

# Cabinet

Date: **Monday 5 July 2021**

Time: **10 am**

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

## Membership

<b>Cabinet Member:</b>	<b>Responsibility:</b>
Cllr Andrew Proctor	Chair. Leader and Cabinet Member for Strategy & Governance.
Cllr Graham Plant	Vice-Chair. Deputy Leader and Cabinet Member for Growing the Economy.
Cllr Bill Borrett	Cabinet Member for Adult Social Care, Public Health & Prevention
Cllr Margaret Dewsbury	Cabinet Member for Communities & Partnerships
Cllr John Fisher	Cabinet Member for Children's Services
Cllr Tom FitzPatrick	Cabinet Member for Innovation, Transformation & Performance
Cllr Andy Grant	Cabinet Member for Environment & Waste
Cllr Andrew Jamieson	Cabinet Member for Finance
Cllr Greg Peck	Cabinet Member for Commercial Services & Asset Management
Cllr Martin Wilby	Cabinet Member for Highways, Infrastructure & Transport

## Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and, in view of Covid-19 guidelines, we would encourage members of the public to watch remotely by clicking on the following link:  
<https://youtu.be/-IE2K2dNviw>

However, if you wish to attend in person it would be most helpful if, on this occasion, you could indicate in advance that it is your intention to do so. This can be done by emailing [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk) where we will ask you to provide your name, address and details of how we can contact you (in the event of a Covid-19 outbreak). Please note that public seating will be limited.

Councillors and Officers attending the meeting will be taking a lateral flow test in advance. They will also be required to wear face masks when they are moving around the room but may remove them once seated. We would like to request that anyone attending the meeting does the same to help make the event safe for all those attending. Information about symptom-free testing is available [here](#).

### **NHS, Social Care & Frontline Workers' Day, Monday 5 July 2021**

Cabinet will adjourn shortly before 11am, to join the country in observing two minutes silence to remember the men and women from the NHS, social care and other key services on the front line who lost their lives in the service of others.

## **A g e n d a**

### **1 To receive any apologies.**

### **2 Minutes**

Page 6

To confirm the minutes from the Cabinet Meeting held on Monday 6 June 2021

### **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 To receive any items of business which the Chair decides should be considered as a matter of urgency**

**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](mailto:committees@norfolk.gov.uk)) by 5pm on Wednesday 30 June 2021. For guidance on submitting a public question, view the Constitution at <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee>.

Any public questions received by the deadline and the responses will be published on the website 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](mailto:committees@norfolk.gov.uk)) by 5pm on Wednesday 30 June 2021.

**8 Appointments to Internal and External Bodies**

Report by the Director of Governance

TO FOLLOW

**9 Proposed Framework for Voluntary Community & Social Enterprise (VCSE) Infrastructure Support**

Report by the Executive Director of Community & Environmental Services.

Page 52

**10 Social Infrastructure Fund**

Report by the Executive Director of Community & Environmental Services.

Page 62

**11 Authority to enact revenue pipeline programme**

Report by the Executive Director of Finance and Commercial Services

Page 78

- |           |   |          |
|-----------|---|----------|
| <b>12</b> | <b>Notifications of Exemptions Under Contract Standing Orders</b><br>Report by the Executive Director of Finance and Commercial Services                              |          |
| <b>13</b> | <b>Health, Safety &amp; Wellbeing Annual Report</b><br>Report by the Executive Director of Strategy and Transformation  | Page 93  |
| <b>14</b> | <b>Corporately Significant Vital Signs Report</b><br>Report by the Executive Director of Strategy and Transformation  | Page 119 |
| <b>15</b> | <b>Risk Management Report</b><br>Report by the Executive Director of Finance and Commercial Services  | Page 171 |
| <b>16</b> | <b>Finance Monitoring Report 2021-22 P2: May 2021</b><br>Report by the Executive Director of Finance and Commercial Services  | Page 229 |
| <b>17</b> | <b>Strategic and Financial Planning 2022-23</b><br>Report by the Executive Director of Finance and Commercial Services  | Page 261 |
| <b>18</b> | <b>Director appointments</b><br>Report by the Executive Director of Finance and Commercial Services   | Page 288 |
| <b>19</b> | <b>Disposal, Acquisition &amp; Exploitation of Property</b><br>Report by the Executive Director of Finance and Commercial Services                                    | Page 301 |
| <b>20</b> | <b>Reports of the Cabinet Member Delegated Decisions made since the last Cabinet meeting:</b><br>To note the delegated decisions made since the last Cabinet meeting. |          |

**Decision by the Cabinet Member for Environment and Waste**

- [Norwich Flood Risk Area and Review of the Second Cycle Flood Risk Management Plans](#)

**Decisions by the Cabinet Member for Highways and Infrastructure**

- [Norfolk County Council - B1111 Harling Road Roudham - 40mph Zone](#)
- [National Bus Strategy \(Bus Back Better\)](#)
- [Covid-19 Bus Services Support Grant \(CBSSG\)](#)

**Decision by the Cabinet Member for Commercial Services and Asset Management**

- [Acquisition by lease: Britvic Warehouse 224-3](#)

**21 Exclusion of the Public**

Cabinet is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the items below on the grounds that they involve the likely disclosure of exempt information as defined by paragraph 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Cabinet will be presented with the conclusions of the public interest test



carried out by the report author and is recommended to confirm the exclusion.

## **22 Disposal, Acquisition & Exploitation of Property**

Exempt Appendix to the report by the Executive Director of Finance & Commercial Services.

Tom McCabe  
Head of Paid Service  
Norfolk County Council  
County Hall  
Martineau Lane  
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NR1 2DH

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**Cabinet**  
**Minutes of the Meeting held on Monday 7 June 2021**  
**at Norfolk Showground at 10am**

**Present:**

Cllr Andrew Proctor	Chairman. Leader & Cabinet Member for Strategy & Governance.
Cllr Graham Plant	Vice Chairman. Deputy Leader & Cabinet Member for Growing the Economy
Cllr Bill Borrett	Cabinet Member for Adult Social Care, Public Health & Prevention.
Cllr Margaret Dewsbury	Cabinet Member for Communities & Partnerships.
Cllr John Fisher	Cabinet Member for Children's Services.
Cllr Tom FitzPatrick	Cabinet Member for Innovation, Transformation & Performance.
Cllr Andy Grant	Cabinet Member for Environment & Waste.
Cllr Andrew Jamieson	Cabinet Member for Finance
Cllr Greg Peck	Cabinet Member for Commercial Services & Asset Management.
Cllr Martin Wilby	Cabinet Member for Highways, Infrastructure & Transport.

**Executive Directors Present:**

James Bullion	Executive Director of Adult Social Services
Simon George	Executive Director of Finance & Commercial Services
Tom McCabe	Executive Director of Community & Environmental Services and Head of Paid Service.
Paul Cracknell	Executive Director of Transformation and Strategy
Helen Edwards	Director of Governance
Sara Tough	Executive Director Children's Services

Cabinet Members formally introduced themselves.

**1 Apologies for Absence**

- 1.1 There were no apologies for absence.

**2 Minutes from the meeting held on Monday 12 April 2021.**

- 2.1 Cabinet agreed the minutes of the meeting held on Monday 12 April 2021 as an accurate record of the meeting.

**3 Declaration of Interests**

- 3.1 The Cabinet Member for Children's Services Cllr John Fisher declared an "other interest" as a member of Norfolk Wildlife Trust and Friends of the Earth.

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

4.1 There were no matters referred to Cabinet.

#### **5 Items of Urgent Business**

5.1 There were no items of urgent business.

#### **6 Public Question Time**

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

6.2 Cllr Denise Carlo, Adrian Holmes, Andrew Cawdron, Lesley Grahame, Gil Murray, Adam Green, Clive Lewis MP and Karen Davis asked a supplementary question at the meeting. To see the supplementary questions asked and the responses given please see appendix A.

#### **7 Local Member Questions/Issues**

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

7.2 The following Councillors asked supplementary questions at the meeting. To see the supplementary questions asked and the responses given, please see appendix B:

- Cllr Alexandra Kemp,
- Cllr Jamie Osborn,
- Cllr Emma Corlett,
- Cllr Ben Price,
- Cllr Steve Morphew,
- Cllr Maxine Webb,
- Cllr Alison Birmingham,
- Cllr Matthew Reilly,
- Cllr Colleen Walker,
- Cllr Mike Smith-Clare,
- Cllr Brenda Jones
- Cllr Mike Sands

#### **8 Norwich Western Link**

8.1 The Executive Director of Community and Environmental Services introduced the report by stating that recommendations 2 and 4 as set out on page 32 were not necessary and should be deleted.

- Recommendation 2 was a recommendation from Cabinet to Council including funding for the project in the forward capital programme. This was a decision that only Full Council could make and was included in the report to Full Council.

- Recommendation 4 could be removed as the decision was not being referred to Full Council as a result of recommendation by Cabinet but as a requirement set out in the Council's constitution. An EGM had been called for the afternoon of the 7 June 2021 for this constitutional requirement to be met.

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

- In December 2016 Full Council agreed a motion stating "Council recognises the vital importance of improving our road infrastructure and that this will help deliver new jobs and economic growth that is needed in the years ahead"
- The Norwich Western Link (NWL) was included as one of the three priority infrastructure schemes and highlighted in the Norfolk infrastructure delivery plan 2017-2027.
- The County Council had made significant investments in transport for Norwich, including over £40m investment delivered as part of the three year programme of the Transforming Cities Fund, seeing improvements in sustainable travel, active travel investments and an £18m commitment from First Bus to improve the Norwich city fleet.
- Highways England were bringing forward major improvements to the A47 including dualling at North Tuddenham and Easton. The delivery of this improvement further highlighted the need for delivery of the NWL to connect the A47 to the Broadland Northway and west of Norwich.
- Traffic congestion and rat running through local communities and delays to journey times were significant issues to minor roads in the west of Norwich. Without intervention it was expected these problems would worsen and there would be a negative impact on housing and business growth around the city.
- Building the NWL would: reduce travel times and increase journey reliability including improving emergency response times; better connect people to employment, retail, health, leisure and education sites; improve accessibility from the west of Norfolk and the Midlands including to Norwich airport and improve access to Norfolk's tourism sector; help improve air quality in residential areas and support people to walk, cycle and use public transport; improve quality of life for residents in areas which suffered from high traffic levels, for example Weston Longville, which was predicted to see an approximate 80% reduction in through-traffic. Complementary measures were designed to maximise benefits and support sustainable transport as part of the project.
- The benefits of the project and the level of support were being carefully balanced against environmental impacts and concerns raised. The Council was taking its environmental responsibility seriously with £22m in the project budget for mitigation measures and biodiversity net gains. The proposed level of investment per mile was six times that delivered on the Broadland Northway project. Through understanding local landscapes and habitats, the project would aim to mitigate adverse effects it may have on nature and wildlife, create new habitats and improve existing ones across a wide area in the west of Norwich.

- In July 2019, the project was confirmed as a priority by Transport East and the Strategic Outline Business Case (SOBC) was submitted to the Department for Transport (DfT). The SOBC was approved by DfT in May 2020 and entered into the DfT local large major programme alongside funding to support submission of the OBC.
- The Government launched its national infrastructure strategy in November 2020 setting out that investment in infrastructure would be a crucial part of the country's recovery following the Covid-19 pandemic.
- The selection process to appoint a design and build contractor had been completed; the delivery partner had demonstrated quality and value for money in their tender offering through the competitive procurement exercise. The conclusion of the procurement process resulted in an increase in local underwritten contribution required from NCC since submission of the SOBC, from £23m to £30m.
- The project was a regional priority with a cost benefit ratio of 3.4, putting it in the high value for money category according to DfT criteria. The NWL should be considered an investment priority for this council.
- There was an intention to hold a public consultation in autumn 2021 on the details of the project.
- As part of preparation for submission of the planning application in early 2022, details of land acquisition compulsory orders and highways side road order processes were set out in the report.
- The Cabinet Member for Highways, Infrastructure and Transport moved the remaining 7 recommendations without recommendations 2 and 4.

### 8.3 The Vice-Chairman discussed the benefits of the NWL development, and key points outlined in the report:

- Building the NWL would support sustainable economic growth, improve quality of life for nearby villages, increase connectivity with other areas by linking communities, places of work and new housing developments to the network, take traffic away from rural roads and encourage new businesses to move to the County.
- The NWL was projected to reduce carbon emissions by 450,000 tonnes over 60 years and if not progressed, Norfolk's Covid recovery via access to inward investors and increasing access to higher paid jobs would be slower.
- Improving connectivity to the North Norfolk coast would address seasonal peaks in traffic and help with productivity gains. It would also support people living in deprived areas with improved connectivity.
- Analysis showed that the project would deliver £70m of wider economic benefits at 2010 levels with total agglomeration benefits just below £90m.
- Norfolk and Suffolk Constabulary had stated that the development would be beneficial in improving response times.
- Paragraph 2.1.13 of the report highlighted that the NWL would significantly reduce journey times, with some journeys more than halving, and journey times on other routes also being improved by the development.
- Reductions in road traffic accidents were forecast reducing the cost to the health service associated with collisions and trauma caused to families.
- Promotion of more sustainable modes for shorter journeys was proposed as part of the project including linking up existing public rights of way.
- Norwich airport was supportive of the development which would support them to develop their site.

- Improved traffic flow in Norwich would improve bus times and increase air quality.
- The Department for Transport's greenhouse gas case workbook had been used to calculate emissions over 60 years, including the update to electric vehicles, and that the sale of non-electric vehicles would be banned after 2030. These figures did not take include the active travel proposals in the scheme.

8.4

The Cabinet Member for Commercial Services and Asset Management reported that the proposed route ran through villages in his division. As a member of ecological charities, he was passionate about protecting the countryside and noted that this also included the people who lived in it. The Cabinet Member for Commercial Services and Asset Management reported that people living in the villages he represented were suffering with rat running which had worsened since the completion of the Broadland Northway. Cars and trucks backing up to allow vehicles to pass on rural roads was increasing emissions, causing erosion of hedgerows and causing a danger to residents. The Cabinet Member for Commercial Services and Asset Management was pleased that residents' concerns about remaining side roads was included in the reports where the NWL would meet the A47 at Honingham. The emphasis on protecting the environment and wildlife with mitigations in place including wildlife passes and underpasses would be beneficial, and it would be more damaging to not build the road than to build it.

8.5

The Cabinet Member for Adult Social Care, Public Health and Prevention:

- Noted the dualling of the A47 by Highways England due to be carried out from East Tuddenham to Easton which would include a junction to join the NWL to the A47 if the NWL project were to go ahead. There were therefore risks to not making this decision in a timely manner; if the A47 upgrade was built without the junction and the Council decided to go ahead with delivery of the NWL in future, there would be an even bigger cost to the taxpayer.
- Communities to the west of Norwich had large lorries and trucks travelling through them on small rural roads due to economic activity already taking place so a solution was required; residents of these areas stated that they wanted the road built.
- A key aspect looked for in the sustainable health system for Norfolk to improve people's individual health outcomes was economic prosperity, as this impacted on mental and physical health outcomes. Development of this road would give immense economic benefits to Norwich and other towns and villages outside of the city as businesses would be able to consider setting up in these areas.
- Government was proposing to pay for 85% of the road, via a one-off grant.

8.6

The Cabinet Member for Communities and Partnerships noted paragraph 2.2.7 of the report discussing rat-running through villages on the outskirts of Norwich. The Cabinet Member for Communities and Partnerships shared that she first stood as a Councillor as she wanted to address the issue of rat running in her area. Lower Easton suffered from nose to tail traffic in both directions and lorries travelling through the village would block through-traffic when they broke down. The lack of pavements in this area also caused difficulties for pedestrians. Costessey and the ring road in Norwich had similar traffic congestion issues, and the new road would take pressure off these areas; less traffic would mean lower carbon emissions for pedestrians, people at bus stops and in gardens in villages.

Rat running in rural villages had damaged footings of ancient housing. The development would also support emergency services to get around areas in the west of Norwich.

8.7 The Cabinet Member for Finance discussed financial aspects of the development; his comments are included below:

- Later today, Council was being asked to agree to include the figure of £186.836m in the forward capital programme, on the assumption it was funded by a DfT grant of £167.6m, which left a residual local contribution of £19.23m.
- The table at 6.2 on page 60 shows that the Council has already invested just over £11.5 million developing this project since 2017, of which just over £1,000,000 has been funded by DfT. Part of the remaining £10.5 million has been met with a contribution from the Business rates Pool of £2.631 million.
- Norfolk County Council's total contribution to the project is assumed to be just under £30 million. Current rates of interest, whether with PWLB or other money market instruments, are around 2%. Upon completion, the annual interest cost to the Council is forecast to be approximately £543,000. However, the £30 million is a local contribution: it is underwritten by Norfolk County Council but takes no account of any contribution from other sources, for example, the LEP or the Greater Norwich Infrastructure Investment Fund. This would reduce both our contribution and therefore our annual interest cost.
- When evaluating the project from a financial 'value-for-money' perspective, we should do so firstly with reference to the adjusted Benefit to Cost Ratio: this has been covered earlier by my colleague, the Member for Highways, but a 3.4 BCR is high value for money as defined by DfT. The OBC states that benefits would have to drop by over 40%, or costs rise by more than 70%, to move the BCR from High to Medium (OBC page 148).
- The quantitative criteria set by DfT are clear and focus primarily on the economic benefits of travel improvements: they are set out on page 44 of the Cabinet report. These include benefits that accrue to greater transport accessibility and journey time savings.
- The links between transport investment and productivity are widely accepted: better transport means better jobs; better jobs means more skilled jobs, means higher wages means a reduction and hopefully a reversal to Norfolk's wage gap between both East of England or the country as a whole. (the average wage in 2018 in Norwich was £501.40 per week, lower than the £558.10 and £570.90 average for the East of England and Great Britain respectively). This gap has widened over the last decade, increasing from £54.80 to £56.70 in the East of England, and from £64.80 to £69.50 across Great Britain. [OBC page 59].
- Continued economic development is dependent on attracting new businesses and increasing the productivity of existing firms. Again, better transport links are essential if we are to persuade more businesses to locate here, more families to come to live here, more young people to stay here. [While the greatest productivity benefits stemming from the introduction of a Norwich Western Link are expected in Broadland and Breckland (£21.6m and £23.9m respectively) they will be felt across the County.]
- The breakdown of costs are shown on page 59 of the Cabinet report under Section 6.2. As mentioned earlier, our contribution is up to £30 million, of which some £11 million has been spent already. As well as assessing Value

for Money, from a financial perspective deliverability, robustness of forecasts and contingent levels of financial risk are vital.

- First, the cost breakdown. Total costs are forecast at £140.8 million. The contract that we will sign is a New Engineering and Construction Contract, whereby construction risks are broadly shared by ourselves and the contractor. This is similar to the Third river Crossing Contract, which is a contract type that our procurement team is very familiar with and has been developed such that it follows industry good practice and allows for a balance of risk between the client and the contractor.
- We have built into the project a risk contingency valued at 28% of the project, or nearly £40,000,000. This covers potential costs that the design team have highlighted as of possible concern but to which we are not inevitably exposed.
- Over and above total costs and the risk contingency, we have also built in an additional £17.7 million (which assumes general inflation of 2.5% p.a and construction cost inflation of 3.9%).
- Second, the procurement process. Norfolk County Council has extensive experience procuring complex highway and structural engineering projects, which has created the foundation for Norwich Western Link's preferred procurement strategy. This means that the contract is split into two main stages: Stage one covering the design work to achieve full planning permission, while Stage 2 covers the building of the road itself. The onus will be on the contractor to complete detailed design work to a set budget; On stage 2, there is more incentive for the Contractor to innovate to achieve a better outturn cost as they are commercially rewarded for doing so.
- Third, finance considerations. At £30,000,000, the cost to the Council is significant but not enormously so. Our capex in the last financial year was £219,451,000 of which our requirement was £75,459,000. Our budgeted net revenue is forecast to be £439,000,000 in the current financial year, so an increase of some £500,000 is quite manageable in the context of providing a piece of infrastructure that so demonstrably supports economic growth, so clearly improves the quality of life and on which we are spending a considerable additional sum to make sure that the environmental costs of those benefits are mitigated.
- Financial risks to the Council are set out in Section 9 of our report. Section 9.1 states very clearly that this is not a wholly fixed price contract but that we have set aside contingency for this.
- Section 9.2 covers timing: because we do not want to see costs rise further by delaying the project, we are awarding the contract at the same time as submitting the OBC. Again, we clearly highlight that the potential cost to the Council is £3.5 million if our bid is unsuccessful. Against this we must weigh the increase in costs if we delay until approval is granted. Furthermore, the structure of the contract, divided into stages, means that our liability is limited to £3,500,000 up until planning permission is granted.
- Finally, I think it important to contextualise this within what we do. We deliver major projects for the benefit of Norfolk residents. We are part way through spending £120,000,000; four times the amount we are discussing today, on our new SEND schools and associated SRB's. We are spending £40,000,000; 33% more than we are speaking of today, on new housing with care facilities and supported housing for our younger adults and older people. We are spending £121million on the third river crossing of which we contribute £21 million, while the DfT pay for the majority of the balance. and are planning to spend £37m on the Long Stratton bypass; and £65 million



on the West Winch relief road, where we will underwrite some £15 million. Furthermore, we have invested, or have caused some £49 million to be invested in Better Broadband for Norfolk. It is our role and our duty to improve the outcomes for our most vulnerable children, create security for our older people. But job creation and wage growth should be at the heart of this Council's efforts to improve the wellbeing of the people of Norfolk and we must ensure that we invest in infrastructure to retain and attract the economic drivers that will keep making this happen.

- 8.8 The Cabinet Member for Innovation, Transformation and Performance had been lobbied by people asking for more public transport however noted that many people relied on a car for transport. Page 54 of the report set out that the new road would have an increase in and encourage more public transport, walking and cycling. As a Councillor on North Norfolk District Council, the Cabinet Member for Innovation, Transformation and Performance had written in support of the proposal due to the positive economic impact it would have on the area. The Norfolk and Norwich University Hospital had also written in support due to the reduction in accidents, improved road safety and shorter response times for people travelling to hospital and ambulances which were forecast. The Cabinet Member for Innovation, Transformation and Performance's area, Fakenham, would see tourism and economic benefits from the development; economic prosperity for the whole of Norfolk would improve and alongside broadband improvements this would help to keep Norfolk a competitive place for business.
- 8.9 The Cabinet Member for Children's Services noted that most respondents to the consultation were in support of the scheme. Links from Thorpe Marriott to the Norfolk and Norwich University Hospital and the University of East Anglia would be improved; ambulance response times in Norfolk were among the worst in the country and therefore this would be positive. With transfer stations in Costessey, the journey times of 20tonne lorries travelling to Costessey would be improved. The MP for Norwich North's main concern was increasing productivity and viability of employment sites in the north and whole of Norwich. The case for the NWL was that it would improve quality of life for residents, similar to residents to the north of Norwich since building of the Broadland Northway. Mitigations for environment put into the project showed that the right balance was being struck between providing a route to benefit residents and the economy and mitigate environmental circumstances. Bat bridges were found not to work on other developments, so bat underpasses and green bridges would be installed instead. Benefits of the new road to the tourism sector of increased accessibility would attract more people to visit the county. The development would benefit children who will be able to walk to school in villages in the surrounding area, with less traffic and lower emissions so that they would not suffer from respiratory conditions.
- 8.10 The Chairman summed up the key points for Cabinet Members to come to a decision by saying:

**GIVEN THE IMPORTANCE OF THIS DECISION I'M GOING TO SUMMARISE  
KEY POINTS FOR CABINET TO COME TO A REASONED AND  
REASONABLE DECISION**

**In overall terms the NWL is about better connectivity for the whole of Norfolk. It's a project intended to leverage a central government financial investment into Norfolk of nearly £170m. A project to underpin future growth in Norfolk's economy and for Norfolk's future.**

**The Cabinet report and the OBC are very detailed**

THESE KEY POINTS ARE:

## **1. Climate change**

There are specific paragraphs in the Cabinet report that relate to this - paragraph 1.1.4 on wider transport plans under Transport for Norwich and Transforming Cities funded projects.

