Services	NCC Borrowing and Capital Receipts	Safety Valve Pot			0.500	20.000	-0.500
Children's Services	Children's Services	NCC Borrowing and Capital Receipts	All other project budget movements	-0.017	0.000	-6.247	0.000	6.247
Children's Services	Children's Services	NCC Borrowing and Capital Receipts Total		-0.017		-32.636	0.000	32.636
Children's Services	Children's Services	Revenue and Reserves	Looked After Children		0.016			
Children's Services	Children's Services	Revenue and Reserves Total			0.016			
Children's Services	Children's Services	Total		-2.895	-0.190	-73.510	3.544	73.510
Children's Services Total				-2.895	-0.190	-73.510	3.544	73.510

				Budget movements in 2023-24			Future Years Budget movements	
SERVICE AREA	SUB COMMITTEE	Funding Type	Project Description	Reduction in 23-24	Increase in 23-24	Reprofile to Future Years	Future Years Movemer	Reprofile to Future Years
Community & Environmental Services	Adult Learning Total					-2.165		2.165
Community & Environmental Services	County Farms	NCC Borrowing and Capital Receipts Total	Release and reprofile of various County Farms project budgets - net £1.2m released	-1.419	0.216	-1.383	0.000	1.383
Community & Environmental Services	Fire	NCC Borrowing and Capital Receipts	Fire vehicle replacement program.			-6.000		6.000
Community & Environmental Services	Fire	NCC Borrowing and Capital Receipts	Fire Training Facilities - Provisnal Police Collab	-1.500				
Community & Environmental Services	Fire	NCC Borrowing and Capital Receipts	Other NFRS project budget changes	-0.429	0.004	0.000	0.000	0.000
Community & Environmental Services	Fire Total			-1.929	0.004	-6.337		6.337
Community & Environmental Services	Growth and Development	External Funding	GY O&M Campus - correction of external funding budget offset by uplift in budget for NCC borrowing	-7.730		-3.800		3.800
Community & Environmental Services	Growth and Development	NCC Borrowing and Capital Receipts	GY O&M Campus		4.960	-13.000		13.000
Community & Environmental Services	Growth and Development	NCC Borrowing and Capital Receipts	Hethel Improvement Commission		0.237			
Community & Environmental Services	Growth and Development	NCC Borrowing and Capital Receipts	Development of Norfolk Infrastructure	-0.190				
Community & Environmental Services	Growth and Development	NCC Borrowing and Capital Receipts	Great Yarmouth Energy Park			-2.750		2.750
Community & Environmental Services	Growth and Development Total			-7.920	5.197	-19.550		19.550

SERVICE AREA	SUB COMMITTEE	Funding Type	Project Description	Budget movements in 2023-24			Future Years Budget movements	
				Reduction in 23-24	Increase in 23-24	Reprofile to Future Years	Future Years Movemer	Reprofile to Future Years
Community & Environmental Services	Highways	External Funding	Ringland A47-A1067 Western Link Road			-8.163		8.163
Community & Environmental Services	Highways	External Funding	West Winch Bypass - Local Road Schemes			-1.907		1.907
Community & Environmental Services	Highways	External Funding	Other Highways Schemes Budget & Forecast	-12.413				
Community & Environmental Services	Highways	External Funding	Long Stratton - Long Stratton Bypass	-5.285			-2.482	
Community & Environmental Services	Highways	External Funding	Norwich, Thickthorn Park and Ride Expansion	-2.126				
Community & Environmental Services	Highways	External Funding	S278 HADBA Roundhouse Way - roundabout & signalisation 9/7/13/1494	-1.864				
Community & Environmental Services	Highways	External Funding	Fakenham A148/Water Moor Lane Junc Imp Sch	-1.380				
Community & Environmental Services	Highways	External Funding	Gt Yarmouth, Harfreys Roundabout Improvement work	-1.243				
Community & Environmental Services	Highways	External Funding	NATS REVW NDR	-1.018				
Community & Environmental Services	Highways	External Funding	Wymondham Rail Station Platform Access	-0.934				
Community & Environmental Services	Highways	External Funding	Nch, Newmarket Rd (Eaton/Christchurch roads)	-0.719				
Community & Environmental Services	Highways	External Funding	Nch, St Stephens St/Red Lion St/Castle Meadow	-0.546				
Community & Environmental Services	Highways	External Funding	Bridge Strengthening Budget & Forecast		3.738			
Community & Environmental Services	Highways	External Funding	Local Management Overheads - Tarmac Lafarge		2.100			
Community & Environmental Services	Highways	External Funding	Default Project code for CES schemes		1.895			
Community & Environmental Services	Highways	External Funding	Nch, Foundry Br junc/Train Station Mobility Hub		1.164			
Community & Environmental Services	Highways	External Funding	GT YARM THIRD RIVER XING		1.142			
Community & Environmental Services	Highways	External Funding	Norwich, St Stephens to City College		0.785			
Community & Environmental Services	Highways	External Funding	Harleston and Redenhall, Town Centre Refurbishment		0.655			
Community & Environmental Services	Highways	External Funding	Other Highways Schemes Budget and Forecast		0.625			
Community & Environmental Services	Highways	External Funding	Miscellaneous other budget virements across various Highways projects	-3.334	5.592	0.000	0.000	0.000
Community & Environmental Services	Highways	External Funding Total		-30.862	17.696	-10.070	-2.482	10.070