Paragraph 1.2.5 refers to the Sustainable Transport Strategy. Sections 2.2 and 8.5 provide more details of what has been developed as part of the NWL project and is included in full as an appendix to the OBC.

Paragraph 8.5 refers to the adopted NCC Corporate Environmental Policy and LTP that will consider recent carbon reduction targets.

Assessment of carbon emissions from the construction, operation and decommissioning of the road will be developed once a Contractor is appointed. Emissions will be minimised and will follow Carbon Management in Infrastructure guidance.

Paragraph 9.8 refers to the recent legal challenges over government decision making and the need to consider climate change objectives. This will be addressed through the planning application/approvals process.

## **2. Environmental impacts including ecology, protection of natural habitats and ecological systems and biodiversity net gain (BNG)**

Section 2.1.12 acknowledges the objections and concerns raised.

Overall there is a need for further work following further surveys during 2021 and the development of the Environmental Statement that will support the planning application. This is being prepared.

Section 2.4.1 sets out the planning process and that an Environmental Impact Assessment (EIA) has now commenced which will inform the Environmental Statement, required to be submitted with the planning application.

Section 3.1.4 sets out that "The appointment of the design and build contractor at this stage in the project would enable the contractor's developing design and construction proposals to inform the Environmental Impact Assessment (EIA)."

The OBC refers to the Environmental Impact Report. Its summary acknowledges that there are large adverse impacts on bats (including reference to barbastelle bats). But also "This is a precautionary assessment and reflects the status of the mitigation strategy which is yet to be finalised."

This report identifies the habitats and ecology impacted by the project and provides enhancement measures being planned to support local bat populations. Paragraph 7.6.1 sets out that "Surveys for habitats and species impacted by the NWL are ongoing. However, based on the data currently available, outline mitigation and compensation strategies have been developed.

The OBC in paragraph 3.12.13 (in relation to bats) says that “It will be important to maintain habitat permeability and reduce the effects of habitat fragmentation that may otherwise occur.

Key paragraphs are 1.2.4 & 8.5 and also the many references in the OBC. At 1.7.6 “We are following Biodiversity Net Gain (BNG) and Environmental Net Gain (ENG) principles, aiming to leave all applicable habitats for wildlife in a measurably better state than before construction began.”

At 7.5.2, the OBC states “The NWL scheme will look to achieve a minimum of 10% biodiversity net gain through following DEFRA guidance on The Biodiversity Metric 2.0.”

### **3. Creation of “induced” traffic**

Paragraph 1.1.6 of the Cabinet report sets out that “there are as many as 45,000 daily trips on the wider network, crossing through the area west of Norwich between these two major roads. The NWL would provide a similar high standard route and is predicted to accommodate more than 30,000 vehicle movements a day.”

This indicates that the NWL is providing the appropriate and necessary relief to existing routes that are being used. It is growth that is being planned for and accommodated, not simply the new road filling with ‘induced’ traffic.

Section 3.3 of the OBC provides an ‘overview of methodology and assumptions of the traffic modelling’ section.

### **4. Increased carbon emissions**

Section 8.5 of the Cabinet report sets out that “The latest guidance for the calculation of emissions for transport schemes, as given in the DfTs Greenhouse Gas Workbook has been used to assess changes to vehicle carbon emissions as a result of the NWL. The projections show that delivery of the Norwich Western Link would result in a reduction of over 450 000 tCO<sub>2</sub>e (equivalent tonnes of carbon dioxide) over the 60 year appraisal period, supporting local and national carbon reduction targets. This will benefit all residents in Norfolk and Norwich in improving air quality”

This is related to vehicle carbon emissions only but is a notable decrease in a comparison between a with and without NWL scenario. It does not include construction or operational related carbon as these are still to be assessed once the contractor is appointed and can then complete further work.

The project also includes “Significant levels of planting, included as part of the project’s environmental mitigation and enhancement aims, to help offset carbon emissions.”

All these combined provide confidence in what is stated in section 8.5 that “when considering both construction and operation, it is anticipated the Norwich Western Link will be beneficial in achieving reductions in carbon emissions”.

### **5. Ancient woodland**

Section 8.5 of the Cabinet report states “The NWL design seeks, as far as possible, to avoid impacts on designated ancient woodland and veteran

trees, however some individual ancient and veteran tree loss will be unavoidable.

The OBC in paragraph 7.6.6 states that “A veteran / ancient tree and hedgerow strategy is currently under development and further information regarding mitigation will be included within the ES following a complete baseline.”

## **6. Contamination of meadows**

Sections 8.4.9 to 8.4.12 of the Environmental Impact Report are key. With the appropriate mitigation measure in place the magnitude of impact to groundwater quality is considered to be Minor Adverse with a significance of Low Significance.”

## **7. The viaduct and Special Area of Conservation (SAC)**

In paragraph 4.1.6 a project specific objective, S5, is to “Protect the natural and built environment, including the integrity of the River Wensum SAC.”

Paragraph 1.1.9 refers to discussions with the Environment Agency and Natural England (since 2017) regarding the provision of a viaduct over the Wensum river and that the proposals are anticipated not to affect the integrity of the SAC.

## **8. Barbastelle bats**

The Cabinet report (section 3.1.4) sets out that further surveys are ongoing and that the Council “cannot rely on or give significant weight to assertions, summaries or interpretations of data where the data on which those assertions, summaries or interpretations are based is not made available, irrespective of the reasons why that is the case.

“The Council’s environmental assessment work will be examined through the planning application and all interested parties will have the opportunity to scrutinise the proposals and submit their views to Norfolk County Council’s Planning Authority, as the determining authority, as part of the planning application process.”

The key point is that we still continue to gather data that will inform the statutory approvals process, including further surveys during 2021.

## **9. Financial**

The introduction in the Cabinet report sets out that “The conclusion of the procurement process has informed the budget required to complete the project, which is included in the OBC, recognising its overall figure and the County Council’s commitment to underwrite the ‘local contribution’ to the project increasing from £23m to £30m.” There are opportunities to work with others to seek local contribution support (paragraph 6.4).

The Financial Case within the OBC includes the details for the revised budget (up to £198m). The increased costs are in the OBC ensuring that the Economic Case has been informed by the updated budget, and the cost to benefit ratio of 3.4 is based on latest figures.

This is a robust estimate informed by tender submissions. The estimate includes realistic allowances for risk including significant environmental

mitigation. COVID uncertainty, the state of the construction market and construction inflation.

The DfT contribution, once made in response to the OBC is a fixed amount and won't be increased. As NCC is underwriting the local contribution, it is accepting the risk of any budget increases beyond the £198m – as explained in paragraph 6.5.

## **10. Planning**

This will be an application to NCC rather than a DCO to the Secretary of State. It's a large project but is regarded as regionally significant not nationally significant.

The details are covered in section 2.4 of the Cabinet report.

## **11. Potential Public Enquiry**

Given the objections already received, it is highly likely that the Secretary of State will be asked for a Public Inquiry. This has been allowed for in the programme and budget.

## **12. Procurement and Justification for awarding the contract now**

It is essential to award the contract now to enable the contractor to develop the design for which they are responsible in support of the planning application process.

The contract has 3 stages (as set out in 4.2.4) and NCC is not committed to progress to stages 2 & 3 (construction and initial landscaping maintenance) “if the overall budget is exceeded, if funding is no longer available or if the statutory approvals are not confirmed”. There are no penalties within the contract for not proceeding to stage 2.

By awarding the contract before the approval of the OBC there is a financial risk to NCC, particularly if DfT do not approve the OBC and confirm the necessary funding for the project. It is a short-term risk, and the costs during that period would be in the order of £3.5m but this risk needs to be balanced against the risk of delay to the project.

Section 9.2 also captures the costs to date and for the current financial year commitment, which are capital expenditure (of c.£23.5m taken from the table set out in 6.2). As these are either costs paid by NCC, or underwritten by NCC then there is a risk that if the project were to stop completely, and thereby prevent the scope to provide some sort of 'capital asset', then the financial regulations would require costs to be repaid by revenue budgets, rather than using capital. This would only occur if there was a complete stop to the project and no scope for any capital asset to be realised.

## **13. Land acquisition**

In the first instance trying to agree the necessary land by negotiation is preferred. Section 4.4.1 sets out that “the compulsory purchase powers in the CPO would only be used where attempts to buy the necessary land by agreement were unsuccessful.”

## **14. Risks**

A project of this size and nature does have risks that are set out in section 9. In 9.1 it shows “For this contract responsibility for the design and construction rests with the contractor and they have an allowance in their pricing for these risks should they occur.” This differs from the Broadland Northway project where the design risk was retained by the client. The approach to the contract for the NWL is similar to that used for the Great Yarmouth 3<sup>rd</sup> River Crossing project.

The OBC sets out in paragraph 6.9.11 “Risks have been quantified in order to produce a risk-adjusted cost estimate. Further detail is provided in the Financial Case Section 4.2.”

The non-delivery of the A47 is considered in 9.3. As there is an established preferred route published for the A47 project and an accepted DCO application, as well as confirmed funding under the RIS1 programme, there is strong confidence regarding the likely delivery of that project.

There are other risks as listed in the summary bullet points of section 9.

### **The Dr Boswell Open Letter**

The letter is included with the Cabinet report details published online including the two documents referred to (from Dr Hassall – 19 February 2021 – and Dr Packman – 26 February 2021). Cabinet Members have seen these details in the context of today’s debate and decision-making process.

With specific reference to barbastelle bats NCC’s evidence continues to be collated and further surveys are being completed during 2021. To date there is no evidence from NCC surveys that there is a maternity roost within the project boundaries. We are aware of the foraging routes used by the bats and this has been factored into the mitigation measures developed to date (ie green bridges and underpasses as well as woodland and wetland habitat creation). The 2021 surveys will further inform the project design and the Environmental Impact Assessment and Environmental Statement that will support the planning application documents.

The evidence referred to has been continually requested but has not been provided.

### **15.Support**

Paragraph 1.2.7 of the Cabinet report is relevant. In the initial consultation in summer 2018, 86% of respondents said they wanted the council to consider the option of a new road link between the A47 and Broadland Northway.

In winter 2018/19, 77% of respondents either agreed or mostly agreed there was a need for a NWL.

The support for the project is listed in paragraph 2.1.10 in the Cabinet report, as well as the objectors to the project, listed at 2.1.12. It shows overwhelming support.

The consultation details are also discussed in the OBC document

### **The Chairman concluded with these 2 elements:**

### **16.The case for the NWL and the benefits it brings**

Section 2.1.13 in the Cabinet report sets out that “The adjusted benefit to cost ratio (BCR) is 3.4 based on the latest assumed overall budget position, which means it is considered to be in the ‘high’ value for money category (BCR between 2.0 and 4.0) according to DfT criteria for a transport infrastructure project.”

There are journey time benefits set out in the OBC and the table in the report at 2.1.13.

Section 2.1.13 also sets out some of the economic benefits for Norfolk over the 60 year appraisal period; £315million worth of travel time benefits; £31million worth of journey reliability benefits; Productivity gains of £107 million, as a result of workers becoming more productive due to improvements in connectivity; 515 fewer accidents, a saving worth £22million.

A47 work will see improvements to travel west of Norwich. This, along with the emergence of the Food Enterprise Park and completion of the Broadland Northway underlines the need for the NWL.

Section 1.1.12 sets out that the NWL is complementary to Transport for Norwich and improved infrastructure so that trips that do not need to be routed through the city have viable alternatives, of which the NWL is a major part. This also includes alternatives means of travel.

## 17. Outline Business Case

The ‘case for the scheme’ is set out in the Cabinet report from paragraph 2.1.2 to 2.1.9, taken from the Strategic Case within the OBC document. The case is considered to be strong and aligns with national, regional and local policies.

Paragraphs 4.1.4 and 4.1.5 in the Cabinet report build on this by reference to growth / inward investment, the existing problems and the impact of not changing.

The OBC covers all the details required by DfT to assess the scheme for funding.

The Chairman said that to his mind, Cabinet has considered all the aspects of making this decision today to take this project forward.

He referred Cabinet members to pages 32/33 of the agenda in particular recommendations 1 and 3. There was also an exempt appendix that Cabinet members have seen but do not need to make any reference to now.

### 8.11 Cabinet **RESOLVED** to:

1. Agree to the continued delivery of the project and to the submission of the Outline Business Case to the Department for Transport (DfT), to secure a total of c.£169m of government funding for the project for Norfolk.
2. Following the outcome of the procurement process for the project, to agree to award the contract to the bidder that has achieved the highest score in accordance with the evaluation criteria, 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 finalisation and signing of the contract

3. Agree to the commencement of the non-statutory pre-planning application consultation in the autumn of 2021 and to delegate to the Cabinet Member for Highways, Infrastructure & Transport in consultation with the Executive Director of Community and Environmental Services, the authority to approve the details for that consultation, which will be based on the design solution developed by the successful bidder (see item 3 above).
4. Authorise the Executive Director of Community and Environmental Services to take all appropriate actions necessary for the purpose of negotiating the terms and conditions to acquire by agreement (in advance of the CPO) the land and new rights over land which are needed to allow the construction, operation and maintenance of the NWL.
5. Agree to acquire land required for the delivery of the NWL project by negotiated agreement and if this is not achievable in the timescales required, to agree in principle to the Council's use of compulsory purchase powers, and for authority to be delegated to the Executive Director of Community and Environmental Services to proceed with preparatory work (including land referencing and requisitions for information) to facilitate the drafting of, and all necessary steps to prepare for the making, publication and submission to the DfT for confirmation, of a compulsory purchase order (CPO) in support of the NWL project (noting that a further Cabinet resolution will be sought in due course, to authorise the making, publication and submission of the CPO and confirming the final details therein).
6. Agree in principle to the Council's making of a side roads order (SRO) under the Highways Act 1980 to authorise works necessary in connection with the delivery of the NWL project, and to the subsequent making, publication and submission of the SRO to DfT for confirmation, and for authority to be delegated to the Executive Director of Community and Environmental Services to proceed with preparatory work to facilitate the drafting of, and all necessary steps to prepare for the making, publication and submission of the SRO to the DfT for confirmation (noting that a further Cabinet resolution will be sought in due course, to authorise the making, publication and submission of the SRO and confirming the final details therein).
7. Delegate to the Executive Director of Community and Environmental Services, the authority to 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 budget.

#### **8.12 Evidence and Reasons for Decision**

See report, paragraphs 4.1 - 4.4.1 (pages 52-57)

#### **8.13 Alternative Options**

See report, paragraphs 5.1-5.4 (pages 57-59)



## **9. Authority to enact capital programme**

9.1 The Cabinet Member for Finance introduced the report to Cabinet. The recommendation covered decisions reached at February's Council meeting and did not refer to additional spending. The report delegated necessary authority for directors to undertake detailed work in accordance with criteria. The Cabinet Member for Finance moved the recommendations as set out in the report.

9.2 Cabinet **RESOLVED:**

A To undertake a programme of capital works for which Council has agreed a budget, as further set out in the paper Capital strategy and programme 2021-22 (the "Programme Paper") approved by Cabinet on 1 February 2021.

B To delegate:

- B1) 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;
- B2) 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;

B3) 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 recompeted
- 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.

C 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.

9.3 **Evidence and Reasons for Decision:**

Cabinet recommended adoption of the capital budget, including adoption of new schemes on the basis of the justifications set out in Appendix D to the programme paper. It is now logical that it approves enactment of the programme. Expedient execution of the programme requires the delegations to officers set out in this programme.

9.4 **Alternative Options**

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

## **10 Norfolk Armed Forces Covenant Annual Report**

- 10.1 Air Commodore Kevin Pellatt, the Armed Forces Commissioner, thanked the armed forces for their work in the community during the Covid-19 pandemic. It had been a challenging year for all and for the organisations represented by the armed forces covenant board.
- Since the start of the pandemic the Board had reconfigured how they worked with clients, especially older veterans. The pandemic had also impacted on the Board's action plan, as it had not been possible to get out and promote the covenant plan as much as intended.
  - The Board were on course to deliver their amended plan.
  - As reported previously, a new dental centre had been built at RAF Marham.
  - A booklet had been delivered to all schools giving information on the service pupil premium and best practice examples of its use and talking about issues which service children and their families may face.
  - A successful event with Town and Parish Councils had encouraged them to sign up to the pledge and others were also planning to do too.
  - The Board had re-thought their priorities for 2021-22 and would launch a wellbeing fund to support mental health and reduce social isolation of the armed forces community.
  - A focussed piece of work would be carried out working with the renewable energy sector to encourage them to sign the pledge, to support people leaving the forces to find work in this sector
  - A Norfolk-wide covenant pledge was being considered to encourage statutory bodies to align the pledge to their work
  - Air Commodore Pellatt thanked Council Support Officers for their support given to the Armed Forces Covenant Board.
- 10.2 The Cabinet Member for Communities and Partnerships moved the recommendations as set out in the report.
- 10.3 The Chairman asked what the biggest challenge would be in the next 12 months to progressing the work of the Covenant. Air Commodore Pellatt replied that being able to get out to promote the Covenant would be the biggest challenge. The idea of a website for the Covenant was also being discussed.
- 10.4 The Cabinet Member for Adult Social Care, Public Health and Prevention noted the importance of the Covenant and was glad there was continued investment in it; the veteran population of Norfolk was 90,000 which was 10% of the total population. The Cabinet Member for Adult Social Care, Public Health and Prevention supported and congratulated the work of the Covenant Board and endorsed the proposed partnering with Adult Social Care and the Carers Charter.
- 10.5 The Cabinet Member for Innovation, Transformation and Performance noted that it was important for District Councils to provide housing support for people leaving the forces and help in finding employment. The Cabinet Member for Innovation, Transformation and Performance endorsed the report and thanked everyone currently serving in the forces and veterans.

10.6 the Cabinet Member for Children's Services endorsed section 2.10 of the report which discussed the work done around the service pupil premium and with schools to make them aware of this and the issues for services families which were important to recognise.

10.7 The Vice-Chairman supported the report and recognised the importance of the work with the offshore energy sector to help people leaving the forces find work in this sector.

10.8 Cabinet **RESOLVED** to:

1. Note the local and national developments set out in Section 1 of the report, particularly the Government's progress towards legislating a new duty of due regard for local authorities, requiring them to consider the impact of their policies on the armed forces community, and that a further report setting out any associated implications and considerations arising from this will be brought to Cabinet once further information is available.
2. Review and comment on the progress made in 2020/2021 to deliver the Norfolk Armed Forces Covenant Action Plan 2019/2022, as summarised in section 2 of the report.
3. Endorse the Armed Forces Covenant Board's forward strategy for 2021/2022, as set out in Section 3 of the report.

#### 10.9 **Evidence and reasons for Decision**

The evidence for the proposals is set out in sections 1, 2 and 3. The work of the Board helps ensure a focus on supporting the needs of both serving armed forces communities and their families, as well as the 90,000 veterans and their families who live and work in Norfolk.

#### 10.10 **Alternative Options**

N/A

### 11 **Joint Committee for Transforming Cities Fund Projects – Revision to Terms of reference**

11.1 The Cabinet Member for Highways, Infrastructure and Transport discussed that work was underway to review the Transport Strategy for Norwich utilising the successful partnership with Norwich City Council, Broadland District Council and South Norfolk District Council for delivering Transport for Norwich projects. It was proposed to change the terms of reference of this body as set out on pages 90-91 of the report. The Cabinet Member for Highways, Infrastructure and Transport moved the recommendations as set out in the report.

11.2 Cabinet **RESOLVED** to:

- Agree the revised terms of reference for the Transforming Cities Joint Committee as set out in Appendix A of the report.

### 11.3 **Evidence and Reasons for Decision**

The existing joint committee is working well to provide a partner approach to delivery. This proposal provides a practical approach to governance for strategy development that utilises existing arrangements that are accustomed to dealing with transport issues in the Norwich area.

### 11.4 **Alternative Options**

An alternative option would be to make no change. This option is not considered to be reasonable it would not address the need to provide joint member input from partners to guide Transport for Norwich Strategy development.

## 12 **Annual Treasury Management Outturn Report 2020-21**

12.1 The Cabinet Member for Finance discussed that this report tied into the financial monitoring report at item 13 of the agenda, gave an overview of treasury activity over the previous financial year, 2020-21 and showed the Council's compliance with strategy and policy. The Council debt at 31 March 2021 was £749m with £50m borrowed in-year. Capital expenditure for the year 2020-21 was £219.451m. Borrowing of 50m in 2021 left £10m to be funded of the capital requirement; the total under-borrowed position was £ 93m. The under-borrowed position would be brought back down in 2021-22. The Cabinet Member for Finance moved the recommendations as set out in the report.

12.2 Cabinet **RESOLVED** to:

Endorse and recommend to County Council the Annual Treasury Management Outturn Report 2020-21 as set out in Annex 1 of the report.

### 12.3 **Evidence and Reasons for Decision**

#### **Annual Treasury Management Outturn Report**

The annex attached to the report sets out details of treasury management activities and outcomes for 2020-21, including:

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

#### **Governance, Control and Risk Management of Treasury Management Report**

The Council's 22 April 2021 Audit Committee considered and agreed this report, noting that it provided assurance to the Audit Committee as to the adequacy and effectiveness of the governance, control and risk management arrangements for Treasury Management.

### 12.4 **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.

## 13 Finance Monitoring Report 2020-21 Outturn

### 13.1 The Cabinet Member for Finance introduced the report to Cabinet:

- The report was forward looking, putting in place a robust financial position to take the Council through a difficult budget setting process.
- The last financial year brought the Council £430m net budget in line with forecasts made before the pandemic.
- Increased departmental reserves had been made to protect against Covid-19 related “aftershocks”.
- £4m had been transferred into general reserves, bringing them up to 5% of the forecast net budget.
- Most of the Covid-19 related “aftershocks” had been seen in adult social care, public health and children’s services. In adult social care, additional costs had been seen for example through hospital discharge costs and an impact on transformational benefits through more people contacting the service and limited progress on supported living reviews. In children’s services, increased, unfunded support for schools had been seen as well as market pressure for transport and unpredictable demand caused by national and pandemic lockdowns.
- £1.9m had been set aside to assist with unforeseen pressures and to help with getting the Council’s economy back on track after the pandemic
- £4m had been transferred to the reserves helped by underspends during 2020-21, including a reduction in Councillor travel expenditure.
- The recommendations included the formal write off of 4 debts and for Harvey Bullen to replace Simon George as director of Legislator 1656 Limited and of Legislator 1657 Limited in accordance with Financial Regulations.
- The Cabinet Member for Finance moved the recommendations as set out in the report.

### 13.2 Cabinet **RESOLVED** to:

1. Approve the appointment of Harvey Bullen, Director of Financial Management, as a director of Legislator 1656 Limited and of Legislator 1657 Limited in accordance with Financial Regulations, to replace Simon George, Executive Director of Finance and Commercial Services, as set out in paragraph 2.2;
2. Approve the write-off 4 debts over £10,000 totalling £133,905.59 due to the exhaustion of one estate and the dissolution of three companies where there is no further possibility of recovery, as set out in Appendix 1 paragraph 9.10;
3. Note that the revenue outturn for 2020-21 is a balanced budget;
4. To note the General Balances at 31 March 2021 have increased to **£23.763m**, after transfers of **£4.056m** from non-Covid related savings and underspends in Finance General;
5. To note the year end reserves of **£154.1m** which are subject to confirmation of the tax income guarantee and any final year end audit adjustments.
6. To note the COVID-19 costs of **£103.837m**, grant funding received of **£132.701m**, and total transfers to Covid risk and grant reserves of **£54.437m** resulting in net in year unsupported Covid-19 costs of **£25.573m**, as set out in table 4d;

7. To note the saving shortfall of **£17.255m**, as described in Appendix 1 paragraph 6;
- 8 To note the expenditure and funding of the revised current and future 2020-24 capital programmes

### 13.3 **Evidence and Reasons for Decision**

Two 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
- Covid-19 pressures and associated grant income
- Changes to the approved budget
- Reserves
- Savings
- Treasury management
- Payment performance and debt recovery.

**Appendix 2** summarises the capital outturn position, and includes:

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

### 13.4 **Alternative Options**

In order to deliver a balanced budget, no viable alternative options have been identified to the recommendations in this report.

## 14 **Reports of the Cabinet Member and Officer Delegated Decisions made since the last Cabinet meeting:**

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

## 15 **Exclusion of the Public**

- 15.1 Cabinet resolved **not** to go into private session as they would not need to discuss the exempt appendix to item 8, Norwich Western Link.

## 16 **Norwich Western Link- Exempt Appendix**

- 16.1 Cabinet did not need to discuss the exempt appendix.

The meeting ended at 12:17

**Chairman**

Agenda item 6	Public Question Time
6.1	<p><b>Question from Cllr Denise Carlo</b></p> <p>In the event of the Wensum Valley within the Study Area being designated as a potential candidate Special Area of Conservation/SSSI owing to the very large presence of barbastelle bats and the environmental impact on biodiversity being reappraised as ‘Very Large Adverse’ , will Norfolk County Council abandon its Preferred Route and develop a sustainable transport strategy based on traffic reduction and shift to sustainable modes of transport?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The project team will continue to consider any new information relevant to the Norwich Western Link as it becomes available and consider any potential implications it could have.</p> <p>Regarding this specific point, section 3.1.4 of the cabinet report states the following: “... in the context of the statements about conservation status which are made in the open letters received (<a href="#">see link here</a>), whilst the Barbastelle bat is a European protected species, unless or until steps are taken by the relevant regulatory bodies to make the relevant designations, their habitat has no status as a Special Area of Conservation or Site of Scientific Special Interest (and accordingly, the legal and policy considerations associated with those designations are not applicable).”</p> <p><b>Supplementary Question from Cllr Denise Carlo</b></p> <p>Cllr Carlo noted that the indication of the Council’s reply to her question was that SOP status will dramatically change. Cllr Carlo asked if the council would share with the public the legal opinion that the council will take on the planning application associated with the construction and operation of the road.</p> <p><b>Written response from the Cabinet Member for Highways, Infrastructure and Transport:</b></p> <p>Our original response did not speculate on any potential changes but rather suggested that we will continue to use an evidence-based approach to our work and consult with the relevant statutory bodies. The Council does not routinely publish the legal advice it receives.</p>
6.2	<p><b>Question from Cecilia Rossi</b></p> <p>According to the draft Outline Business Case for the Norwich Western Link (May 2021) the loss of irreplaceable ancient and veteran trees “will not be factored into BNG calculations” (137). How can biodiversity net gain be achieved when the loss of complex and irreplaceable habitat is being factored out of the calculations?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>We are seeking to achieve biodiversity net gain on all applicable habitats, as set out by Defra. Ancient and veteran trees are not included in Natural England’s biodiversity net gain calculator and our ecologists will develop a separate</p>



	<p>compensation strategy for any trees identified as ancient or veteran on which the project will have an impact. This strategy will follow the appropriate legislation and policy associated with those habitats.</p> <p><b>Supplementary question from Cecilia Rossi</b></p> <p>A recent arboriculture report (WSP April 2021) commissioned by WSP for the Norwich Western Link project team suggests that the loss of ancient trees and woodland along the route is a large adverse impact that “will persist for the lifetime of the scheme and beyond” (37). How can environmental mitigation be achieved when the same report suggests that “the loss of high quality arboricultural features can't be mitigated through replacement planting and other measures”(37)?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The Norwich Western Link avoids impacts on ancient woodland. As set out in the arboriculture report referenced, any ancient or veteran tree loss as a result of the project will be accounted for through a dedicated compensation strategy. We want to create a positive lasting legacy for wildlife through the project by creating and improving habitats across a wide area to the west of Norwich. Improvements will be tailored to support wildlife that already exists in the area to the west of Norwich, including the barbastelle bats.</p>
6.3	<p><b>Question from Bryan Robinson</b></p> <p>I have been informed by the Head of Planning that his department will carry out a Habitats Regulation Assessment for the NWL when a detailed application is received. Section 63 of the Regulations requires Authorities to carry out an Appropriate Assessment before giving any consent or authorisation to a plan as or project. Government Guidance (February 2021) includes “funding plans” within examples when a proposal is a plan, or change to a plan. The Cabinet is making recommendation to the Council to approve changes to the authorised planned budgets, to incorporate the NWL capital project. Can you give assurance of the validity for this recommendation without undertaking the HRA?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The submission of the OBC and changes to budgets are not considered to be a “plan” in the sense in which that term is used in Regulation 63 of the Conservation of Habitats and Species Regulations 2017 (“Habitats Regulations”), because a decision by the Cabinet to agree to the recommendations put before it would not in its own right prescribe, set the framework for, or otherwise dictate whether any particular type of development or activities will take place within a certain area. Those functions would instead continue to be regulated under the planning regime through the plan making and development management approval processes.</p> <p>The activities (for which Cabinet authorisation is currently sought) are clearly distinct from and do not amount to authorisation or permission to carry out the NWL as a “project” for the purposes of the Habitats Regulations. Where such authorisation or permission were, subsequently, to be sought, the Council’s duties under the Habitats Regulations would be carefully addressed through the planning process.</p>

	<p><b>Supplementary Question from Bryan Robinson</b></p> <p>If legal confirmation and/or advice have been obtained why is this not publicly available; conversely, if legal advice has not been sought or received should not the recommendation to full Council to authorise the construction contract as a budget change be delayed until the legality for consent to changes to a plan without an Appropriate Assessment as required by the Habitats Regulations is clarified?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The Council does not routinely publish the legal advice it receives. For the reasons discussed in response to Mr Robinson's first query (6.6 above), it is not considered that the matters raised (in relation to Appropriate Assessment under the Habitats Regulations) justify any delay to the decision which the Cabinet and Full Council are being asked to make.</p>
6.4	<p><b>Question from John Wells</b></p> <p>Why does the proposed route for the Norwich Western Link (immediately after the proposed viaduct) aim directly through the amenity woodland that is owned by at least a dozen different landowners, when this could so easily be avoided. Why can this route not be adjusted to stop this needless destruction?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The proposed route has been designed with consideration to all constraints along the corridor, which have informed the alignment to minimise impact on adjacent landowners and environmental features. Provisions are in place to protect natural assets (for example the scheme has been developed to avoid loss of areas of designated ancient woodland) as much as possible through the design and construction methodology, whilst mitigating impacts where necessary</p>
6.5	<p><b>Question from Gabriella Ditton</b></p> <p>When can we expect the cabinet to prioritise the climate emergency over the economy?</p> <p><b>Response from the Cabinet Member for Environment and Waste</b></p> <p>In response to concerns around climate change, Norfolk County Council adopted an ambitious new Environmental Policy in November 2019. This Policy sets out the goal for Norfolk County Council of achieving 'net zero' carbon emissions on our estates by 2030, and the means by which we will achieve this. Beyond our immediate estate, we also recognise our role within the wider County working with Government, District Councils and other key organisations in both the public and private sectors. Since the adoption of the Policy, significant work has been undertaken across a number of delivery areas including working with partners, communities and landowners to plant one million trees over five planting seasons; working with partners on a major active travel programme including the development of new walking and cycling infrastructure and EV charging points; and further work has successfully been completed on our long-term plans to install LED streetlights across Norfolk.</p> <p><b>Supplementary question from Gabriella Ditton</b></p> <p>What is the council's plan to protect its residents from the devastating effects a</p>

	<p>projected 4 - 6° temperature rise (above pre-industrial levels) before the end of the century?</p> <p><b>Response from the Cabinet Member for Environment and Waste</b></p> <p>The Council's approach to tackling climate change is set out in full in the Environmental Policy adopted in November 2019 and available on the County Council website.</p>
6.6	<p><b>Question from Adrian Holmes</b></p> <p>The assertions of carbon reductions are based on projected traffic flows, with the claim that shorter journey times will mean lower CO2 emissions. Can the Cabinet member provide quantified evidence that the NWL will not increase overall traffic flows and therefore increase CO2 emissions more than alternative options?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The Option Selection Report (OSR) includes a comparison of the CO2 emissions predicted by each of the shortlisted options considered. A number of different factors were taken into account when choosing the preferred option including engineering, traffic, environmental and public consultation.</p> <p>The more recent assessment has been completed to support the Outline Business Case and has only assessed the preferred route.</p> <p>Greenhouse Gases are discussed in the Outline Business Case (OBC) in Section 3.8.27 to Section 3.8.30.</p> <p><b>Supplementary question from Adrian Holmes</b></p> <p>Mr Holmes said it was reported that the NDR had caused an increase in traffic and that dualling of the A47 would do the same. He asked what evidence there was that this would not be the case with the building of the Norwich Western Link.</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The Cabinet Member for Highways, Infrastructure and Transport replied that there was support for the Norwich Western Link from local people living to the west of Norwich, and the development would cut down on rat running in this area, positively impact on community services and had support from the business sector. Building this section of road would reduce journey times and be an important scheme for Norfolk and the East of England.</p>
6.7	<p><b>Question from Jonny Benton</b></p> <p>How do the proposals intend to preserve the protected barbastelle bat population within the wensum Valley from habitat destruction, as these are a protected species under the wildlife and countryside act 1981. They only inhabit ancient woodland and cannot relocate to new habitats that do not exist, so new replacement woodland</p>

	<p>would not protect the woodland, and bat bridges as seen on the NDR have no significant proof of working to protect bats, and also do not replace the habitat lost, and so I would like to know what other options can be considered, as otherwise this area cannot be disturbed.</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>There is no loss of designated areas of ancient woodland in order to enable the scheme.</p> <p>Baseline data collected from extensive bat surveys undertaken since 2019 will inform the proposed mitigation and compensation strategy, which will follow the mitigation hierarchy, with an aim to avoid, mitigate and then compensate.</p> <p>Habitat creation will be utilised to create connectivity within the wider landscape, linking mature woodlands and barbastelle habitats. In addition, woodlands will be enhanced for bats (and other protected species), as well as to help achieve the project's Biodiversity Net Gain aims.</p> <p>The green bridges and wildlife underpasses included within our proposals will aim to maintain connectivity within the wider landscape. Bat gantries as seen on the NDR will not be included as part of mitigation strategy for NWL.</p> <p><b>Supplementary question from Jonny Benton</b></p> <p>How can the council justify the destruction of irreplaceable ancient woodland habitats in the wensum valley, as the loss of irreplaceable habitats at a time of climate emergency can surely not be quantified by merely "predicted" economic upturn.</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The scheme has been developed to avoid loss of areas of designated ancient woodland.</p>
6.8	<p><b>Question from Gawain Godwin</b></p> <p>You will be aware that Council have been reported to the Norfolk Police Rural Crime Unit for the 'deliberate disturbance' of a European Protected Species on the NDR. On what basis is the council prepared to spend public money in defending the inevitable legal action which will be taken against them if the NWL is built, and the resulting unavoidable disturbance to wildlife occurs, resulting in heavy fines, payable from the public purse ?"</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The works carried out for the NDR that related to European Protected Species were completed under licence from Natural England (NE). Correct processes were followed by the licence holder with NE throughout the delivery of that project. We are not aware of any reports to the Norfolk Police Rural Crime Unit.</p>
6.9	<p><b>Question from Andrew Cawdron</b></p> <p>This Council is about to commit significant public funds to allow for further surveys and design for the Western Link Road, with some apparent open ended expenditure</p>

	<p>against Planning Difficulties being experienced. Can this Cabinet assure us that the Contract does not carry any penalty clauses, (as e.g. were triggered on the failed Incinerator contract), in the event that Planning Consent or other "stop" eventualities mean that the dual carriageway works cannot progress ?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The Cabinet report, in section 4.2.4, sets out the stages of the contract and that there are safeguards should the project not proceed to stage 2 (construction). Section 9.2 in the cabinet report discusses risk and states that there are no penalties under the contract.</p> <p><b>Supplementary question from Andrew Cawdron</b></p> <p>Mr Cawdron asked, in light of ecological destruction the development of the Norwich Western Link would bring, if it was wise to award a contract with further detailed environmental surveys when the contractor had vested interests in not finding or removing unhelpful obstructions of rare plants, rare wildlife or veteran trees when costs or delays are involved.</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The Cabinet Member for Highways, Infrastructure and Transport replied that the Council was aware that the area was environmentally sensitive and would put appropriate mitigations in place to safeguard wildlife, improve the area for wildlife and the environment and improve the environment for people living in the surrounding area.</p>
6.10	<p><b>Question from Catherine Oliver</b></p> <p>On the basis planned development in the North Western Quarter is not dependant on the construction of the Western Link road, and bearing in mind there already exists a viable connection between the Strategic Road Network and Major Road Network ( via Postwick), can the Cabinet member explain how it can be claimed this road can be viewed as "nationally significant"?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>There has not been a claim that the NWL is nationally significant. The planning process for the project is discussed in section 4.3 of the Cabinet report.</p>
6.11	<p><b>Question from Lesley Grahame</b></p> <p>The Climate Change Committee states that a 70% reduction in transport emissions is required by 2050 in order to stay within carbon budgets. The total reduction in emissions projected from this scheme is estimated at 1.55%. How will the council assess in the Environmental Impact Assessment alternative proposals that would deliver greater reductions in transport emissions, for example investing more in public transport?</p> <p><b>Response from the Cabinet Member for Environment and Waste</b></p>

	<p>If the Cabinet agrees to the recommendations which have been put to it, then the Council, in its capacity as the applicant for planning permission for the NWL project, will prepare an Environmental Statement to accompany the planning application. The Environmental Statement will include a description of the reasonable alternatives studied by the Council (as applicant) which are relevant to the NWL and its specific characteristics, and an indication of the main reasons for the option chosen, taking into account the effects of the proposal on the environment.</p> <p><b>Supplementary Question from Lesley Grahame</b></p> <p>Ms Grahame noted that the answer to her substantive question asserted there would be environmental assessments in the Norwich Western Link project. She asked, with the trajectory of 2 degrees of global warming, how bad the situation would have to get before the Council put its duty of care to residents being exposed to climate breakdown first and stop making the problem worse. She noted that current assessment showed that 1.5% in carbon emissions may be saved over the lifetime of the road when 100% needed to be saved.</p> <p><b>Written response from the Cabinet Member for Environment and Waste</b></p> <p>The latest guidance for the calculation of emissions for transport schemes, as given in the DfT's Greenhouse Gas Workbook has been used to assess changes to vehicle carbon emissions as a result of the NWL. The projections show that delivery of the Norwich Western Link would result in a reduction of over 450 000 tCO<sub>2</sub>e (equivalent tonnes of carbon dioxide) over the 60-year appraisal period, supporting local and national carbon reduction targets.</p> <p>The county council's environmental policy, adopted in 2019, sets out our wider commitment to care for Norfolk's environment and reflect the increasing importance that climate change has on all aspects of the environment. The goals and aims of the environmental policy can be viewed <a href="#">here</a>.</p>
6.12	<p><b>Question from Gil Murray</b></p> <p>How were the contractor's standards for the environmental work for the Western Link assessed and scored during the procurement?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The tenders from the shortlisted bidders were assessed on the basis of quality (77%) and cost (23%). Environmental standards and approaches are integral to many elements of the project which were assessed within the 'quality' weighting, including construction methodology, engineering design and architectural design. The contractor's scores are commercially sensitive as set out in the Cabinet report.</p> <p><b>Supplementary question from Gil Murray</b></p> <p>Mr Murray noted that the response to his substantive question about the Norwich Western Link stated that quality was commercially sensitive, and therefore asked how the public or Council could be assured that the contractor would meet the required standards of environmental work; he asked if it was in the interests of the council and public for contractors to see how contractors achieve standards, so</p>

	<p>others could be made to be more competitive.</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The Cabinet Member for Highways, Infrastructure and Transport replied that the Council took all environmental issues very seriously with regards to the Norwich Western Link project and had worked with and would continue to work with the appointed contractor throughout the duration of the scheme.</p>
6.13	<p><b>Question from Adam Green</b></p> <p>The council claims that the Western Link will somehow result in reduced carbon emissions. Please can the cabinet member provide evidence to back this claim up?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The methodology used to calculate that the Norwich Western Link would result in a reduction in carbon emissions from vehicles is set out in the cabinet report at 8.5. Further detail is provided in the Outline Business Case, and within Environmental Impact Report and Economic Appraisal Report, all published with the Cabinet papers.</p> <p><b>Supplementary question from Adam Green</b></p> <p>Mr Green stated that there was widely available evidence that schemes such as the development of the Norwich Western Link always resulted in increased carbon emissions by increased cars or increased speed of travel; widely available evidence showed that 80% of supposed evidence of electric vehicles was wiped out by the environmental cost of building the Norwich Western Link before taking into account the cost dis-benefit of electric vehicles.</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The Cabinet Member for Highways, Infrastructure and Transport replied that there would be a reduction in carbon emissions from building the Norwich Western Link and reduction in rat running through villages in the west of Norwich. For example, on the day of the meeting the A47 bypass was closed resulting in an increase in traffic travelling through the city causing congestion. If the ring road could have been used this would improve air quality in the city.</p>
6.14	<p><b>Question from Hanne Lene Shierff</b></p> <p>On p. 40 in the OBC report objectives of the National Policy Planning Framework, NPPF, which the NWL plans are supposed to sit within, are listed.</p> <p>Please can you explain how the NWL will help to improve biodiversity in the Wensum Valley which is one of the key objective in the NNPF?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The NPPF sets out policies to ascertain that appropriate opportunities are taken for avoiding and mitigating adverse effects and achieving net environmental gains. The</p>

	<p>impacts on biodiversity will be assessed and reported in the Environmental Statement and Habitat Regulations Assessment that will be produced as part of the planning application submission. This assessment will identify mitigation requirements and the Construction Environmental Management Plan will outline the mitigation.</p> <p>As part of the project's biodiversity net gain aims, we are planning to create new habitats for wildlife and improve existing ones across a wide area to the west of Norwich. Improvements will be tailored to support wildlife that already exists in the area.</p>
6.15	<p><b>Question from Clive Lewis MP</b></p> <p>The UK is a signatory to the United Nation's 2030 Agenda for Sustainable Development. The Sustainable Development Goals are universal with all signatories expected to contribute to them both internationally and domestically.</p> <p>As such can councillors explain how the Western Link, given its known impact on local biodiversity in the Wensum Valley, can be seen as compatible with goals - 8, 9, 11, 13, 15 and 16?</p> <p><b>Response from the Cabinet Member for Environment and Waste</b></p> <p>It is a well-established principle that it is for national governments to implement commitments arising from international treaties. In England such commitments are usually implemented through planning and related policies. The national, regional and local policies applicable to the NWL scheme are set out in the Outline Business Case (Chapter 2), where sustainable development is discussed in the context of the National Planning Policy Framework.</p> <p><b>Supplementary question from Clive Lewis MP</b></p> <p>Mr Lewis said that the Norwich Western Link project was in breach of 6 of the UN's sustainable development goals of which the UK is a signatory, particularly part 15, "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss", and given pledges made by Norfolk Conservatives at Norfolk elections for "a radical programme that will put our environment first in everything we do" Mr Lewis asked how Councillors found this compatible with these pledges.</p> <p><b>Response from Chairman and Leader of the Council</b></p> <p>The Chairman replied that the answer to this question was given in response to the substantive question posed by Mr Lewis</p>
6.16	<p><b>Question from Karen Davis</b></p> <p>Please can the Cabinet Member explain why there is no Equality Impact Assessment provided with the Outline Business Case for the Western Link Road, and if they agree that the scheme will widen social exclusion because as stated in the papers the scheme has not been designed to address accessibility, and therefore does not address the needs of those without a car or access to a bus</p>



service which will disproportionately impact those with a protected characteristic?

**Response from the Cabinet Member for Highways and Infrastructure**

The scheme's Equality impact Assessment (EqIA) is addressed within the cabinet report section 8.3 and within the Outline Business Case section 3.5.

**Supplementary question from Karen Davis**

Ms Davis noted that reliable and affordable public transport could mean the difference between the ability to work and welfare dependency. She said that 64% of jobseekers didn't have access to a car and 2 in 5 said that lack of affordable transport was a barrier to employment. She asked how the Western Link would support people at risk of exclusion from the labour market as outlined in Norfolk County Council's Covid channel area response.

**Response from the Cabinet Member for Highways and Infrastructure**

The Cabinet Member for Highways, Infrastructure and Transport replied that by building the Norwich Western Link, improvements would be made to both walking and cycling provision and public transport available to the people of Norfolk and visitors to the County.