SERVICE AREA	SUB COMMITTEE	Funding Type	Project Description	Budget movements in 2023-24			Future Years Budget movements	
				Reduction in 23-24	Increase in 23-24	Reprofile to Future Years	Future Years Movemen	Reprofile to Future Years
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	GT YARM THIRD RIVER XING			-2.500		2.500
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Add'l Surface Dressing funding from extra 10m	-0.881		-2.111		2.111
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Long Stratton - Long Stratton Bypass			-1.973	3.268	1.973
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Stradsett A1122/A134 Junction Improvements			-0.426		0.426
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Countywide - On-Street pkg sch dev costs			-0.382		0.382
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	NATS REVW NDR			-0.319	1.624	0.319
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Countywide - Ash Dieback	-0.044		-0.177		0.177
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Default Project code for CES schemes	-0.609		-0.175		0.175
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	North Walsham - Market Town Drainage			-0.156	0.220	0.156
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Countywide, Highway Bus Sup - Resurfacing			-0.109		0.109
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Other Highways Schemes Budget & Forecast	-0.750	1.101	0.051		-0.051
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Ringland A47-A1067 Western Link Road			7.800		-7.800
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Norwich - Transforming Cities bid	-4.690				
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Bridge Strengthening Budget & Forecast	-3.738				
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Poswick - Land Comp. Act 1973 - Hub Junc Imps	-1.624				
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Nch, St Stephens St/Red Lion St/Castle Meadow		2.865			
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Local Management Overheads - Tarmac Lafarge		1.406			
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	A1066 Victoria rd/Vinces Road		0.632			
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Great Yarmouth, Special Bridge Decking		0.592			
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Nch, Bracondale/King St - traffic signal mtce		0.500		0.500	
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts	Miscellaneous other budget virements across various Highways projects	-2.760	5.632	0.000	0.000	0.000
Community & Environmental Services	Highways	NCC Borrowing and Capital Receipts Total		-15.097	12.729	-0.478	5.612	0.478
Community & Environmental Services	Highways Total			-45.959	30.426	-10.548	3.130	10.548