**Cabinet**  
**7 June 2021**  
**Local Member Questions**

<b>Agenda item 7</b>	<b>Local Member Issues/Questions</b>
7.1	<p><b>Question from Cllr Alexandra Kemp</b></p> <p>Norfolk Council unanimously agreed a Motion on Monday 24 May, the first Motion of the new term of office, to write to the Govt for funding for the immediate rebuild of the Queen Elizabeth Hospital in King's Lynn.</p> <p>Councillors heard how the roof is collapsing all over the hospital estate, with a tenfold increase in the past three months of the number of steel props holding up the roof, from 20 to 200, with an increasing safety risk to patients and staff and disruption to services.</p> <p>Has this Council's letter now been sent to the Government?</p> <p><b>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention</b></p> <p>Thank you for your question. Yes.</p> <p><b>Supplementary question from Cllr Alexandra Kemp</b></p> <p>Cllr Kemp asked if the Cabinet Member agreed that as there had still not been a response from government about the announcement of funding for the rebuild of the Queen Elizabeth Hospital and only 63% of roof surveyed, if there was a problem criteria the Government had for the rebuild of hospitals and asked what the Cabinet Member's next steps would be</p> <p><b>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention</b></p> <p>The Cabinet Member for Adult Social Care, Public Health and Prevention was pleased that there was universal support for the motion at council and confirmed that the letter about the rebuild was sent straight to the Secretary of State, signed by Leader of the Council. He was not qualified to speak on the decision-making process of central Government but agreed there was a need to keep this issue in the limelight and continue to press for an answer on this issue.</p>
7.2	<p><b>Question from Cllr Jamie Osborn</b></p> <p>The GHG TAG worksheet acknowledges that there is uncertainty in the calculations due to an absence of data for 2025 - 2040. Given this uncertainty, why has overrun of CO2 emissions not been included in the risk register?</p> <p><b>Response from the Cabinet Member for Environment and Waste</b></p> <p>Linear change in emissions between the years that are represented by the traffic model (2025 and 2040) is a reasonable and standard assumption in the absence of better data.</p>

	<p><b>Supplementary Question from Cllr Jamie Osborn</b></p> <p>Cllr Osborne said that the Council were making assumptions that there would be a reduction in carbon emissions; he noted that there was no evidence in the report to show there will be a reduction in carbon emissions and asked if the cabinet Member will commit to publishing evidence based assessment of the risks of exceeding carbon budgets.</p> <p><b>Written response from the Cabinet Member for Environment and Waste</b></p> <p>The Cabinet report, in section 8.5, states that: “The latest guidance for the calculation of emissions for transport schemes, as given in the DfT’s Greenhouse Gas Workbook has been used to assess changes to vehicle carbon emissions as a result of the NWL. The projections show that delivery of the Norwich Western Link would result in a reduction of over 450 000 tCO<sub>2</sub>e (equivalent tonnes of carbon dioxide) over the 60 year appraisal period, supporting local and national carbon reduction targets.”</p> <p>The report, also in section 8.5, sets out that: “Carbon emissions resulting from the construction, operation and decommissioning of the road will be further developed once a Contractor has been appointed. Contractors will adhere to the principles set out in Carbon Management in Infrastructure guidance (PAS 2080), the leading specification for quantifying carbon infrastructure in the UK, when designing and constructing the project, minimising emissions where practicable. Significant levels of planting, included as part of the project’s environmental mitigation and enhancement aims, will also help to offset carbon emissions. Overall, when considering both construction and operation, it is anticipated the Norwich Western Link will be beneficial in achieving reductions in carbon emissions, again supporting national and regional policy. Details will be provided in the Environmental Statement submitted as part of the planning application.”</p> <p>As set out in the Cabinet report, details will be published within the documents that support the planning application.</p>
7.3	<p><b>Question from Cllr Emma Corlett</b></p> <p>Has the Cabinet / Council received a legal opinion or legal advice in writing or during a minuted meeting on planning considerations for the construction and operation of the proposed Western Link Road over and through the Wensum River Special Area of Conservation?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The Council has appointed external legal representatives to provide ongoing legal support in relation to its emerging planning and statutory order proposals for the NWL project. The Council does not routinely publish the legal advice it receives.</p> <p><b>Supplementary question from Cllr Emma Corlett</b></p> <p>Cllr Corlett asked if the Cabinet Member agreed that the legal information she</p>

	<p>requested is essential information for all Councillors to see so that they can assess the risk register, and asked if all legal advice would be shared with all Councillors ahead of the Full Council EGM in the afternoon.</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The Cabinet Member for Highways, Infrastructure and Transport replied that the response to this question had been given in response to the substantive question posed by Cllr Corlett</p>
7.4	<p><b>Question from Cllr Ben Price</b></p> <p>As the relevant planning authority for the NWL planning application, how will the NCC Planning Department assess the percentage level of carbon emissions reduction that counts as being 'radical' and meets the National Planning Policy Framework requirement for the planning system to "shape places in ways that contribute radical reductions in greenhouse gas emissions"?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The submission of a planning application is still some way off. What we can say, at this stage, is that the contents of the National Planning Policy Framework will be a material consideration when assessing the proposal and the impact on Green House Gas (GHG) emissions will be a relevant consideration. Any assessment will be robust and use recognised methods. The actual weight that is given to the impact on GHG emissions will be for the decision maker, in this case the planning committee, exercising planning judgement.</p> <p><b>Supplementary question from Cllr Ben Price</b></p> <p>Cllr Price noted that the climate change committee had advised Government that transport emissions need to be reduced by 70% by 2035. He felt that the Council may face problems demonstrating that 1.55% carbon emission reduction is compliant with national policy. Cllr Price asked to be provided with the legal advice provided to the Council on carbon reduction and mitigations associated with the scheme</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The Cabinet Member for Highways, Infrastructure and Transport replied that this shows that the scheme was needed more than ever as it would take traffic out of villages to the west of Norwich; without building it more traffic would travel through these villages.</p>
7.5	<p><b>Question from Cllr Steve Morphew</b></p> <p>What degree of mitigation to the disturbance and harm to barbastelle bats does the cabinet member believe will be achieved by the planned measures and will be publish the evidence to support his beliefs?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The forthcoming Environmental Statement will detail a suite of mitigation packages aimed at bat populations and specifically barbastelle. The strategy will follow the</p>

	<p>mitigation hierarchy with an aim to avoid impacts where possible and then mitigate and compensate. The mitigation will be informed by available evidence and with input from nationally recognised bat experts.</p> <p><b>Supplementary question from Cllr Steve Morphew</b></p> <p>Cllr Morphew noted that the mitigation hierarchy talked about avoidance, then mitigation then compensation. The hierarchy also stated that anything other than avoidance brings harm to bat populations and therefore asked what impact on barbastelle bats would he consider to be acceptable if he couldn't avoid it altogether.</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The Cabinet Member for Highways, Infrastructure and Transport replied that surveys had and would continue to take place especially on the barbastelle bats and appropriate mitigation measures required to reduce impact on them and other wildlife would be put in place.</p>
7.6	<p><b>Question from Cllr Maxine Webb</b></p> <p>Please can you point us to the quantitative research that proves green bridges and the "landscaping" that is proposed to promote the use of these features by the bats will ensure no significant disturbance, injury and death will be caused to barbastelle bats during construction and operation of the road?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>When designed appropriately, and placed on existing commuting routes, green bridges have been demonstrated to be effective in maintaining an established bat commuting route (Bach, Bach, &amp; Muller-Stie, 2008). A 2014 study (Berthinussen &amp; Altringham, 2015) of one green bridge over a four-lane road in the UK found that the green bridge was used by 97% of bats that crossed the road. Importantly, significantly more bats crossed the road using the green bridge (97% - 121 of 125 bats) than crossed the road below the bridge at traffic height (2.4% - 3 of 125 bats) or above traffic height (0.8% - 1 of 125 bats).</p> <p><b>Supplementary question from Cllr Maxine Webb</b></p> <p>Cllr Webb asked if it was the case that no robust evidence exists with the inevitable consequences being the significant loss of the £22m of public money set aside for mitigation and putting the Council at risk of prosecution for loss of a protected bat species; she asked if the risk register should be amended accordingly.</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The Cabinet Member for Highways, Infrastructure and Transport replied that the £22m set aside for environmental issues on this road showed the Council's commitment to improve the environment around the area of this road and noted that building the road would take traffic out of these villages protecting the environment for people who lived there</p>

7.7	<p><b>Question from Cllr Alison Birmingham</b></p> <p>Why has the Greenhouse Gases section of the Environmental Impact Report not provided calculations and estimates of greenhouse gas emissions from the construction phase of the project, nor calculations and estimates of greenhouse gas emissions from “Land Use Change” pre-construction and land clearance phase of the project?</p> <p><b>Response from the Cabinet Member for Environment and Waste</b></p> <p>This requires input from the project’s contractor so this can’t be provided until they are appointed.</p> <p><b>Supplementary Question from Cllr Alison Birmingham</b></p> <p>Cllr Birmingham referred to paragraph 4.8.2 of the Norwich Western Link report where it stated that greenhouse gas mitigation requirements had not been identified and were deferred to the environmental impact assessment exposing the Council to legal challenge later. She asked for legal advice to the Council on the GHG their mitigation and legal risks associated with the scheme.</p> <p><b>Written response from the Cabinet Member for Environment and Waste</b></p> <p>The Cabinet report, in section 8.5, sets out that: “Carbon emissions resulting from the construction, operation and decommissioning of the road will be further developed once a Contractor has been appointed. Contractors will adhere to the principles set out in Carbon Management in Infrastructure guidance (PAS 2080), the leading specification for quantifying carbon infrastructure in the UK, when designing and constructing the project, minimising emissions where practicable. Significant levels of planting, included as part of the project’s environmental mitigation and enhancement aims, will also help to offset carbon emissions. Overall, when considering both construction and operation, it is anticipated the Norwich Western Link will be beneficial in achieving reductions in carbon emissions, again supporting national and regional policy. Details will be provided in the Environmental Statement submitted as part of the planning application.”</p> <p>The Council does not routinely publish the legal advice it receives.</p>
7.8	<p><b>Question from Cllr Matthew Reilly</b></p> <p>When did the cabinet member first become aware that the costs of the NWL had rocketed by £45 million to £198 million?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>Indicative costs were provided in January however these were preliminary figures from all the bidders and were subject to change as the procurement process continued. Due to this, and commercial sensitivity requirements that govern procurement processes, it would not have been appropriate to disclose this publicly at this stage.</p> <p>Final figures were confirmed as part of the briefing process ahead of the cabinet</p>

	<p>report being published, so in mid-May.</p> <p><b>Supplementary question from Cllr Matthew Reilly</b></p> <p>Cllr Reilly noted that the Council first knew about the cost of the scheme increasing by 30% in January 2021, and asked why the meeting to discuss this increase, in March 2021, was cancelled. He felt it would have been helpful for the public to know this when they voted in the recent local elections.</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The Cabinet Member for Highways, Infrastructure and Transport replied that as the project was in a live procurement process at that time it was not possible to discuss that information at the time, and the information had now come forward at an appropriate time for discussion</p>
7.9	<p><b>Question from Cllr Colleen Walker</b></p> <p>The Outline Business Case states at paragraph 2.9.8 that the Council “is able to meet anticipated future operating and maintenance costs”. Will the Council receive new money to fund these or will it come out of existing highways budgets?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The maintenance of the NWL will be included as part of the Council’s Transport Asset Management Plan (TAMP) - details of this are provided on the Council’s website. Funding for maintenance is provided from several sources as set out in the TAMP.</p> <p><b>Supplementary question from Cllr Colleen Walker</b></p> <p>Cllr Walker noted that the response to her substantive question stated funding for maintenance of the Norwich Western Link was provided from several sources including existing budgets; she asked that the budget be adequately increased to ensure highway costs were met and for assurance to be given that there would be adequate funding for her division and Great Yarmouth for repairs including potholes.</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>The Cabinet Member for Highways, Infrastructure and Transport replied that the Council had a good record of getting funding for highway repairs and had been judged number 1 for maintaining and looking after its roads compared to comparative Counties, so was in good stead to maintain this road.</p>
7.10	<p><b>Question from Cllr Terry Jermy</b></p> <p>Can you confirm what the minimum cost to NCC would be if the council approves the proposals on 7th June but ultimately planning permission is not granted and what the estimated cost to the council is for each month that the project is delayed?</p> <p><b>Response from the Cabinet Member for Finance</b></p> <p>The project costs are detailed in the Cabinet report, in sections 6.2 and 9.2. The costs related to delay are difficult to quantify as it would depend on the timing and</p>

	<p>overall delay period. The costs related to inflation are included in the costs provided in section 6.2 of the Cabinet report. These would need to be adjusted depending on the extent of any delay.</p>
7.11	<p><b>Question from Cllr Paul Neale</b></p> <p>The Committee on Climate Change estimates that car miles can be reduced by nearly a fifth by 2050 in a balanced pathway. This reduction is a pre-requisite for the 70% reduction in transport emissions required to stay within carbon budgets, according to the CCC. Can the Cabinet member explain how the estimated 3% reduction in vehicle miles that the NWL would deliver contributes to this 70% reduction in total vehicle emissions?</p> <p><b>Response from the Cabinet Member for Environment and Waste</b></p> <p>The Option Selection Report (OSR) set out the reduction in vehicles kilometres travelled with the reduction in CO<sub>2</sub> for each of the shortlisted options in the scheme Opening Year. All shortlisted options reduced the vehicles kilometres travelled and the CO<sub>2</sub> emissions across the transport model study area when compared to the scenario without any of the shortlisted options in the scheme Opening Year.</p> <p>The Outline Business Case (OBC) shows that the current design of the NWL reduces Non-traded CO<sub>2</sub>e emissions (petrol and diesel vehicles) and CO<sub>2</sub>e traded emissions (electric vehicles) over the 60-year appraisal period which will contribute to the target set by the Committee on Climate Change.</p> <p><b>Supplementary Question from Cllr Paul Neale</b></p> <p>The OBC's Monitoring and Evaluation Plan provides no plan for monitoring impacts on biodiversity. Can the Cabinet Member confirm at what stage the impacts on biodiversity will be reported on and explain the process for taking remedial action should the impact on biodiversity be found to be worse than expected?</p> <p><b>Response from the Cabinet Member for Environment and Waste</b></p> <p>The impacts on biodiversity will be assessed and reported in the Environmental Statement and Habitat Regulations Assessment that will be included with the planning application. This assessment will identify mitigation requirements and identify the monitoring requirements. The Construction Environmental Management Plan will outline the mitigation and monitoring requirements that will be adhered to.</p>
7.12	<p><b>Question from Cllr Chrissie Rumsby</b></p> <p>Residents in my division are contacting me about recycling. They buy items from a supermarket that says can be recycled, but when they go to supermarket to get the item recycled, they are told to go to the council. They then go to a council recycling depot only be told that this authority does not recycle these items. Does the cabinet member agree with me that there needs to be a more uniformed approach to recycling if we are to save the planet and can he reassure me that none of our recycling ends up abroad polluting the sea or land elsewhere and just helping with our figures on recycling?</p>



	<p><b>Response from the Cabinet Member for Environment and Waste</b></p> <p>The district, city and borough councils in Norfolk all recycle plastic pots, tubs, trays and bottles in the kerbside bin. These items are commonly recycled across the country and much of the packaging displays the recycling symbol. Less widely recycled materials are often labelled 'check locally for recycling' and are typically plastic films, crisp packets or mixed material packaging. For the local authority to collect a material for recycling, it is important that the market is both environmentally beneficial and financially viable.</p> <p>Around 90% of the materials the district councils collect for recycling in Norfolk are reprocessed in the UK. For the 10% that goes abroad Norse Environmental Waste Services (News) on behalf of the councils provide transparent documentation that ensures its end destination and that it is going to a compliant and suitable licensed facility for recycling.</p> <p>Norfolk County Council has previously trialled a recycling service for rigid plastics, such as garden furniture, at the Recycling Centres. Unfortunately, the market for rigid plastics is unstable and the trial was not able to continue. New markets investigated in 2021 remain volatile. There are current national Government consultations open on deposit return schemes, producer responsibility and recycling consistency. All of which the Norfolk Waste Partnership (made up of the County Council and seven district, city and borough councils) are contributing to.</p>
7.13	<p><b>Question from Cllr Mike Smith-Clare</b></p> <p>Evidence suggests a loss of at least 50% of insects since 1970 and 41% of all insect species are now "threatened with extinction." With insects including bees essential in the pollination of crops, what targets is the Leader setting for his administration to protect and enhance their natural habitats in Norfolk?</p> <p><b>Response from the Cabinet Member for Environment and Waste</b></p> <p>Norfolk County Council's new Environmental Policy, adopted in November 2019, recognises the importance of Norfolk's rich biodiversity, particularly insect populations. Following the National Pollinator Strategy, Norfolk County Council is committed to delivery against our own local plans which set out our approach across both our estates and transport networks, as well as our work with other key partners within Norfolk and beyond. A full update on this important work, including delivery targets, will be brought to the Infrastructure &amp; Development Committee later in the year. Our Nature Recovery team, will invest time in improving our verges for both pollinators and expanding the herb rich habitats which still exist along our roadside corridors. In line with our emerging 25 Year Environment Plan we intend to set measurable targets for improvement and the first draft will be ready by this autumn.</p> <p><b>Supplementary question from Cllr Mike Smith-Clare</b></p> <p>Cllr Smith-Clare noted that Dr Lynn Dicks of the University of East Anglia highlighted that every square km in the UK had lost 11 species of bee and hoverfly</p>

	<p>over 30 years, and asked if the loss of habitat and impact on insect numbers would be prioritised by the Cabinet Member including ensuring that numbers returned to 1980 levels.</p> <p><b>Response from the Cabinet Member for Environment and Waste</b></p> <p>The Cabinet Member for Environment and Waste replied that he could not commit to saying that insect numbers would return to 1980 levels but would commit to working as hard as possible to increase pollinators as much as possible and the published pollinator plan committed to do this.</p>
7.14	<p><b>Question from Cllr Brenda Jones</b></p> <p>How many Covid positive patients were discharged to Norfolk care homes last year?</p> <p><b>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention</b></p> <p>Thank you for your question. As reported to Scrutiny Committee last year we do not have this data, testing by the NHS on discharge was not usually available early on in the first wave of the pandemic. Like all councils, we followed the National Discharge Guidance agreed in March 2020. We did however put in place our own enhanced discharge criteria to minimise risks to residents, in collaboration with care homes and the NHS. This drew on the best practice in infection control, making use of community hospitals and other NHS premises to create safe areas. This included North Walsham Hospital as a designated setting, and Cawston Park as a discharge facility. We continued to change and adapt our processes in line with national changes in guidance about infection control, testing and visiting. We took the decision to support care providers and to do everything we could to minimise the impact of the pandemic. Cawston Park was brought on line to safely cohort patients discharged from hospital in the first wave. Though it was not needed in the first wave, it was used in the second wave. The concept of a "Nightingale" care home was held up as a potential model for other areas to follow.</p> <p><b>Supplementary question from Cllr Brenda Jones</b></p> <p>Cllr Jones noted that restrictions in care homes would continue after 21 June 2021. She asked what these restrictions were and the plans for reducing them.</p> <p><b>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention</b></p> <p>The Cabinet Member for Adult Social Care, Public Health and Prevention replied that there had been a delicate balance with regards to care homes during the pandemic, with a duty to protect those in care homes meaning access had been restricted. This had affected people in care homes though lack of contact with loved ones. The Council took advice and followed national guidance and had taken a precautionary approach throughout the pandemic to ensure that guidance to partners was clear and had provided support and financial assistance, which would continue.</p> <p>All information and guidance for providers is published on our internet and can be</p>

	<p>found by following this link</p> <p><a href="https://www.norfolk.gov.uk/business/supplying-norfolk-county-council/norfolk-care-market/coronavirus-information-for-care-providers">https://www.norfolk.gov.uk/business/supplying-norfolk-county-council/norfolk-care-market/coronavirus-information-for-care-providers</a></p>
7.15	<p><b>Question from Cllr Mike Sands</b></p> <p>Is the cabinet member aware of the increasing practice of patients being discharged from acute mental health admissions to hotel / b&amp;b accommodation and how many mental health service users have been discharged in this manner?</p> <p><b>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention</b></p> <p>Thank you for your question. Norfolk County Council does not collect this information directly and I would recommend asking NSFT who would be the source of information about hospital discharge 'destination' of people. The NCC Discharge Team at Hellesdon Hospital only supports people to be discharged in cases where the person has eligible social care needs and in most cases the patient is returned to their original accommodation. We continue to work closely with NFST and District Council colleagues to help those residents needing support.</p> <p><b>Supplementary question from Cllr Mike Sands</b></p> <p>Cllr Sands asked where patients have been detained under the Mental Health Act, the Council has the responsibility to coordinate oversight and the numbers concerned. He asked if the Norfolk Health Overview and Scrutiny Committee would investigate and consider this and liaise with the Norfolk and Suffolk Foundation Trust.</p> <p><b>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention</b></p> <p>The Cabinet Member for Adult Social Care, Public Health and Prevention replied that as the Chairman of the Norfolk Health Overview and Scrutiny Committee was a member of the Council, he was happy to endorse this request with her, but the final decision on this would rest with her.</p>
7.16	<p><b>Question from Cllr Steff Aquarone</b></p> <p>Could you please explain how a constituent who lives in Melton Constable and has recently secured a job in the recovering hospitality sector in Fakenham, can use clean, green public transport to get to and from work?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>Sanders provide the service 9 from Melton Constable to Fakenham Monday to Saturday, with 8 return journeys Monday to Friday and 5 return journeys on a Saturday.</p> <p><b>Supplementary Question from Cllr Steff Aquarone</b></p>

	<p>Do you believe that footpaths and cycleways are a key part of Norfolk's future, as they provide a low carbon, healthy infrastructure, and if so, how can residents in the Melton Constable division create new walk and cycle paths along routes that they have identified as viable?</p> <p><b>Response from the Cabinet Member for Highways and Infrastructure</b></p> <p>Norfolk County Council recognises that walking and cycling infrastructure are a key part of Norfolk's future. The local highway member fund can be used to create new footpaths and cycle paths along routes that are determined as suitable by the highway engineer, as well as to deliver improvements to existing Public Rights of Way. Alternatively, the parish partnership scheme has been in operation for over ten years and has been used to deliver such schemes locally. If the route is not on an existing highway or established public right of way <i>and frequent and established use of the route is demonstrated, there is a 'claim' process whereby an individual or Parish Council can make an application to the County Council to determine whether sufficient rights have been accrued to have the route recorded on the legal document as a Public Right of Way. The details of how this process works can be found on the NCC website under the section entitled "Unrecorded Public Rights of Way".</i></p>
7.17	<p><b>Question from Cllr Lucy Shires</b></p> <p>The Council's 2016-2020 Public Health Strategy committed to Protect communities and individuals from harm by focusing tobacco control and stop smoking services on reducing smoking rates in key vulnerable groups. Norfolk has the highest proportion of mothers who are still smoking at the time of delivery, in the region and this is higher than the national average. Why has this council failed to create significant change for this group, and what was the strategy to target this specific group?</p> <p><b>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention</b></p> <p>Thank you for your question. As you are aware Norfolk has a higher proportion of pregnant mothers who smoke at the time of delivery compared to the England average. Given this is of concern, over the last 5 years the Norfolk and Waveney Local Maternity and Neonatal System (LMNS) has overseen The Norfolk and Waveney Healthy Pregnancy Plan which describes how the LMNS and partners (including Public Health) are working to deliver a whole system approach to reducing the problem. Over the last 5 years the quality of data collection and recording has been improved, which has enabled those requiring support during pregnancy to be targeted with more specialist smoking cessation services. In addition, specialist smoking midwives have been employed providing interventions and maternity staff have been trained in specialist stopping smoking techniques and advice. There are now CO monitors for all midwives which is a key tool in testing and screening and in turn enables bespoke interventions for support to stop smoking.</p> <p>Direct stopping smoking support can also be accessed through a further number of different routes, which include online digital support and advice on the Just One</p>

Norfolk pregnancy webpages in collaboration with the Healthy Child Programme for Norfolk. An enhanced Smokefree Norfolk offer for pregnant women is a key feature of a transformational plan being implemented, alongside tailored and targeted social media campaigns. The issue remains a significant one and the focus remains on supporting the small number of people who find it hardest to quit smoking.

**Supplementary question from Cllr Lucy Shires**

In the most recent data, the numbers of people killed or seriously injured on Norfolk's roads was at a 7 year high with a higher than regional and national number of deaths and serious injuries of secondary school children in road traffic accidents. The Council continues to fail to meet its targets to reduce these numbers so when will we see the impacts of the overdue new road safety strategy and how much longer do Norfolk residents have to wait for improvements in road safety?

**Response from the Cabinet Member for Highways and Infrastructure**

There are multiple variables which affect both the number and rate of those killed and seriously injured each year on public roads.

Road casualties in Norfolk have risen in the years through to 2019, a regrettable trend that is reflected in both East of England and national data.

Norfolk's Road Safety Partnership has adopted the Safe Systems approach, which reflects the national strategic direction. The ambition is to implement a step change in how we address road safety, acknowledging that the road system should be designed; built; and used in a way which considers the human-factor in real-life use, and focussing on protecting lives.

There are five key pillars to this approach: safe road users; safe speeds; safe vehicles; safe roads; and post-crash care. The Road Safety partners take a multiagency approach, using expertise within different areas to address these five pillars.

Norfolk County Council Road Safety team has several interventions that focus on educating road users, creating a continuum of learning and options for Norfolk residents to learn and apply skills and knowledge.

With progress disrupted by the impact of COVID-19 both on school attendance and the ability to utilise school environments in a COVID-secure fashion, the County Councils road safety team has now begun delivery of an online pedestrian training intervention to secondary schools, which covers the green cross code; safe places to cross; and the perspectives of other road users.

The team has also been developing a new intervention Over to You – Your Choice. The session allows pupils to make decisions in a safe environment applying their knowledge to a scenario they may encounter. This intervention links into the FATAL 4 intervention delivered by Norfolk Constabulary.

7.18	<p><b>Question from Cllr Brian Watkins</b></p> <p>How many Electric Vehicle Charging Points are there now across Norfolk and how many are planned for the next 4 years. What plans are there to ensure that the installation of these points will match with the increasing demand for their usage?</p> <p><b>Response from the Cabinet Member for Environment and Waste</b></p> <p>Currently there are 198 publicly accessible EV charging points across Norfolk, which are a mix of rapid and fast. This breaks down within the districts as follows:</p> <ul style="list-style-type: none"> <li>• Breckland - 18</li> <li>• Broadland – 15</li> <li>• Gt Yarmouth – 20</li> <li>• KLWN – 37</li> <li>• North Norfolk – 41</li> <li>• Norwich – 44</li> <li>• South Norfolk – 23</li> </ul> <p>Although not a local Authority responsibility the County Council and Norwich City Council are jointly working with UK Power Networks to install circa 50 on-street charge points, which will be a mix of fast and rapid chargers within Norwich. This work is currently ongoing with the expectation that installation will be underway in 2022. In addition, the County Council has commissioned a county-wide EV strategy, which is currently being finalised.</p> <p>Private sector work also happening. For example, the company Gridserve are aiming to install in Broadland District an EV Charging Hub that will be a facsimile of their other developments already in place in the UK, for example, the one they have in the region at Braintree - <a href="https://www.gridserve.com/braintree-overview/">https://www.gridserve.com/braintree-overview/</a></p>
7.19	<p><b>Question from Cllr Tim Adams</b></p> <p>The County Council is yet again in Private Eye about how it has treated people with disabilities following the Minimum Income Guarantee High Court Ruling. Isn't it time to do the right thing and remove the barriers that you have put in place so that the people affected can get the money that they are owed?</p> <p><b>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention</b></p> <p>Thank you for your question. I respectfully refer you back to my email sent to you, all Members and Norfolk's MPs on 28th April (forwarded by Tracey Howard) which fully responds to your question. I am happy to reiterate that the Council did not put barriers in place to stop residents receiving their money.</p>

7.20

**Question from Cllr Dan Roper**

The State of Nature report is grim reading with the UK appearing to be one of the most nature depleted countries in the world. According to another study published in May, road verges makes up 1.2% of land in the UK and support half of wildflower species. Plant Life, The Wild Plant Conservation Charity, advises that Councils should be cutting grass, besides essential vision splays and overgrowth, between Mid-July and September and one additional cut before Christmas. Why is it that this Council chooses to instead cut grass verges at the time the majority of wildflower plants are in flower during May and June?

**Response from the Cabinet Member for Environment and Waste**

Norfolk County Council's new Environmental Policy, adopted in November 2019, recognises the importance of Norfolk's rich biodiversity, particularly insect populations. Following the National Pollinator Strategy, Norfolk County Council is committed to delivery against our own local plans which set out our approach across both our estates and transport networks, as well as our work with other key partners within Norfolk and beyond. A full update on this important work, including our approach to the management of highways' verges, will be brought to the Infrastructure & Development Committee later in the year. Our Nature Recovery team, will invest time in improving our verges for both pollinators and expanding the herb rich habitats which still exist along our roadside corridors. In line with our emerging 25 Year Environment Plan we intend to set measurable targets for improvement and the first draft will be ready by this autumn.

# Cabinet

Item No: 9

<b>Decision making report title:</b>	<b>Proposed Framework for Voluntary Community &amp; Social Enterprise (VCSE) Infrastructure Support</b>
<b>Date of meeting:</b>	<b>5 July 2021</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Margaret Dewsbury(Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Director:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Is this a key decision?</b>	<b>Yes</b>
<b>If this is a key decision, date added to the Forward Plan of Key Decisions.</b>	<b>5 March 2021</b>

## Introduction from Cabinet Member

The Voluntary, Community and Social Enterprise (VCSE) sector in Norfolk plays a vital role in supporting and improving the lives of people in the County. From volunteer-run play groups, lunch clubs and befriending to Social Enterprises helping people to gain skills for work, the sector in Norfolk is hugely diverse and independent.

The role of the sector during the pandemic has been pivotal in supporting Norfolk residents whether they were clinically extremely vulnerable, self isolating or the underpinning of the vaccine campaign. This is in addition to all the other services highlighted above that remain at the core of making Norfolk a safe, healthy and resilient County.

Norfolk County Council would like to take this opportunity to thank the voluntary and community sector, across Norfolk, for their unwavering support provided to Norfolk residents, and Norfolk County Council, during the last 16 months. In the face of such challenging times for the sector, this support has been vital in keeping communities safe and well.

The Voluntary, Community and Social Enterprise (VCSE) sector in Norfolk is facing significant challenges in terms of demands for support, funding and income generation, as well as a rapid pace of change. To ensure vital infrastructure support is provided to the sector, it is proposed to revise the current VCSE infrastructure grant, also known as the “working together partnership”, to ensure it continues to provide relevant and up to date infrastructure support to VCSE organisations in Norfolk. This will help enable the sector to



thrive in a time of challenge, as the county recovers from the wide impacts of the Covid 19 pandemic.

## **Executive Summary**

The existing infrastructure grant was extended as a result of the pandemic and these changes are proposed to take effect from the 1<sup>st</sup> October 2021.

Many VCSE organisations have benefited from support from the current grant over the last three and a half years. As a result of this, and to understand what organisations have valued, what was missing, and what would be needed over the forthcoming 3 years, we engaged with the wider sector which has led to a proposal to revise the grant across 5 key outcome areas:

- 1) Funding and finance
- 2) Advice and support
- 3) Volunteer recruitment and deployment
- 4) Training opportunities
- 5) Forums and networking

The current grant is £172,000 per annum and is shared between Voluntary Norfolk, Community Action Norfolk (CAN) and Momentum. In recognition of the increased demand that will be placed on the sector in the forthcoming 2 years, we propose extending the funding to £250,000 per annum for 2 years to provide enhanced capacity for support in these key areas.

It is also proposed to add a single, one off “support grant” pot of £150,000 to be managed as part of the overall infrastructure grant, to provide grant funding capacity. This £150,000 is in addition to the £250,000 annual grant detailed above.

Finally, to re-enforce the ongoing commitment to working in partnership, the report highlights a number of actions for the County Council to undertake to strengthen the relationship and confidence of the sector, based on the feedback received during the engagement exercise.

## **Recommendations**

1. **To approve the outcomes to form the basis of the infrastructure grant for the forthcoming 3 years from Oct 2021 to Oct 2024, as set out in para 1.5.**
2. **Agree an increase in the VCSE grant from £172k to £285k per annum for the first 2 years of the 3 year grant period starting October 2021 (this figure includes permanent transfer of £35k from adult social care to fund the volunteer portal).**
3. **Agree to provide one off funding of £150k to be made available to VCSE organisations to access through a VCSE support grant.**
4. **As part of the Council’s commitment to supporting the VCSE sector, task officers to take forward the actions set out in para 2.2**

## 1. Background and Purpose

- 1.1. The current VCSE infrastructure support arrangements have been in place since October 2017. The last grant allocated was originally over a 3 year period, but due to Covid 19 it was necessary to extend the offer during a period of instability for the sector. As a result, the grant was extended to October 2021.
- 1.2. The grant, currently shared between Voluntary Norfolk (VN), Community Action Norfolk (CAN) and Momentum (which has now merged with Voluntary Norfolk) was previously for a total of £172k per annum. At the time of developing the grant these organisations were considered the primary VCSE infrastructure support bodies and were invited to apply for the grant and encourage 'Working Together', aiming to bring together skills and experience from across the sector to improve support and make it easier for people to volunteer.
- 1.3. The grant originally focussed on 4 main areas, identified as important by the wider sector, and required the grant was delivered in partnership across the 3 infrastructure support organisations:
  - Joined up networks of help and advice
  - Practical support for communities
  - Listening more effectively
  - Using existing support more effectively
- 1.4. There have been a number of good initiatives and experiences for the sector during the grant period. However, the last 12 months have seen a period of significant strain, with increased demand for support, reduced fund raising and income generation opportunities and the rapid pace of digitisation. It was important to review the focus of the infrastructure grant, the approach taken to the granting process, and to understand how the nature of ongoing support needed to change. As such, we conducted engagement with the sector. Information on engagement and responses is detailed in Appendix 1.
- 1.5. The high-level feedback indicated 5 areas of infrastructure support which the VCSE would like to see addressed through any grant allocations (note that these are different to the support areas identified previously and forming the basis of the current grant provision):
  - **Income and funding** – Information on the best sources of income and funding are easily accessible to the sector.  
Organisations are supported to access the resources they need to meet their objectives and operate sustainably.
  - **Advice and Support** – VCSE organisations can access high-quality advice and support when they need it in order to operate safely and effectively.  
Pro-active support helps organisations develop to meet the needs of their communities and stay safe, viable and effective.

- **Training** – VCSE organisations can access tailored information and signposting to find the best sources of training. Organisations can grow the knowledge and skills they need to support organisational development.

The VCSE workforce can develop their knowledge and skills to raise aspiration and meet the needs of beneficiaries.

- **Volunteer recruitment** – The infrastructure is in place for organisations across the County to recruit a diverse and strong volunteer base, building on the growth of volunteering during the pandemic. Norfolk Residents consider volunteering as both a method of giving back to communities and an opportunity to develop their skills in life and work encompassing all demographics.
- **Networking and engagement** – Organisations feel well connected and know where to go to build collaborations, access information or support, including peer to peer support. There are regular opportunities for strategic engagement and dialogue to ensure sector intelligence, issues and concerns are effectively discussed and communicated.

1.6. In addition, there were re-occurring themes in the sector feedback relating to:

- Transparency and independence of infrastructure organisations as they bid to supply services
- Confusion over who to go to for support, as there are multiple infrastructure organisations
- Removal of funding by local councils to deliver services directly causing instability for the sector
- Lack of clarity on how NCC engage with the sector and their difficulty in feeding in their thoughts and views as part of service development
- The challenge of communicating with NCC as a large organisation

1.7. The feedback received demonstrates that there is a need to re-shape the grant, refocus on the ethos of working together and to provide the infrastructure that is needed for the forthcoming 3 years in the face of predicted increases in demand for VCSE support in communities, given the rapid pace of change that is being experienced.

## 2. Proposals

2.1. It is proposed to re-shape the grant and open to applications across the 5 outcome areas detailed in para 1.5 above with the revised grant to start from 1 October 2021. The purpose of this grant is to provide funding to support capacity for infrastructure support to the sector and enable continued support of NCC strategic objectives - keeping Norfolk communities resilient, independent and well.

2.2. **Norfolk County Council actions to support VCSE infrastructure (in addition to provision of grant funding)**

It is proposed that the interim Communities Team structure (part of Communities, Information and Learning) support Norfolk County Council to deliver several actions to build on the collaborative approach we have developed with the sector over the last 4 years which includes:

- Work alongside the LEP to create wider opportunities for inward investment of national funds to support the VCSE sector in Norfolk to grow and continue to respond to the changing needs of Norfolk residents
- Continue to build upon the Norfolk Community Directory as a community asset
- Enable broader funding opportunities and pooling of grants, for example by making it easier for a number of smaller organisations across the county to group together and bid for larger pots of national funding
- Implement an engagement charter

2.3. **Increase the size of the infrastructure grant to provide vital support for organisations to continue to operate and thrive in the face of significant challenge**

It is widely reported that the VCSE sector has, and will, continue to experience an increase in demand for its services, combined with a reduction in funding. The most recent NCVO barometer Survey, May 2021<sup>1</sup> highlights that:

- 66% of organisations expect to see an increase in demand for their services
- 64% of surveyed organisations expect a moderate or significant negative impact on delivering their objectives next year
- 37% reported a reduction in the range of services they provide as a result of the pandemic (either due to cash flow or inability to provide services fact to face)

2.4. As a result of this demand, and to provide vital support across the 5 identified outcome areas of the grant, it is proposed to increase the current grant fund from £172,000 per annum to £250,000.

2.5. This additional funding is for the first 2 years of the three-year grant period, at which point the grant pot will revert to the pre-Covid 19 funding of £172,000 per annum.

2.6. **Provide direct financial support to VCSE organisations as part of supporting recovery.**

Create a “Support grant” pot of £150,000 to be managed by the recipient(s) of the overall infrastructure grant, and in addition to the infrastructure grant above. This is a one-off amount to be managed over the three-year grant period. This is

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<sup>1</sup> Respond, recover, reset: the voluntary sector and COVID-19 May 2021 - [NTU-Covid-voluntary-sector-report-May-2021 DIGITAL.pdf \(cpwop.org.uk\)](#)

to provide support to organisations to thrive, offer new or re-defined services, make best use of technology and increase their capacity to support more Norfolk residents.

**2.7. Combine other VCSE infrastructure funding to make a more coherent grant fund**

Adult Social Care currently commission Voluntary Norfolk to provide a volunteer portal and support. The amount provided for this is £35,000. These funds will be aligned with the infrastructure grant to create a more coherent package of funding for infrastructure support and reduce the burden on organisations to report back multiple times on the outcomes of funding for similar and/or related activities. This £35,000 is in addition to the increased infrastructure grant of £250,000, making the total investment in infrastructure support £285,000 plus the support grants pot of £150,000.

**2.8. A more transparent grant process**

The previous iteration of this grant was provided to the 3 main infrastructure organisations at that time (CAN, Momentum and Voluntary Norfolk). A consistent theme in the feedback on the engagement was the importance of the independence of infrastructure support from commissioned services provided by these organisations.

Based on this feedback, it is imperative to the future success of infrastructure support in Norfolk that organisations are made aware that this grant is available and we propose to invite organisations to submit collaborative bids, that use the funding to maximise the impact of their key strengths. Questions in the grant application will require applicants to clearly demonstrate how independence can be maintained from wider, commissioned service provision.

**3. Impact of the Proposal**

3.1. More organisations are being invited to collaborate on the delivery of infrastructure support for VCSE organisations, the impact of which is offset by an increase in the overall grant pot from £172,000 to £285,000 per annum for the first 2 years including the movement of the volunteer portal funding to this grant

3.2. The outcome of this is a more robust VCSE sector as well as increased transparency and collaborative infrastructure support. In turn it is expected that this will generate more inward investment opportunities to the VCSE sector in Norfolk and provide robust support to organisations during the recovery phase.

**4. Evidence and Reasons for Decision**

4.1. Survey feedback from the engagement process, combined with a range of local and national studies highlighted the combined pressure of increased demand, coupled with reduced funding and changes to how VCSE organisations deliver their services, which has led to the development of this proposal. A focussed and transparent Infrastructure support grant is important to support the VCSE

sector surviving and thriving during the next 2-3 years. The VCSE sector provides vital support to local communities to keep them safe and well.

## **5. Alternative Options**

### **5.1. Retain the current grant shape and offer for a further period**

This risks not providing the support required and disenfranchising the sector from the infrastructure support available by its lack of relevance to the sector's expressed needs.

### **5.2. Develop an in-house infrastructure support offer.**

This would risk destabilising infrastructure support to the sector entirely whilst a new arrangement bedded in. This would have a significant impact and is not recommended given the current uncertainty.

## **6. Financial Implications**

- 6.1. Additional funding for the grant increase and seed funding grant pot will be temporarily provided by NCC to support Norfolk's Communities as part of our ongoing commitment to mitigate the impacts of Covid. Whilst the main funding pot of £172,000 is being maintained.

## **7. Resource Implications**

- 7.1. This grant will be managed and the NCC actions delivered within existing staff resources, overseen by the Director of Community, Information and Learning.

- 7.2. **Property:** None linked to this proposal

- 7.3. **IT:** None linked to this proposal

## **8. Other Implications**

### **8.1. Legal Implications**

None linked to this proposal

### **8.2. Human Rights implications**

None linked to this proposal

### **8.3. Equality Impact Assessment (EqIA) (this must be included)**

An EQIA has been undertaken and has identified positive outcomes for Norfolk communities which can be summarised as follows:

Support for groups and organisations to continue to operate and thrive in the face of significant challenge will help enable the VCSE sector to continue to support those beneficiaries with protected characteristics.

The proposed 'Support grant' pot of £150,000 will provide support to groups and organisations to thrive, offer new or re-defined services, make best use of technology and increase their capacity to support more Norfolk residents. In awarding this grant, however, we will be conscious of the needs of those groups

of people with protected characteristics who still need face-to-face support and services in order to avoid any negative impacts.

Ensuring the sector has impartial support to access a broad spectrum of funding and income generation opportunities

Making it easier for them to group together with other organisations in order to bid for larger pots of national funding,

Making it simple for organisations across the County to recruit a diverse and strong volunteer base.

A wider volunteer base is an intrinsic goal as research has shown that taking up volunteering is associated with positive changes in health and wellbeing.

8.4. **Health and Safety implications** (where appropriate)

None linked to this proposal

8.5. **Sustainability implications** (where appropriate)

8.6. None linked to this proposal

8.7. **Any other implications**

8.8. N/A

**9. Risk Implications/Assessment**

9.1. As set out in the report, VCSE organisations play a vital role in supporting local communities to stay safe and well. The sector is facing some challenging times in terms of demand and funding and it is important to ensure that it remains able to continue to provide this vital support to local communities.

**10. Select Committee comments**

10.1. N/A

**11. Recommendations**

- 11.1.
- 1) To approve the outcomes to form the basis of the infrastructure grant for the forthcoming 3 years from Oct 2021 to Oct 2024, as set out in para 1.5.
  - 2) **Agree an increase in the VCSE grant from £172k to £285k per annum for the first 2 years of the 3 year grant period starting October 2021 (this figure includes permanent transfer of £35k from adults social care to fund the volunteer portal).**
  - 3) Agree to provide one off funding of £150k to be made available to VCSE organisations to access through a VCSE support grant.
  - 4) As part of the Council's commitment to supporting the VCSE sector, task officers to take forward the actions set out in para 2.2

**12. Background Papers**

12.1. None

## **Officer Contact**

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

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## **Appendix A – Engagement responses and detail**

To ensure that the revised grant met the needs of the sector, an engagement approach was carried out as follows:

- 1) Online survey shared widely across the sector and with partners which received 116 responses
- 2) Telephone interviews with 6 organisations
- 3) Discussion groups with small grass roots organisations
- 4) Engagement with current providers to provide feedback

**Three main questions were asked, with supplementary questions to understand the size, constitution and purpose of the organisation responding**

- 1) What support or resources have helped your group or organisation over the past three years?
- 2) What support or resources did your organisation need over the past three years, but couldn't find or access?
- 3) What support or resources will your organisation need over the next three years?

At a high level organisations fed back the following requirements which formed the basis of the objectives of the re defined grant:

- **Income and funding** – support is required to develop income and funding plans / strategies, bid writing support, identify new and innovative sources of sustainable funding, attract resource into Norfolk and to enable the sector to thrive
- **Advice and Support**– Everyday practical support such as HR, insurance and legal issues. Advice on purchasing and using digital technology. Support to find premises and space. Making it clear what support is on offer and where to go.
- **Training** A rolling programme of training and seminars in the basics as well as specific issues affecting the sector
- **Volunteer recruitment** – Continued need for a volunteer portal, Volunteer passport, advertising campaign, management and deployment of volunteers and the recruitment of a more diverse volunteer base
- **Networking and engagement** – Opportunities to build networks with peers, collaborate on bids, transparency of engagement, regular and joined up newsletters

# Cabinet

## Item No. 10

<b>Decision making report title:</b>	<b>Social Infrastructure Fund</b>
<b>Date of meeting:</b>	<b>7 July 2021</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Andrew Proctor, Leader of the Council</b>
<b>Responsible Director:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Is this a key decision?</b>	<b>No</b>

### **Introduction from the Leader of the Council**

The social infrastructure grant scheme, instigated in 2020, provides a £1m capital grant that voluntary and community groups can apply to, helping them to make improvements to their existing facilities, or to fund new initiatives and projects. The scheme demonstrates Norfolk County Council's ongoing commitment to the VCSE sector and to supporting local communities to deliver positive outcomes for Norfolk residents.

The projects we have supported so far have made a big difference, not only to the recipients of the grants, but also to their users; helping people to overcome disadvantage and social exclusion, supporting people in need, and enabling people to play a more active role in their local communities. We're very proud to work in partnership with the wider voluntary and community sector and that's why we are launching the 2021 Social Infrastructure Fund.

The continuation of the scheme for 2021, reaffirms our commitment and as we refresh the Together, for Norfolk strategy we will be looking for initiatives that match our aspiration and objectives. We know that many voluntary sector and community groups have stepped up to the challenge of supporting their users and vulnerable residents and we want to be able to show our support in a very practical way through the 1 million pounds offered with this fund.

### **Executive Summary**

£1 million of funding was awarded to nine organisations in the first year of Norfolk County Council's Social Infrastructure Fund. The grants ranged in amount from £12,500 to £250,000 and have already made an impact in supporting communities both through and beyond the pandemic.

The successful projects ranged from village hall extensions, to state of the art facilities promoting science education, and many have helped people with disabilities to access

sports and leisure pursuits. The 2021 social infrastructure grant aims to replicate the positive outcomes delivered and takes into account current societal and sector challenges.

This paper highlights the key projects from 2020 successful organisations, and sets out the proposed changes around process, funding, criteria and support for applicants. The proposed launch of the 2021 scheme is 12 July 2021, with the closing date at 10 September 2021, with final decisions made week commencing 20 September and offer letters sent out week commencing 4 October 2021.

## **Recommendations**

- 1. To acknowledge the positive impacts that have been made possible by the County Council's £1m investment in social and community infrastructure through the 2020 grants, as set out in Annexe 1**
- 2. To agree the proposed changes to the Social Infrastructure Grant Fund scheme criteria and process for 2021, as set out in Section 2 of this report, aimed to provide wider opportunities for VCSE organisations to access this funding**
- 3. To agree the timetable for the 2021 Fund, as set out in para 2.6, which would see the bidding window for 2021 open on 12 July 2021.**

## **1. Background and Purpose**

- 1.1. In 2020, Norfolk County Council established a new annual capital grants scheme for voluntary and non-profit making groups, known as the social infrastructure fund. Grants are available for groups who are involved in community projects and initiatives that benefit the residents of Norfolk

Within its first year, the fund allocated £985.7K to a range of projects and has added value to the organisations and their associated users. The 2<sup>nd</sup> year of the scheme provides further opportunity to support community projects and initiatives.

- 1.2. The successful projects supported by the 2020 Social Infrastructure fund are detailed in Appendix 1 of this report, along with the results of the investment.

In summary the allocations were as follows

- Nancy Oldfield Trust - accessible, socially distanced Dad's boats and Hansa 303 sailing dinghies £39,420
- Kinetic Science Foundation - interactive science hub in Thetford £50,000
- The Nest – Phase 2 development and Challenge Woods - £220,000
- Keystone development trust £113,795
- Big C - provision of a new centre £200,000
- Priscilla Bacon Hospice Care £250,000

Smaller grants also provided to

- Weeting Village Hall – refurbishments £12,500

- Overstrand Parish Council – parish hall extension - £30,000
- About with friends – accessible extension to respite accommodation £70,000

- 1.3. In awarding funds we aim to ensure that the application process is easy to understand and clear to all applicants. At the same time it is important we ensure sufficient information is gathered to promote value for money, fairness in decision making, public accountability and avoidance of fraud or misuse of funds, reflecting the highest standards of public sector financial management.

Projects and initiatives will be assessed on their ability to contribute to the achievement of the County Council Plan, Together, For Norfolk. In recognition of the challenges facing local communities as we continue to live with Covid-19, a number of small changes to the funding criteria are proposed within this paper.

## 2. Proposals

- 2.1. Whilst there are no proposed changes to the main purpose and aims of the scheme, including the commitment to offer up to £1m total in funding, some amendments to the scheme criteria and process are proposed to help ensure maximum benefit to Norfolk communities.

- 2.2. **Funding:** the 2020 Social Infrastructure grant primarily offered grants of between £50k and £250k, although some lower grants were considered and subsequently offered. For 2021, it is proposed that the funding pot is split so that 25% of funding (£250k) will be earmarked for smaller projects of between £5k and £50K, and the remaining 75% (£750k) will be allocated to larger projects of between £50K and £250k. As with the 2021 fund, all projects will require a level of match funding (minimum of 20%) although resource and time contribution will be considered as suitable match.

Organisations will be required to demonstrate their ongoing financial sustainability through a combination of previous year accounts, and/or forward cashflow projections. The projects will also be assessed for deliverability and value for money.

- 2.3. **Criteria:** The objectives and intended impacts of the grant applications must align to the Together for Norfolk Strategy outcomes,

- Growing our Economy
- Thriving People
- Strong Communities

In addition, for this year additional scoring criteria will be added so projects that proactively support communities to overcome the effects of the pandemic will receive higher scores – examples could include addressing financial hardship through community projects or decreasing social isolation.