SERVICE AREA	SUB COMMITTEE	Funding Type	Project Description	Budget movements in 2023-24			Future Years Budget movements	
				Reduction in 23-24	Increase in 23-24	Reprofile to Future Years	Future Years Movemer	Reprofile to Future Years
Community & Environmental Services	Libraries	External Funding	Electric Mini-Mobile - amendment of funding source		0.118			
Community & Environmental Services	Libraries	External Funding	S106 uplifts for various Libraries		0.074			
Community & Environmental Services	Libraries	External Funding Total			0.193			
Community & Environmental Services	Libraries	NCC Borrowing and Capital Receipts	Electric Mini-Mobile - amendment of funding source	-0.118				
Community & Environmental Services	Libraries	NCC Borrowing and Capital Receipts Total		-0.118				
Community & Environmental Services	Libraries Total			-0.118	0.193			
Community & Environmental Services	Offices	NCC Borrowing and Capital Receipts	CPT - NFRS Drill Yard Capital Maintenance	-0.619		-0.900		0.900
Community & Environmental Services	Offices	NCC Borrowing and Capital Receipts	Corporate Offices Capital Maintenance			-0.800	0.500	0.800
Community & Environmental Services	Offices	NCC Borrowing and Capital Receipts	Childrens Homes Refurbishment Programme (20/21)	-0.573		-0.775		0.775
Community & Environmental Services	Offices	NCC Borrowing and Capital Receipts	Corporate Maintenance - Fire Property	-0.242		-0.250		0.250
Community & Environmental Services	Offices	NCC Borrowing and Capital Receipts	Kings Lynn Museum (20/21)	-0.483		0.000		0.000
Community & Environmental Services	Offices	NCC Borrowing and Capital Receipts	Accommodation Rationalisation Programme 2019-2022	-1.414			-0.136	
Community & Environmental Services	Offices	NCC Borrowing and Capital Receipts	Changing Places Toilets 2020-21	-0.600				
Community & Environmental Services	Offices	NCC Borrowing and Capital Receipts	Gypsy and Traveller site improvements	-0.243			-1.320	
Community & Environmental Services	Offices	NCC Borrowing and Capital Receipts	Corporate Minor Works Pot				1.800	
Community & Environmental Services	Offices	NCC Borrowing and Capital Receipts	CPT - Museums Capital Maintenance				0.450	
Community & Environmental Services	Offices	NCC Borrowing and Capital Receipts	VARIOUS:FIRE SFTY REQUIRE				0.052	
Community & Environmental Services	Offices	NCC Borrowing and Capital Receipts	Miscellaneous budget adjustments to Corporate Property - Offices schemes	-2.688	0.078	0.000	0.819	0.000
Community & Environmental Services	Offices Total			-6.861	0.078	-2.725	2.165	2.725

				Budget movements in 2023-24			Future Years Budget movements	
SERVICE AREA	SUB COMMITTEE	Funding Type	Project Description	Reduction in 23-24	Increase in 23-24	Reprofile to Future Years	Future Years Movements	Reprofile to Future Years
Community & Environmental Services	Scottow Enterprise Park	NCC Borrowing and Capital Receipts	SEP Capital General			-2.438		2.438
Community & Environmental Services	Scottow Enterprise Park Total					-2.438		2.438
Community & Environmental Services	Waste	NCC Borrowing and Capital Receipts	Kings Lynn Transfer Station			-2.428		2.428
Community & Environmental Services	Waste	NCC Borrowing and Capital Receipts	HWRC - Mid All Corridor			-1.823		1.823
Community & Environmental Services	Waste	NCC Borrowing and Capital Receipts	HWRC Sheringham Improvements			-1.107		1.107
Community & Environmental Services	Waste	NCC Borrowing and Capital Receipts	Caister Transfer Station			-0.606		0.606
Community & Environmental Services	Waste	NCC Borrowing and Capital Receipts	HWRC Wymondham re-use shop			-0.300		0.300
Community & Environmental Services	Waste	NCC Borrowing and Capital Receipts	RC Site equipment			-0.189		0.189
Community & Environmental Services	Waste	NCC Borrowing and Capital Receipts	HWRC Morningthorpe Improvements			-0.147		0.147
Community & Environmental Services	Waste	NCC Borrowing and Capital Receipts Total				-6.600		6.600
Community & Environmental Services	Waste Total					-6.600		6.600
Community & Environmental Services Total				-64.206	36.113	-51.746	5.295	51.746
Finance Directorate	Capital Loans Facility	NCC Borrowing and Capital Receipts	Repton Loan			-17.250	2.200	17.250
Finance Directorate	Capital Loans Facility Total			0.000		-17.250	2.200	17.250
Finance Directorate Total				0.000		-17.250	2.200	17.250
Strategy and Transformation	IMT	NCC Borrowing and Capital Receipts	Schools ICT Refresh 19-23	-0.048				
Strategy and Transformation	IMT	Revenue and Reserves	Schools ICT Refresh 19-23		0.048			
Strategy and Transformation	IMT Total			-0.048	0.048			
Strategy and Transformation Total				-0.048	0.048			
Grand Total				-67.149	35.971	-142.507	11.039	142.507