To help maximise the ability for all organisations to access available funding, it is proposed that although previous successful applicants can apply for the 2021 fund. Previous award of grants will be taken into consideration in the process for awarding the current year's grants.

- 2.4. **Support:** we recognise that some organisations are not well practised at writing applications and bids so a new support offer will be included this year comprising of a series of workshops to improve skills in this area. The successful applicants will also receive communications support to share information about their projects and progression – there will be three formal communications requirements where NCC will ask for formal updates on progress and impacts for residents.

## 2.5. **Timetable**

The proposed timescale for the 2021 Social Infrastructure Fund is as follows:

Social Infrastructure Grant launched 12 July

Application support workshops 20 July – 10 August 2021

Closing date for applications 10 September 2021

Grant assessment panel sits w/b 27 September 2021

Grant offers out by 4 October 2021

Interim communications update 15 December 2021

Interim communication update 30 March 2022

Final communication update 15 June to demonstrate impact and showcase project

## 3. **Impact of the Proposal**

- 3.1. The commitment of £1million capital funding is a significant investment in the social infrastructure of Norfolk. The examples cited in Annexe 1 outline some of the many benefits delivered to communities, including some groups with protected characteristics. The continuation of the grant programme for 2021 will allow more organisations and their users to benefit, and the proposed changes will ensure wider reach and accessibility of the grants.

The launch of the fund will be widely publicised, including through the Norfolk Association of Local Councils and the Working Together Partnership of VCSE organisations.

#### **4. Evidence and Reasons for Decision**

- 4.1. The changes proposed to the Social Infrastructure Fund are aimed to enable greater opportunities for a wider range VCSE organisations to be able to access this funding to provide benefits to Norfolk communities. The fund enables vital community infrastructure to be strengthened across Norfolk.

#### **5. Alternative Options**

- 5.1. Alternative option would be to not make any changes to the scheme criteria or process for 2021. The scheme ran successfully in 2020 and could operate with the existing criteria and process, however, this means that some organisations and projects would not be considered for funding, particularly small community projects.

#### **6. Financial Implications**

- 6.1. The £1m capital funding needed for the 2021 Fund was approved by Members as part of the budget setting process for 2021/22.

#### **7. Resource Implications**

- 7.1. **Staff:** resource to support this process will come from the existing Community, Information and Learning team.
- 7.2. **Property:** NA
- 7.3. **IT:** The application process will transfer to an online application form to meet current good practice and any supporting documentation, such as financial accounts, will be uploaded to a secure storage area in line with NCC data security practises

#### **8. Other Implications**

##### **8.1. Legal Implications**

NA

##### **8.2. Human Rights implications**

NA

##### **8.3. Equality Impact Assessment (EqIA) (this must be included)**

The aim of the social infrastructure fund is to enable projects that will benefit Norfolk's communities to be delivered. One part of the assessment of applications is to consider who will benefit from the project and how which will enable us to take into account the overall impact, including support for residents with protected characteristics. In addition, the proposed changes to the application criteria for 2021 will enable projects that that support residents disproportionately impacted by the Coronavirus pandemic to be supported, as set out in section 2.4.

##### **8.4. Health and Safety implications (where appropriate)**

NA

**8.5. Sustainability implications** (where appropriate)

NA

**8.6. Any other implications**

**9. Risk Implications/Assessment**

- 9.1. Clear assessment criteria for the assessment of any bids is in place and published on the Council's website to ensure transparency and openness in terms of opportunity for those organisations interesting in bidding for this funding. The fund itself is managed by the Community, Information and Learning Service, supported by Finance and Commercial Services, with oversight from the Council's Audit Team.

**10. Select Committee comments**

10.1 NA

**11. Recommendations**

- 11.1
1. To acknowledge the positive impacts that have been made possible by the County Council's £1m investment in social and community infrastructure through the 2020 grants, as set out in Annexe 1
  2. To agree the proposed changes to the Social Infrastructure Grant Fund scheme criteria and process for 2021, as set out in Section 2 of this report, aimed to provide wider opportunities for VCSE organisations to access this funding
  3. To agree the timetable for the 2021 Fund, as set out in para 2.6, which would see the bidding window for 2021 open on 12 July 2021.

**12. Background Papers**

12.1 NA

**Officer Contact**

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

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## Impact of the Norfolk Social Infrastructure Fund 2020

**£1 million of funding was awarded to nine organisations in the first year of Norfolk County Council's Social Infrastructure Fund. The grants ranged in amount from £12,500 to £250,000 and have already made an impact in supporting communities both through and beyond the pandemic.**

**The Nest** received funding for two exciting additions to their community hub on the outskirts of Norwich; a stunning outdoor wooden play space built into the woods on their site - complete with access and activities for those with disabilities - as well as a state-of-the-art IT suite in the main building.

The Challenge Woods facility was built in just 40 days with contractors starting work just 2 weeks after the grant was confirmed. From 19 April to 14 June 6,566 people have used the facility including pre-school families, home education pupils, young carers, brownies and school groups. You can see a video of the Norwich City CSF Down Syndrome Football team enjoying the facility here

<https://www.thenest.org.uk/news/downs-syndrome-football-team-try-out-the-challenge-woods/>



Phase two of the Nest has seen 23,162 visitors overall with 13,400 unique individuals that have visited. These visitors have taken part in a wide range of activities for different age groups from mini-kickers 2-6 year olds football to Extra Time (Over 50's physical and social sessions). Sessions have also included running for mental health, wellbeing and disability sports. COVID19 restrictions have meant that so far these have been mostly outdoor activities, with the impressive IT suite ready and waiting for when COVID19 restrictions ease.



The **Nancy Oldfield Trust** have also been making the most of outdoor activities using their funding to purchase two new pedal launches built by the local firm 'Dad's Boats'. Visitors can pedal along with a friend or one of their instructors while watching the world glide by. A perfect way to relax and get some gentle (or more vigorous!) exercise and for visitors to regain confidence and improve their wellbeing after the long months of lockdown. One unexpected bonus for profoundly Deaf visitors is that they can communicate without any difficulty while enjoying the activity, as they sit facing their partner in the boat. The Trust is now working on a hand crank adaptation to enable visitors without the use of their legs to take a full part in this new activity.





The grant has also funded three brand new Hansa 303 mini keelboats. These are ideal for anyone with limited lower body mobility or strength. The three new boats are particularly suited to cope with the restrictions imposed by the pandemic as they are very simple to sail and can be sailed solo by beginners or with an instructor on board, once social distancing rules are relaxed.



Later in the summer the Trust will also be offering a stand-up paddle board experience for their visitors on our new Mc Conks Mega paddle board. It is large enough to carry up to eight people and the Trust plans to enable wheelchair users to take part in this increasingly popular activity too.

Two grants were awarded to village halls for improvements and upgrades.

**Overstrand Parish Council** have completed the extension of their Parish Hall and are currently still fitting out, putting in shelving and finishing off their electrical works. Everything is planned to be finished by the end of July. The extension provides better storage for groups and consequently a much more usable space in the main hall for community activities. With improved disabled access and facilities there will be better access for all. As well as improving the space for existing clubs, these improvements, which also include internet access, will encourage new groups and activities for the community.

Meanwhile, **Weeting Village Hall** started their project on 9 November 2020 and successfully completed it within four days. They used their funding to replace the ceilings, lights and sort out other electrical faults as part of their hall refurbishment.

So far the response from groups using the hall has been very favourable and the hall is hoping to attract even more clubs and private bookings once the COVID19 restrictions have been lifted.



One benefit during lockdown was that the committee were able to carry out a complete and total deep clean of the premises and redecoration of the hall - walls repainted, floors sanded down and re-polished. Plus, in line with current rules and regulations, there are sanitiser units in place throughout the hall, new health and safety posters are in place and all clubs/groups have been made aware of the new rules that are now in place.



Thanks to the grant funding **Kinetic Science Foundation** has been able to take on 4 Riverside, Thetford and turn it into a STEM (Science Technology, Engineering and Maths) interactive hands-on centre for schools and families. As well as enabling them to take on the building the funds have helped towards the overall costs of the architect, solicitor, building contractor and admin costs to support the project.

The building work at the centre will take approximately three months and begins in July, with plans to open to the public in late September or October. The exhibits for the centre are now being manufactured by the experts in their fields so the building will be filled with hands-on activities and workshops that will enhance what is learnt in schools and will bring the topics alive for families visiting at weekends and during the school holidays.

Elsewhere in Thetford, **Keystone Innovation Project** officially opened the Annexe at the Riversdale Centre in May this year. The former stables at their Community House (Riversdale, Tanner Street, Thetford) is now a DDA compliant wet room, laundry room, food and toiletries drop off centre and meeting room with kitchen and storage for clothes.

Keystone met with 16 local community support groups in July 2020 to find out what the people struggling in the community needed the most after they had been fed by these wonderful groups. They all said that rough sleepers in the town had nowhere to wash themselves or clothes particularly when the public toilets were closed during the first COVID lockdown, but at all other times too.

Not only does the facility give people in such difficult circumstances some real dignity back but the Annexe is also available for any community group to use on days that Chapter15 (who support our homeless community) are not in there.







The fund has also been used to support longer term significant infrastructure projects that will benefit Norfolk residents for years to come. One such project is the **Priscilla Bacon Hospice** project which is aiming to fundraise £12.5 million for a new hospice for Norfolk. The Priscilla Bacon Hospice will offer 24 specialist inpatient beds, representing a 50% increase in capacity, and has been designed to enable future expansion. This will be supported by a day and respite care centre, hub for hospice at home and other community-based services and facilities for education and training and research.

The fund's significant grant to this project has contributed to successful fundraising of nearly £9.5 million. The project has received significant grants and pledges from funders with national interests, who have been encouraged by the strength of local support – including the grant from the County Council.

Plans for the new hospice have been further developed and refined, taking into account feedback from stakeholders, and learnings from experiences of the Covid-19 pandemic. Preliminary works have started on and around the new hospice site. Archaeological investigations will start in the next few days once this year's crop has been harvested and work on construction remains on track to start in the autumn.



In 2019, Big C launched the 'Nearer to Home' appeal to build a new Cancer Support Centre in the Norwich community and despite some delay caused by the Covid 19 pandemic they are now in a position to progress the build.

Working with Norwich based architects, Purcell and local builders Draper & Nichols, they are repurposing an existing building on Dereham Road in Norwich.

The new building will provide:

- a light, calming central seating area
- private rooms for one-to-one counselling
- a bright space for group activities
- and a sensory well-being garden

Once launched, the centre will provide services including:

- counselling, support groups, time with our registered nurses, complementary therapies,
- bereavement and palliative care support
- practical support such as welfare rights advice or headwear options
- individually tailored health and fitness programmes
- a cancer information library

All Big C services are accessible for patients, carers, family, friends and are free of charge.

Our grant funding has helped Big C to reach a current fundraising total of over £450,000 towards the £750,000 cost and this has enabled them to start building works in July. With a six month build the plan is to open the new centre early in 2022.



COVID19 related delays and supply issues with materials have unfortunately delayed the **About with Friends** project for an extension, including wet-room, to their four bedroom house in Bailey Road in Cromer.

This grant will enable the building of a single story extension housing a large wheelchair friendly double bedroom and adjoining wet room with Bed to Bath ceiling hoist / personal care toilet with wash and dry facility to protect dignity and an automatic rise and fall adult changing table. Smart lighting, voice activated systems and monitoring equipment will all provide support without intrusion of privacy and dignity. With the addition of a full disability accessible wet room About with Friends will be able to offer respite break to those with more severe disabilities.

The building supply issues are now all resolved, planning permission is in place and the architect's plans are all good to go so this project is now ready to take off.





# Cabinet

Item No:11

<b>Decision making report title:</b>	<b>Authority to enact revenue pipeline</b>
<b>Date of meeting:</b>	<b>05 July 2021</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Andrew Jamieson (Cabinet Member for Finance)</b>
<b>Responsible Director:</b>	<b>Simon George, Executive Director for Finance and Commercial Services</b>
<b>Is this a key decision?</b>	<b>Yes</b>
<b>If this is a key decision, date added to the Forward Plan of Key Decisions.</b>	

## Introduction from Cabinet Member

In agreeing the budget for this year council has heard that a significant proportion of the council's spend is via third party contracts. The effective management of these contracts, to ensure both value for money and proper standards of service, is critical.

Expiry dates and break points in these contracts provide the council an opportunity to review the services and procurement arrangements. The budget having been approved, Cabinet is now asked to take the necessary executive decisions in respect of the council's larger revenue contracts, with expiry dates and break points in the next 12 month period.

## Recommendations

### 1. To agree:

- A. To proceed with the procurement actions set out in Annex A.
- B. To delegate to each responsible chief officer authority to discuss with the contractors concerned the issues around extension of contracts designated herein as open for extension and to determine whether to extend the contracts (with such modifications as the chief officer considers necessary) or whether to conduct a procurement exercise to replace them
- C. To delegate to the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any); to shortlist bidders; to make provisional award decisions; to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary.
- D. 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.

## **1. Background and Purpose**

- 1.1. We spend some £800m each year on services and goods for Norfolk people so we need to ensure that we are managing the contracts for these services and goods well.

As an organisation we want to be good to do business with, and to be efficient and business-like in the way we work. High quality contracting and procurement is a critical enabler for us to do this.

We have adopted an approach which is proactive and ensures we have coherent, upstream arrangements for the contract ‘pipeline’; we have also strengthened management oversight and grip on processes, and have a programme of improvement to ensure front line managers are equipped to manage and monitor contracts effectively to maximise impact and value.

## **2. Proposals**

- 2.1. Cabinet is asked to take the executive decision to dispose of existing contracts and let new contracts as set out at Annex A.

- 2.2. So that the procurement processes can be undertaken, cabinet is asked to delegate to the Director of Procurement authority to undertake the necessary procurement processes. This will include:

- determination of the minimum standards that must be met by bidders; of the selection criteria, if the process involves shortlisting; and of the award criteria that will be used to select the winning tender;
- the authority to shortlist bidders in accordance with the selection criteria; the authority to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme) and to award contracts;
- the authority to negotiate where the procurement procedure so permits; and
- the authority to terminate award procedures if necessary – for example because no suitable or affordable offer is received.

- 2.3. In respect of some contracts set out at Annex A, there is an option to extend the contract and it is proposed to continue to deliver the services that the contract enables. But there is a need to determine in each case whether extending the contract (potentially with any modifications that may be agreed with the contractors) represents the optimum approach, or whether a better result would be achieved by re-tendering. Cabinet is asked to delegate these decisions to the relevant chief officers.

- 2.4. In exercising these authorities, officers are constrained by the council's policy framework and by two specific papers agreed by members:
- an approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and
  - 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.
- 2.5. It is for chief officers to deliver contracts or groups of contracts within the relevant budget allowances or, if necessary, to approve or seek approval for budget virements in accordance with the financial regulations.
- 2.6. Some larger revenue contracts that fall within the relevant period but where no approach has yet been agreed are also listed at Annex A, for information. These will be the subject of individual cabinet member decisions in due course.

### **3. Impact of the Proposal**

- 3.1. The anticipated impact in respect of each contract or group of contracts is set out at Annex A.
- 3.2. The impact of the proposed delegations is that it will be possible to implement the pipeline of contract renewals, extensions and cessations in a more-expeditious manner.

### **4. Evidence and Reasons for Decision**

- 4.1. Cabinet recommended adoption of the budget and it is now logical that it approves the decisions in respect of contracts needed to deliver the budget. Expeditious execution of the contract pipeline requires the delegations to officers set out in this programme.
- 4.2. Reasons for decisions about individual contracts or groups of contracts are set out at Annex A.

### **5. Alternative Options**

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

### **6. Financial Implications**

- 6.1. Financial implications are set out in the Pipeline Paper at Annex A.

### **7. Resource Implications**

- 7.1. **Staff:** Management of the programme will be undertaken within existing staff resources. Where additional professional resources are required, these will be accommodated within existing budgets.

7.2. **Property:** N/A

7.3. **IT:** N/A

## **8. Other Implications**

### **8.1. Legal Implications**

The proposals meet the legal requirements of public sector procurement.

### **8.2. Human Rights implications**

N/A

### **8.3. Equality Impact Assessment (EqIA) (this must be included)**

A public consultation process on the 2021-22 Budget has been undertaken. As in previous years, this public consultation has informed an equality impact assessment in respect of both new 2021-22 Budget proposals and the Council's Budget as a whole. In addition, councillors have considered the impact of proposals on rural areas.

Decisions around service redesign and changes to specifications for goods and services will need to include appropriate considerations for use of the resultant services and goods by all relevant groups (with further EqIAs as necessary).

Principal equalities issues associated with each contract are listed at Annex A.

### **8.4. Health and Safety implications (where appropriate)**

Specifications and contract management arrangements will need to take health and safety considerations into account.

### **8.5. Sustainability implications (where appropriate)**

Service design for each contract will include sustainability considerations.

### **8.6. Any other implications**

Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.

## **9. Risk Implications/Assessment**

9.1. Officers will need to consider contract-specific risks as procurement activity is undertaken.

## **10. Select Committee comments**

10.1. N/A

## **11. Recommendations**

11.1. As set out in the Executive Summary

## **12. Background Papers**

12.1. *Social Value in Procurement*, Cabinet, 6 July 2020  
*Sourcing strategy for council services*, Policy & Resources Committee, 16 July 2018

### **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.

Contract reference no(s)	Contract title(s), name of contractor(s) and approx. annual expenditure	Principal equalities considerations	Proposed approach	Reasons for proposed approach
52401; AFN50150; AFN50477; AFN50477A; AFN50477B; AFN50479; AFN50479A; AFN50479B; AFN50479C; AFN50702; AFN50702A; AFN50702B	Early Years Training Framework; 12 suppliers (Minds For Learning; Pacey, Matrix Training Consultancy Limited, Pen Green Research Centre, Sleep East CIC, We Can Do Business Ltd, Early Education, Break, CR Safety Management, Jessica Pitt, Oyster Training & Creative Solutions, The Hamlet Centre Trust); total spend £300k p.a. of which £193k is with Pen Green Research Centre	Replacement of this contract will avoid a disproportionate effect on the ability of early years staff to serve the needs of people with protected characteristics.  Replacement contracts will need to be accessible to all users and the specification will need to take into account the specific characteristics of protected groups.	Replace this framework via a procurement exercise	There is an ongoing requirement for this training beyond the end date of the current arrangements.
AON51029	Transport and Treatment/Disposal of Landfill Leachate; Alpheus Environmental Limited; £228k	None that affect the decision	Replace this contract via a procurement exercise	The requirement is ongoing beyond the end date of the current contract
BON48282	Adults - block purchased home care for adults; Cera Care; £543k	Replacement of this contract will avoid a disproportionate impact on people with protected characteristics. The replacement contracts will need to be specified to take account of the needs to those with protected characteristics.	Replace these contracts via a procurement exercise	Requirement for home care continues beyond the expiry date of these contracts. We will need to replace with new contracts. The ASSD Director of Commissioning will work with the Director of Procurement to agree the most appropriate procurement strategy
BON48283	Adults - block purchased home care for adults; CSN Care Group Limited; £491k			

<b>Contract reference no(s)</b>	<b>Contract title(s), name of contractor(s) and approx. annual expenditure</b>	<b>Principal equalities considerations</b>	<b>Proposed approach</b>	<b>Reasons for proposed approach</b>
BON48284	Adults - block purchased home care for adults; Cera Care; £467k			
BON48285	Adults - block purchased home care for adults; CSN Care Group Limited; £381k			
BON48286	Adults - block purchased home care for adults; Hales Group Limited; 402k			
BON48287	Adults - block purchased home care for adults; Hales Group Limited; £309k			
BON48289	Adults - block purchased home care for adults; Cera Care; £467k			
BON48290	Adults - block purchased home care for adults; Cera Care; £501k			



<b>Contract reference no(s)</b>	<b>Contract title(s), name of contractor(s) and approx. annual expenditure</b>	<b>Principal equalities considerations</b>	<b>Proposed approach</b>	<b>Reasons for proposed approach</b>
BON48291	Adults - block purchased home care for adults; Hales Group Limited; £328k			
BON48292	Adults - block purchased home care for adults; Hales Group Limited; £434k			
BON48293	Adults - block purchased home care for adults; Hales Group Limited; £372k			
BON48764	Adults - block purchased home care for adults; One To One Home Care Agency Limited; £128k			
BON48765	Adults - block purchased home care for adults; Manorcourt Care (Norfolk) Ltd; £695k			
BON50211	Adults - block purchased home care for adults; The Care Company UK Limited; £798k			

<b>Contract reference no(s)</b>	<b>Contract title(s), name of contractor(s) and approx. annual expenditure</b>	<b>Principal equalities considerations</b>	<b>Proposed approach</b>	<b>Reasons for proposed approach</b>
BQN49958	Adults - block purchased home care for adults; Leaf Care Services; £583k		Replace with one or more new contracts	Requirement for home care continues beyond the expiry date of this contract. We will need to replace with new contracts. The ASSD Director of Commissioning will work with the Director of Procurement to agree the most appropriate procurement strategy
BON50436; BON50436A; BON50436B; BON50436C; BON50436D; BON50436E; BON50436F; BON50436I; BON50436J; BON50436K; BON50436L; BON50436N	Foster care services LTR Framework; several suppliers (Anglia Fostering Agency Limited, Beams Foster Care And Family Services Limited, Break, By The Bridge Limited, Nexus Fostering Limited, Compass Fostering London Limited, Foster Care Associates Limited, Integrated Services Programme, The National Fostering Agency Limited, Safehouses Limited, The Adolescent And Children's Trust, Regional Foster Placements Limited), £14.6m	Replacement of this contract will avoid a disproportionate impact on people with protected characteristics	Replace with one or more new contracts	Requirement for foster care continues beyond the expiry date of these contracts. We will need to replace with new contracts. The responsible children's services director will work with the Director of Procurement to agree the most appropriate procurement strategy

<b>Contract reference no(s)</b>	<b>Contract title(s), name of contractor(s) and approx. annual expenditure</b>	<b>Principal equalities considerations</b>	<b>Proposed approach</b>	<b>Reasons for proposed approach</b>
BON50538	Adults - Statutory Advocacy Service for Adults; POhWER; £402k	Extension or retendering of this contract will avoid a disproportionate effect on people with protected characteristics.	Open for extension to 31/03/2024. Delegate to chief officer to agree extension or to re-tender.	Extension would make this contract coterminous with other contracts in the advocacy category, and the whole category can be reviewed as one thereafter
BUN44428	Independent Advocacy for Children in Child Protection Procedures and Looked After Children and Care Leavers; CORAM VOICE; £332k	The replacement contract will consider equalities as part of its design	Replace this contract via a procurement exercise	The requirement is ongoing beyond the end date of the current contract
59378	Adults - Information, Advice and Advocacy for People with Disabilities; Equal Lives - Norfolk Coalition of Disabled People t/a; £139k	Replacement of this contract will avoid a disproportionate impact on people with protected characteristics	Replace with one or more new contracts	The requirement to provide information advice and advocacy continues beyond the end of the current arrangements
59381	Adults - Information, Advice and Advocacy for Older People; Age Concern Norfolk T/A Age UK Norfolk; £		Replace with one or more new contracts	The requirement to provide information advice and advocacy continues beyond the end of the current arrangements
59382	Adults - Information, Advice and Advocacy for People with Mental Health Problems; Equal Lives - Norfolk Coalition of Disabled People; £218k		Replace with one or more new contracts	The requirement to provide information advice and advocacy continues beyond the end of the current arrangements

Contract reference no(s)	Contract title(s), name of contractor(s) and approx. annual expenditure	Principal equalities considerations	Proposed approach	Reasons for proposed approach
59383	Adults - Information, Advice and Advocacy for People with Dementia; Alzheimers Society - Norwich & District Branch; £143k		Replace with one or more new contracts	The requirement to provide information advice and advocacy continues beyond the end of the current arrangements
AON50558	Public Health - Workplace Health Services; Thrive Tribe Ltd; £137k	Equality considerations were taken into account prior to awarding the contract at the outset, and will be considered again as we assess need in light of, and as a result of, Covid-19	Subject to satisfactory discussions with the provider, extend to 31/03/2024, or such lesser period as the Director of Public Health may agree. Then replace as part of the proposed new Healthy Lifestyles Contract	To allow time for design of Healthy Lifestyles Contract which will replace this. This design work has been on hold during the pandemic
59806	Tier 2 Adult Weight Management; Miles Bramwell Executive Services t/a Slimming World; £245k	Equality considerations were taken into account prior to awarding the contract at the outset, and are further reflected in the investment decision of the 2020/21 additional government monies for T2 weight management a proportion of which is being spent through our workplace initiative. Equality impacts will be considered again as we assess need in light of, and as a result of, Covid-19	Subject to satisfactory discussions with the provider, extend to 31/03/2024, or such lesser period as the Director of Public Health may agree. Then replace as part of the proposed new Healthy Lifestyles Contract	To allow time for design of Healthy Lifestyles Contract which will replace this. This design work has been on hold during the pandemic

Contract reference no(s)	Contract title(s), name of contractor(s) and approx. annual expenditure	Principal equalities considerations	Proposed approach	Reasons for proposed approach
61531	Catering Service at Short Stay Accommodation-Based Reablement Units at Grays Fair Court and Benjamin Court; Country Kitchen Foods (Norfolk) Ltd; £151k	Equalities considerations are part of specification design prior to the awarding of the contract. Any new contract awarded from 01/04/2023 will require further consideration of equalities impacts	Subject to satisfactory discussions with the provider, extension to 31/03/2023 as anticipated in the original exemption, otherwise at chief officer's discretion re-tender the service.	Extension will make this contract coterminous with other contracts for catering services in care settings, one of which is for a different part of Grays Fair Court providing housing with care and it is not viable to have a different supplier
59991	Rapid Response and Return - Call-off from LTR Framework for Therapy, Assessment and Family Support Services; YMCA Norfolk; £208k	A decision not to provide the service <u>at all</u> might disproportionately affect those with certain protected characteristics, but in this case the decision is to provide this support in-house.	Contract to terminate as planned at expiry date	Following directorate decision to bring this service in house we no longer require external provision
60806	Provision of Boarding Pathways pastoral team; Langley School (1960) Limited; £110k	Equalities considerations will be determined during development of the new call off contracts	Replace this contract like for like with a call off under the standard framework already in place	The requirement continues beyond the end of the current contract
BPN15118	Adults - Residential Rehabilitation for Adults with Functional Health Needs (Omnia); Norfolk and Waveney Mind; £581k	To be determined at the point of decision	A proposal will be developed and brought to the Cabinet member for decision - no decision sought here. We are likely to want to extend	

<b>Contract reference no(s)</b>	<b>Contract title(s), name of contractor(s) and approx. annual expenditure</b>	<b>Principal equalities considerations</b>	<b>Proposed approach</b>	<b>Reasons for proposed approach</b>
			these arrangements and there is provision in the contract to do so	
BPN51726	Adults - Shared Lives - Adult Placement Scheme; PSS Limited; £2.3m	To be determined at the point of decision	A proposal will be developed and brought to the Cabinet member for decision - no decision sought here. We are reviewing whether the service should be brought in house	

# Report to Cabinet

Item No 12

<b>Report title:</b>	<b>Notifications of Exemptions Under Contract Standing Orders</b>
<b>Date of meeting:</b>	
<b>Responsible Cabinet Member:</b>	<b>Cllr Andrew Jamieson (Cabinet Member for Finance)</b>
<b>Responsible Director:</b>	<b>Simon George, Executive Director of Finance</b>
<b>Is this a key decision?</b>	<b>No</b>
<b>Introduction from Cabinet Member</b>  Contract standing orders require that all exemptions to standing orders granted for the award of contracts valued in excess of £250,000 are reported to Cabinet.  The report sets out all such exemptions and purchases up to 14 <sup>th</sup> June 2021  <b>Recommendations:</b>  <b>1. As required by paragraph 10.b of Contract Standing Orders, Cabinet is asked to note the exemptions over £250,000 that have been granted under paragraph 10.a.ii of those orders by the Director of Procurement and Director of Governance in consultation with the Leader of the Council.</b>	

<b>Supplier</b>	<b>Value, term and ref</b>	<b>Short description of Contract and Reason for Exemption</b>
Nexus Alpha Low Power Systems Limited	£1million 3/11/2020– 01/10/2024 Ref EX60201	Supply, maintenance of Real-Time Passenger Information screens in Norfolk. Exemption needed for technical compatibility reasons.
St Martins Housing Trust	£365,664 01/11/2020-31/10/2025 Ref EX60923	Expansion of nomination rights for Webster Court service for vulnerable adults from 24-32 units – unique offering in the area
Munnings Construction Ltd	£837,212 22/02/2021-01/02/2022 Ref EX61182	Refurbishment of Children's Services Residential Home at Norwich Road, Dereham - EX61182. Time-critical works for the launch of the No Wrong Door service, well below the OJEU threshold.
Pinsent Masons LLP	£300,000 01/03/2021-01/03/2022 Ref EX61228	Legal Advice - Great Yarmouth 3rd River Crossing - EX61228. No satisfactory bids under legal services framework, resulting in need for call-off with extreme urgency.
Munnings Construction Ltd	£1,600,000 01/03/2021-31/12/2021 Ref EX61255	Works to Improve Teaching & Learning Environment at Falcon Junior School - EX61255. Time-critical works, well below the OJEU threshold.
Country Kitchen Foods Norfolk (CKFN) Limited	£529,523 01/04/2021-31/03/2023 Ref EX61531	Adults - Catering Service for short stay residential service at Grays Fair Court and Benjamin Court. Contract awarded to 31/03/2022 with option to extend to full term of 31/03/2023

## Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

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

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# Cabinet

Item No: 13

<b>Decision making report title:</b>	<b>Health, Safety and Well-being Annual Report</b>
<b>Date of meeting:</b>	<b>5<sup>th</sup> July 2021</b>
<b>Responsible Cabinet Member:</b>	<b>Executive Leader Andrew Proctor, (Cabinet Member for Governance and Strategy)</b>
<b>Responsible Director:</b>	<b>Paul Cracknell, Executive Director of Transformation and Strategy</b>
<b>Is this a key decision?</b>	<b>Yes/No</b>

## 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 Members, volunteers and anyone we provide services to (either directly or through a 3<sup>rd</sup> party) such as school pupils, commissioned services clients and contractors.

As part of the NCC health and safety management system the Head of Health, Safety and Well-Being is required to report to the most senior leaders of NCC, as the accountable persons, twice a year on our progress and delivery to that system. The main purpose of this report is to provide Cabinet with an update on performance measures so that members may be satisfied with 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

In addition, the report provides suggested areas of focus for the Health, Safety and Well-being service (HSW) for the forthcoming year. This plan is developed following consultation and feedback from Directorates. These priorities will form part of the overall NCC People plan and contribute to the Workforce and OD strategic priorities.

## Executive Summary

This report provides data and analysis on the Health, Safety and Well-being (HSW) performance of Norfolk County Council (NCC) as an employer for the reporting period 2020/21.

The data reflects the significant impact of the pandemic in that:

- Much of our workforce changed their work location, working hours and for some, the work they undertook
- Services closed fully or partially at different points throughout the year.
- Managers led teams remotely and managed new health and safety responsibilities and legislative requirements. Some of our workforce were on the frontline, continuing to provide services to our community throughout the pandemic and getting used to the need to wear PPE, this was highly challenging and personally stressful for many.
- In addition, many colleagues struggled personally and suffered family difficulty.

Our indicators need to be reviewed in that context, positive trends will be impacted by reduced and changed services and areas of concern will have been influenced by the challenges presented by the pandemic.

The key highlights from the report include:

### **Mental health and wellbeing**

- 35% of all sickness days lost were due to mental health absence
- Employee survey scores relating to health and wellbeing are positive and improving:
  - The way my manager manages contributes positively to my health and wellbeing increased from mean of 72 to 76
  - My employer demonstrates a genuine concern for my health safety and wellbeing increased from mean of 66 to 69
- Norfolk Support Line (NSL) use increased from 2.81% of the workforce in 19/20 to 4.75% this year and work as a primary presenting issue reduced from 24% to 20%. This reflects national data relating to the people most impacted by worsening mental health through the pandemic.
- However, Wellbeing Officer referrals decreased compared to last year, although employees are more likely to use Wellbeing Officer support for work related issues and the national data suggests home and family factors have been a more significant influence.
- There are 290 wellbeing champions across the organisation providing a link between the wellbeing team and service teams, supporting the delivery of wellbeing measures and communications
- Feedback and outcome measures for health and wellbeing services continue to be very positive for example wellbeing officer support in 2020/21 resulted in 91% of referrals being at work following the support given compared to 69% at the point of referral

### **Musculoskeletal health**

- Musculoskeletal absence accounts for 11% days lost due to sickness at NCC
- 331 employees in NCC Services and 137 in NCC Schools were referred to the Musculoskeletal Rehabilitation Scheme (MIRS) this year. This is below the expected 8% level at 5% and the uptake on computer workstation assessments

undertaken by the MIRS provider has decreased to 97 compared to 230 in 19/20. This may, in part, be due to people's response to the pandemic.

- The service is estimated to have saved NCC over £500,000 in absence prevention and 94% of employees remained at work at the time of referral, an increase from 90% last year
- 90% of MIRS referrals said they would recommend the service

### **Management of health and safety**

- The number of all incidents have reduced compared to last year with reportable incidents at 1.64 per 1000 f.t.e compared to 2.23 in 19/20 and non-reportable incidents at 27.14 compared to 83.15 in 19/20. This is not surprising considering the impact of the pandemic on service delivery
- Whilst the management of incidents had previously improved, the trajectory is now in the wrong direction with 70% being signed off within the target set and 137 currently remaining open, although it is worth noting 103 of these relate to schools. A further 137 remain open from previous reporting years of which 72 relate to schools.
- Violence remains the single biggest cause of incidents. Whilst there has been a significant reduction in such incidents, this is very likely as a result of the reduction in services during the reporting period. It should be noted that Children's Services and Education colleagues support some of our most vulnerable children and preventative measures are often limited and incidents of concern are reviewed by health and safety professionals with the service.
- As identified in the mid-year report, NCC received an Improvement Notice from the Health and Safety Executive during the reporting period, our first since 2013. This relates to the management of an activity contracted to a third party for delivery. As an indicator of how well we are managing health and safety risks, the serving of an improvement notice indicates we have fallen some way short of expectations of the regulator in this area. The notice has now been signed off as complied with. It is important that NCC take the learning from this enforcement action and review all contracted work to ensure robust monitoring is in place.
- Whilst all directorates have a risk profile in place, some directorate management teams are not actively reviewing and updating their profile. It is recommended that profiles are reviewed, refreshed and actions identified twice a year.
- Not all directorates have a recognisable health and safety committee in place. This is an important means of engaging and consulting with colleagues over health and safety matters.
- Completion of mandatory health and safety training has dropped below the target of 90% and is now at 83% for the whole organisation
- Income from traded services dipped slightly this year (£418,000 compared to £444,000). This is in part due to pandemic restrictions that prevented some services from being delivered

Finally, the report provides an overview of the areas of focus for the service for the forthcoming year. These have been developed in collaboration with and following feedback from service departments. In summary these are:

- Organisational well-being and resilience – supporting and contributing our recovery from working through the pandemic and linked to workforce priorities for staff engagement and leadership
- Refreshing our health and safety management system, taking the learning from the last year, supporting the implementation of smarter working and supporting effective and appropriate local accountability
- Any continued response to pandemic and integrating the ongoing need for infection, prevention and control into our business as usual health and safety management practices

## **Recommendations**

**Cabinet are asked to consider the performance report and endorse the proposed actions:**

- 1. The focus and priorities for the Health, Safety and Wellbeing Service for the forthcoming year, as outlined on slide 12 of the report should be:**
  - **Organisational wellbeing and resilience**
  - **Refreshing the health and safety management system to reflect and support continued hybrid working**
  - **Continuing response to the pandemic and integration of infection prevention and control needs**
- 2. The focus and priorities for Executive Directors are:**
  - **Employee wellbeing and resilience including supporting and enabling managers to build strong, positive relationships with their teams**
  - **Working with the HSW service to review and confirm NCCs risk appetite within our health and safety management system**
  - **Reviewing and improving where necessary their health and safety management practices with reference to the specific tactical recommendations outlined on slide 13 of the report**

## 1. Health, Safety and Well-being Performance Outcomes

1.1. The performance measures provided in this report relate to 3 key outcomes.

### **Outcome 1: NCC has a positive health, safety and well-being culture:**

1.2. The measures are designed to inform NCC whether accountability for HSW 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.

1.3. 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.

1.4. 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. Workplaces that have a healthy, proactive relationship with unions are shown to have a lower incident rate, employees are more confident to raise concerns and risks are better controlled.

1.5. 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.

1.6. The measures for outcome 1 therefore focus on incidents, leadership and employee involvement.

### **Outcome 2: The standard of HSW management ensures employees are at work, well and productive**

1.7. 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.

1.8. Monitoring of teams and premises is ordinarily undertaken by the HSW service to evaluate compliance and risks. At each visit the team/premise is given a risk score based on a number of factors. This enables NCC to understand how well risks are being managed across the organisation and enables the HSW service to target their resources appropriately. The monitoring programme was suspended in 2020 in response to the COVID-19 pandemic. The risk profile of our premises and teams will not therefore be provided in this report as it reflects the 2019/20 position. Monitoring activity will recommence later in the year.

- 1.9. Following a visit to a team or premise the HSW team will provide a prioritised list of improvements needed. Where the risks are significant, or the visit has highlighted the management is falling significantly short of expectations a revisit will be made to follow up. The number of revisits needed give an indication of the severity of the issues found as well as whether managers are rectifying issues in a timely way. Again, information on this measure will not be provided this year due to the impact of the pandemic on the work of the HSW Service.
- 1.10. The factors that contribute to improvement of employees, sense of well-being while at work are many and varied, not all of which can be easily measured and some of which are outside the control of the employer. However, it is important to note the single biggest influencer on employee wellbeing is the management/employee relationship. The well-being measures included in this report are limited to the utilisation of well-being services that support employees directly. These are founded in our statutory obligations as well as reflecting best practice as outlined by government research e.g. The Farmer, Stevenson report, Thriving at Work. The well-being services form one part of the People Plan. They also contribute to the workforce and OD priorities. The focus of the People Plan and priorities are to support a productive, engaged and motivated workforce through enabling an effective management/employee relationship. The full range of services and measures are not in scope of this report.
- 1.11. An example of one of the tools available is the team-based stress risk assessment. Health and safety law places a statutory obligation on the Council to risk assess work related stress. At NCC we offer teams this tool that is based on the HSE stress management standards of relationships, support, role, change, demands and communication. These are the areas considered by the HSE as being influential on work related stress.
- 1.12. Employee learning and development not only supports competency in their role but also engagement with the risk management process.

**Outcome 3: HSW have a successful, strategic approach to trading and cost recovery.**

- 1.13. 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.

- 1.14. All of the data provided in this report needs to be reviewed in the light of the pandemic and the influence it has had on both services and individuals. Whilst as normal, previous year data has been provided for comparison this needs to be reviewed with caution as the years are not in and of themselves comparable.
- 1.15. Much of our workforce changed their work location, working hours and for some, the work they undertook. Services closed fully or partially at different points throughout the year. Managers led teams remotely and managed new health and safety responsibilities and legislative requirements. Some of our workforce were on the frontline, continuing to provide services to our community throughout the pandemic and getting used to the need to wear PPE, this was highly challenging and personally stressful for many. In addition, many colleagues struggled personally and suffered family difficulty.

### **Corporate Vital Signs and Workforce priorities**

- 1.16. The HSW service as part of the wider HR service contributes to the delivery of the workforce priorities which are underpinned by the implementation of myOracle which will enable colleagues to take personal ownership of their customer journey, and managers to be an engaging and effective face of NCC to their team members.
- 1.17. The workforce priorities have been refreshed for 2021/22. Work is underway to share and test these priorities and supporting plans with directorates. The priorities are provided in Appendix 1 of the report and the HR Plan on a page is provided at Appendix 2 for reference and context.
- 1.18. The service also contributes towards the HR vital signs. For the reporting period these were:
- **New Employee retention** which measures how many of the new entrants to NCC stay in post for longer than 2 years.
  - **% Loss time due to sickness**
  - **Vacancy rate** which identifies the number of unfilled posts in the budgeted staffing establishment.

2020/21 quarter 4 vital signs reports and commentary are tabled separately.

- 1.19. The workforce corporate vital signs have been reshaped for the forthcoming year and moving forward will comprise:
- **New Employee Retention 24 months+ (target 70%)**
  - **Voluntary Turnover Rate (target 10%)**
  - **% of employees with written and agreed goals (target 95%)**
  - **Sickness absences – % of time lost (target ≤3.5% 8.1 days)**

- **Absence due to Mental Health as a % of all absence (target ≤30%)**
- **Social Worker Vacancies - % establishment filled (target 90%)**
- **% total Social Work Agency Workforce as a % of Staffing Budget (target year on year reduction)**
- **Employee Engagement – Employer Contribution (target improvement of score by 2 points)**
- **Employee Engagement – Satisfaction (target improvement of score by 2 points)**
- **Employee Engagement – I believe I can make a difference by giving you my views (target improvement of score by 2 points)**

1.20. The performance measures provided in this report contribute to the achievement of the workforce priorities and vital signs measures.

## **2. Financial Implications**

2.1. There are no specific financial implications to bring to the attention of Cabinet, although reference should be made to legal implications for Executive Directors and the Head of Paid Staff below.

## **3. Issues and risks**

5.1 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. Recent public sector fines have been in the region of £100,000 - £1,000,000.

5.2 There is also a risk of an increase in successful civil claims made against the authority

5.3 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.

5.4 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 or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

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

**Officer Name: Derryth Wright   Tel No: 01603 222912   Email address:**  
Derryth.wright@norfolk.gov.uk



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.

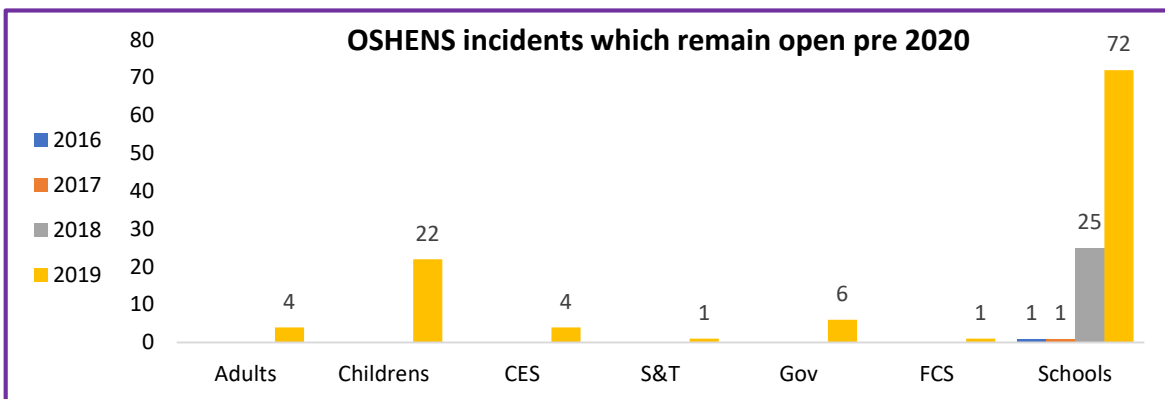
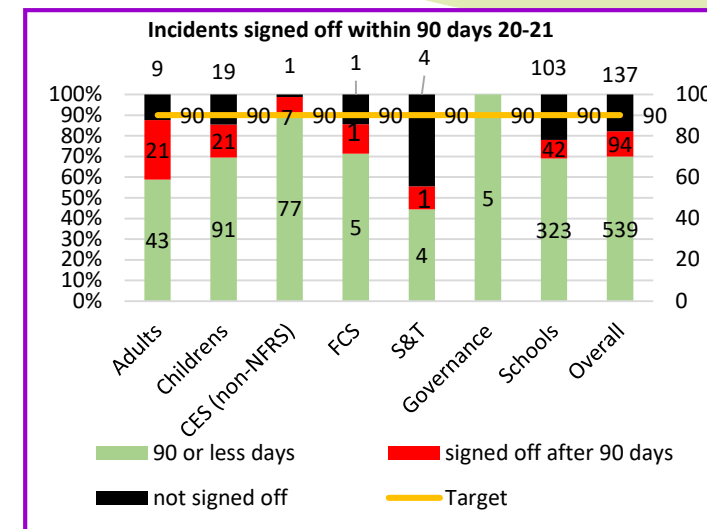
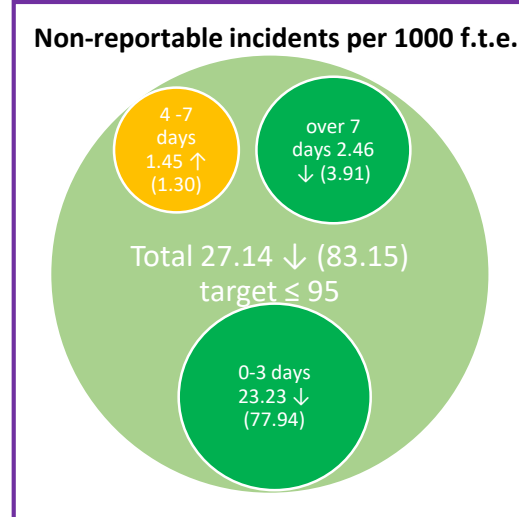
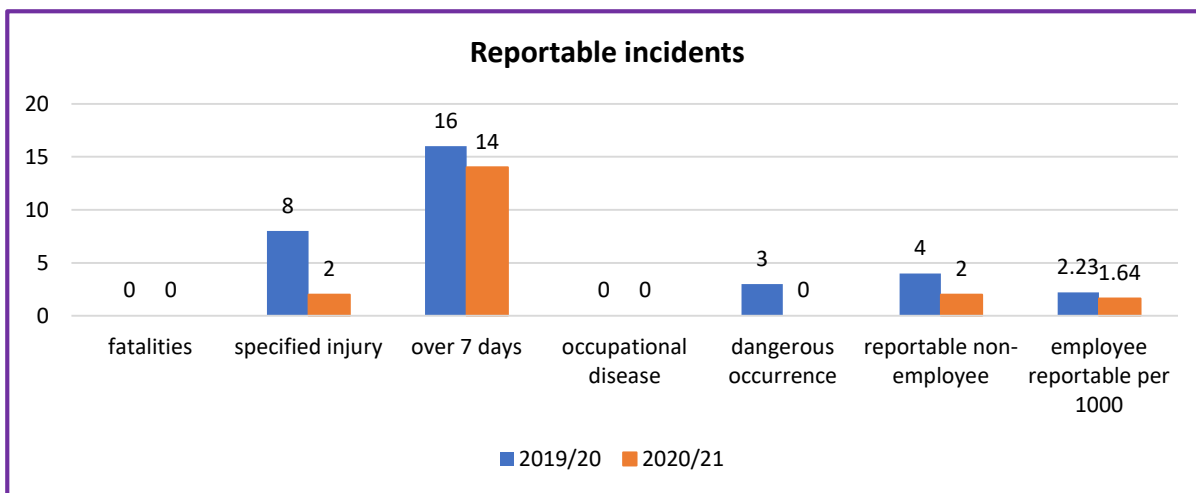
# Norfolk County Council

Health, Safety and Well-being  
Annual Report 2020/21



# Outcome 1: A positive health, safety and well-being culture

## Incidents



**Norfolk**  
County Council

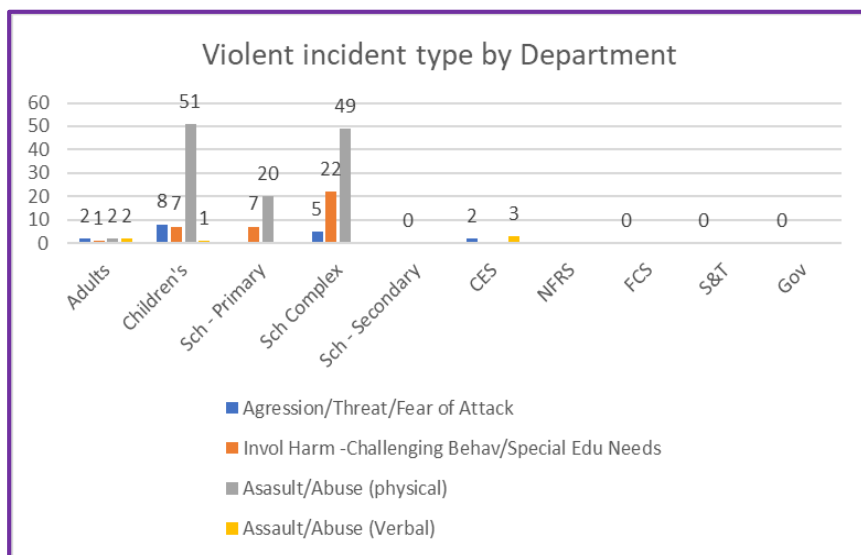
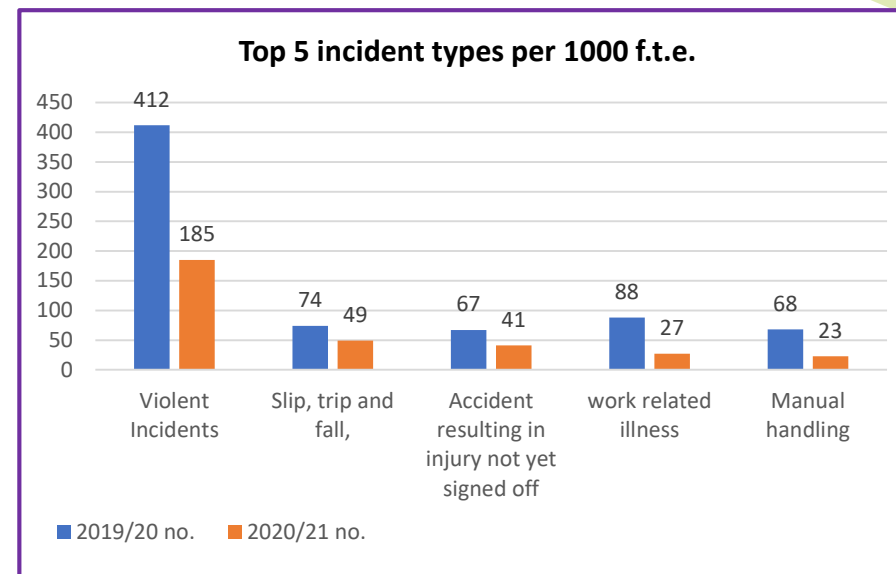
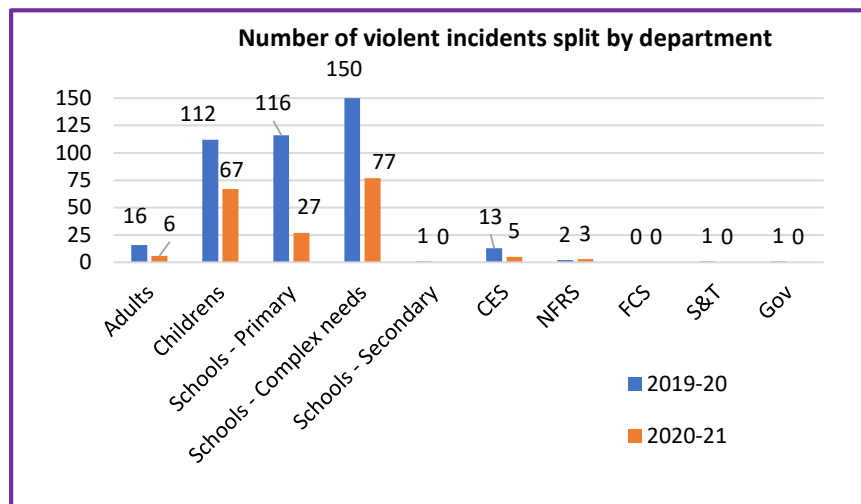
\*Figure above each bar is actual number of incidents recorded, vertical axis is per 1000 f.t.e.

### Narrative:

- The number of reportable incidents has reduced again this year, although some of this is likely to reflect the impact of the pandemic on services.
- The majority of the reportable incidents occurred in the Fire Service and are in the main musculoskeletal in nature.
- NCC continues to perform well against the national benchmark for reportable incidents (19/20 benchmark is 2.38 per 1000 f.t.e – the 20/21 figure will be released in October 21)
- Non reportable incidents have reduced significantly. Again this is likely to be a reflection on services being suspended or reduced throughout the reporting period
- The target for reviewing and signing off incidents has not been met in some services with only 70% meeting the target. A number of incidents from previous years also remain open. We are aware that in some cases technical issues with the software have prevented timely review and sign off, however this has only impacted a small number of cases. Reviewing and signing off incidents is important for statutory reporting, prevention and learning.

# Outcome 1: A positive health, safety and well-being culture

## Incidents



### Narrative:

- The types of incidents that are most frequently reported remain the same as previously, although in line with the general reduction in incidents, these have reduced in number
- Violence remains the single biggest cause of incidents, the majority of which are recorded as physical in nature. These, in the main, occur in Children's Services and Education who deal with some of the most challenging service users and the preventative actions available to the service are limited. Incidents of concern are reviewed by health and safety professionals with the service.

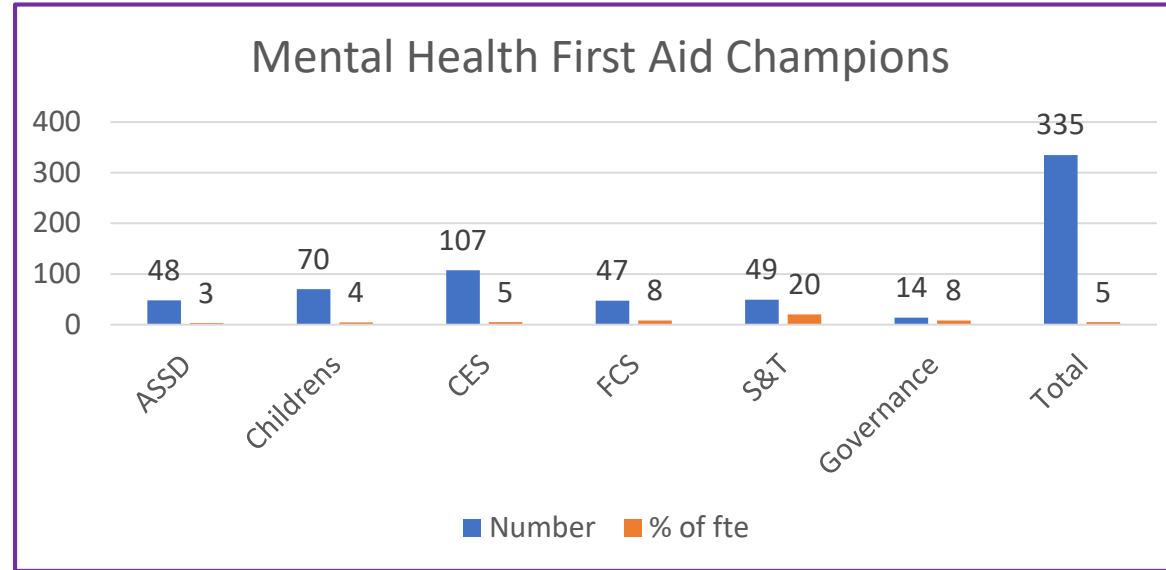
# Outcome 1: A positive health, safety and well-being culture

## Leadership

**Risk Profile:**  
Is in place for all directorates

Some directorates need to refresh and review their profile

**Leadership engagement with HSW service:**  
1 occasion of late engagement



**Employee Survey:**  
NCC demonstrates a genuine concern for my health, safety and wellbeing 2021 score 69 increased from 66

My manager contributes positively to my health and wellbeing 2021 score 76 up from 72

### Narrative:

- All directorates have a risk profile in place. It is recommended that profiles are reviewed, refreshed and actions identified twice a year. Some directorates are not currently meeting this. Changes to directorates has also meant some profiles no longer reflect their services.
- Mental Health First Aid (MHFA) training supports managers in their role helping them to have a better understanding of common mental health issues, gain knowledge and confidence to advocate for mental health awareness, spot signs of mental ill health and improve their skills to support positive well-being of their teams. Following training, ongoing support is provided through a TEAMS group. This has enabled regular updates, information, tips and discussions regarding employee mental health, a vital measure in ensuring the MHFA Champion role is sustained.
- The provision of MHFA training was suspended last year as Mental Health First Aid England did not produce the training in a format that could be delivered remotely therefore no additional champions could be trained. In person training will recommence later in the year, although there is a reasonable number across NCC, the uptake varies across the directorates and the aim is for all managers to undertake this training.
- In a survey of MHFA Champions in May 2020 57% felt the training had made them more capable to support their team and colleagues during the COVID-19 pandemic. The 2021 survey has recently been launched. Once the training has recommenced it is recommended managers that are yet to complete this training are identified and encouraged to attend.
- The employee survey scores for 2021 that specifically ask about health, safety and wellbeing leadership have improved and the manager score is now in the good range (75+ is considered a good score).

# Outcome 1: A positive health, safety and well-being culture

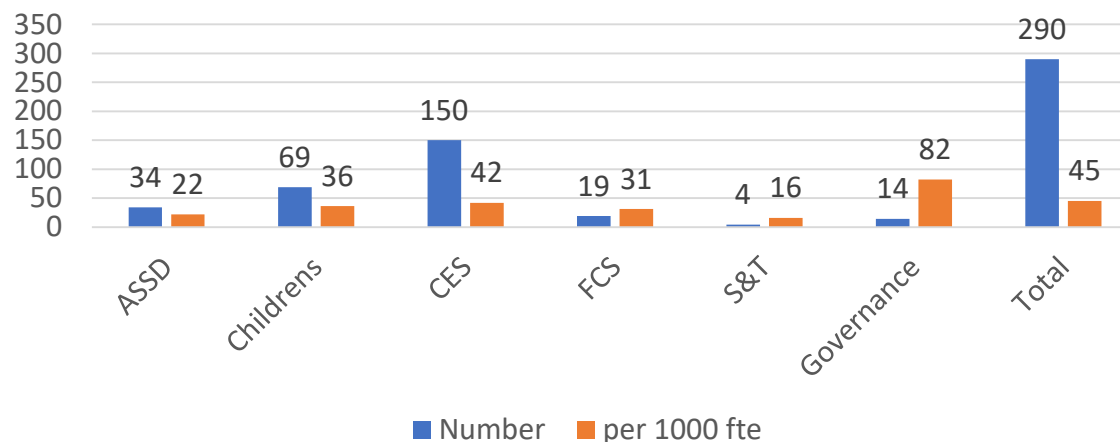
## Employee Involvement

### H&S Committees:

Are not in place in all directorates

Where they are in place they meet regularly

Wellbeing Champions



### Narrative:

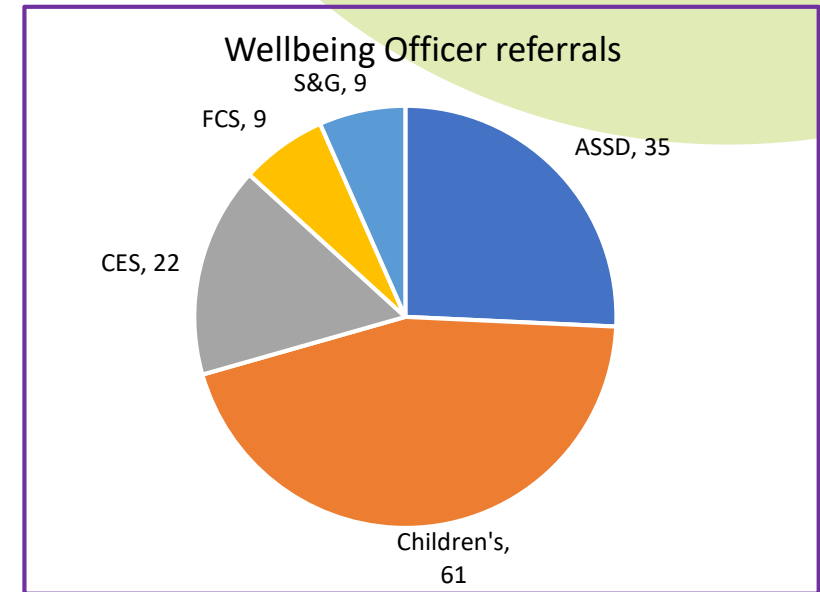
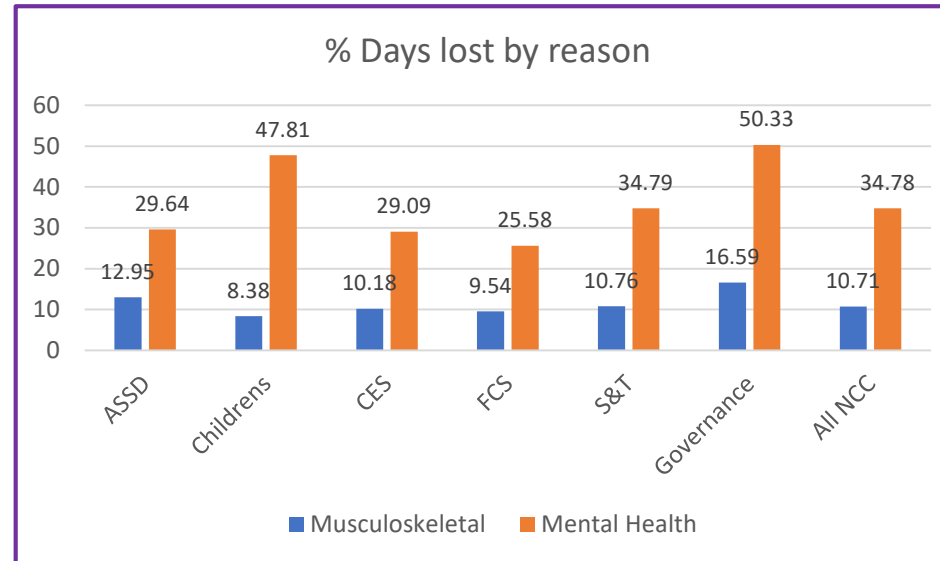
- Workplace that have a healthy, proactive relationship with unions are shown to have a lower incident rate, employees are more confident to raise concerns and risks are better controlled.
- Each directorate should have a regular formal mechanism for union engagement and consultation on health and safety matters. This is not currently in place for all directorates, although where it is, they meet regularly
- 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 to teams. The more well-being champions there are in the organisation the more effective our communications about workplace health and well-being matters
- There are a good number of well-being champions overall across the organisation, although this varies per department (target 38.5 per 1000 f.t.e)

# Outcome 2: The standard of HSW management ensures employees are at work, well and productive

## Risk management

### Norfolk Support Line:

- 4.75 % employees accessed
- 20% work identified as primary issue
- Critical incident/ trauma team support accessed 8 times



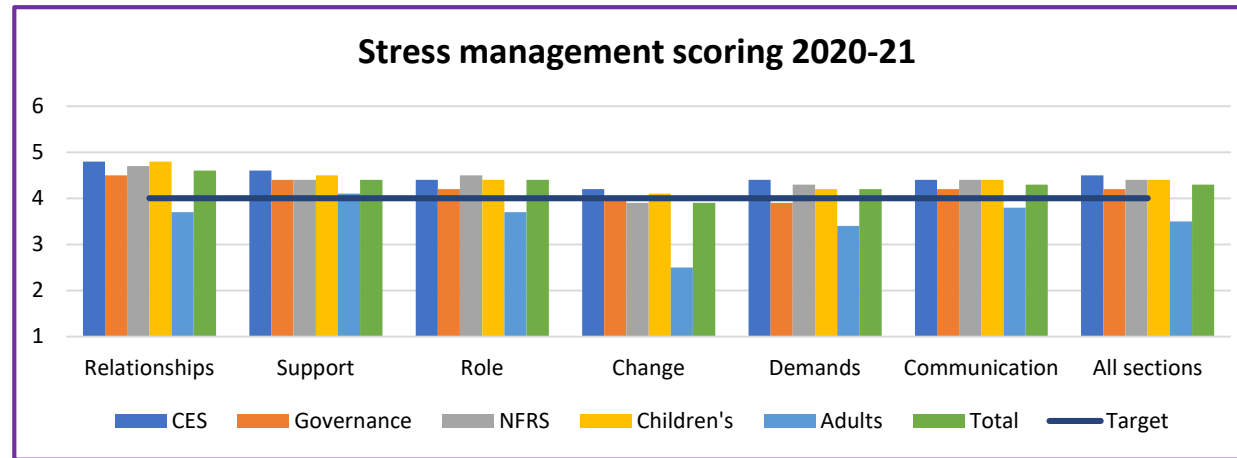
### Narrative:

- NSL use increased from 2.81% the previous year. It initially reduced by 40% during quarter 1, but gradually increased over the year, this reflects the pattern for other organisations indicative of the level of threat people felt from COVID-19
- Work as a primary presenting issue has reduced from 24% and below the target of 25%. This is understandable with the impact from COVID-19 on peoples personal and family lives. Recent data from the Office for National Statistics shows that the pandemic has most significantly affected those unable to afford unexpected expenses as a result of the impacts of the pandemic and those with at least one child in the household.
- NSL also provide critical incident support: Support for a team when they are affected by a significant incident or an accumulation of incidents (e.g. death of a client or colleague or a continual increase in pressure such as has been seen for some services through the pandemic). Use of this service has increased from 2 episodes in 2019/20
- Wellbeing Officer referrals decreased from 166 the previous year to 136. Again in the first quarter of the year there were no referrals to the service.
- We would ordinarily expect 25% of wellbeing support or less to relate to work. This year it was 67% which is high and an increase on 49% the previous year.
- The comparison of use of NSL and Wellbeing officer support suggests people access these services for different primary presenting reasons. NSL, personal; WBO, work.
- Executive Directors may wish to consider what more can be done by managers to support and improve employee wellbeing in a proactive way

# Outcome 2: The standard of HSW management ensures employees are at work, well and productive

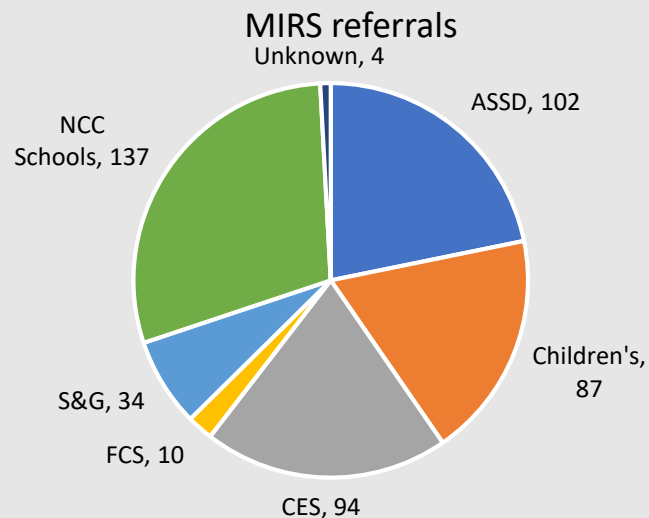
## Risk management

**Musculoskeletal Scheme Use:**  
94% referral while at work (whole NCC)  
97 workstation assessments



**H&S Monitoring:**  
The proactive monitoring programme was suspended during this year due to COVID-19

**Enforcement action:**  
One Improvement Notice was served relating to contract management



### Narrative:

- An improvement notice was served on NCC relating to contract management of the Haven Bridge. This has now successfully been closed and confirmed as complied with.
- 44 teams of varying sizes have participated in the stress risk assessment tool this year. We are starting to see some scores below the target. This is not necessarily a concern as this is a diagnostic tool that helps managers to identify improvement areas. Where teams have scored below target, they receive support to develop action plans to secure improvements. The recent employee survey results are showing a year on year improvement in some of the correlating areas which, whilst not demonstrating a causative effect from the stress action planning is nevertheless encouraging.
- Hands on physiotherapy treatment was suspended until September in response to the pandemic. However, remote physiotherapy continued to be delivered and referrals to this service increased from 4% in 2019/20 to 24% across the year.
- Levels of MIRS use are lower than would be considered good. It is 5% (excluding schools) compared to a target of 8%, but this may be as a result of the pandemic
- The number of workstation assessments undertaken by the MIRS providers has dropped significantly from 230 again this may be due to the level of threat felt from the pandemic. Workstation assessment is an important factor in hybrid working and all employees should be encouraged to complete and refresh these.



# Outcome 2: The standard of HSW management ensures employees are at work, well and productive

## Risk management – Impact of the services

### Wellbeing Officer Support:

69% at work at the time of referral

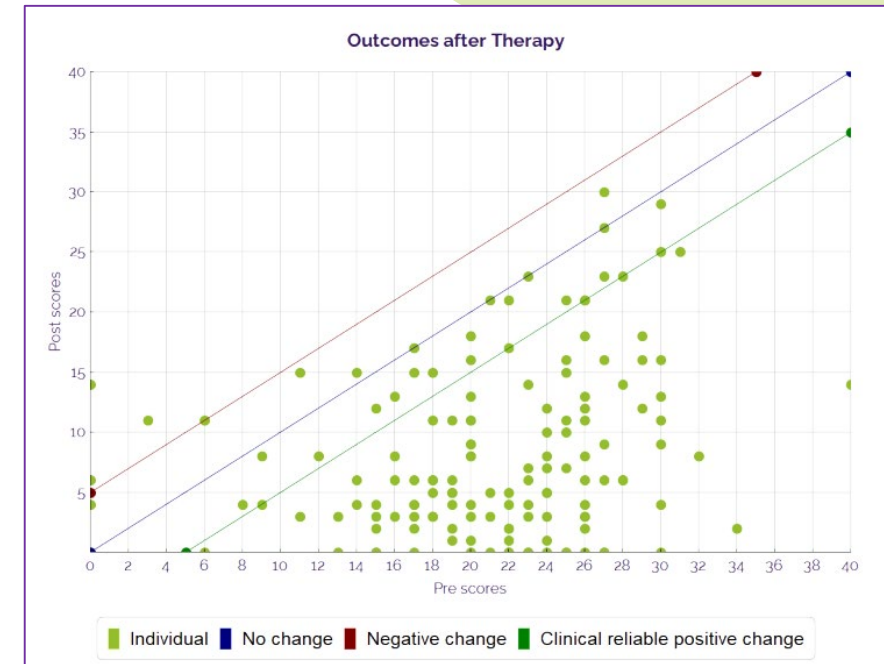
90% at work following support

### Musculoskeletal Scheme Use:

85% employees said treatment was helpful

90% would recommend to a colleague

Estimated to save 6046 days sickness absence and £513,910 (all NCC)



### Narrative:

- Employees who receive counselling undertake a CORE 10 assessment. This is a widely used monitoring tool to indicate the impact on psychological health from psychotherapy, counselling etc. The lower the score the better psychological health. Any dots below the green line show a positive impact
- Wellbeing officer support continues to show a positive impact on colleagues being at work and well with 91% in work following support
- Feedback from managers in the teams provided with critical incident support has been positive, identifying that it provided the team members with a way of addressing the emotional impact of the incident, as well as ways of managing them (as individuals and a team) in the future.
- 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
- Feedback obtained from employees 4 weeks after a DSE assessment by the MIRS providers indicates that recommended changes have been made promptly compared to previous years (87% compared with 37% in 2019/20). This may, in part be due to the £250 allowance for employees working from home.

# Outcome 2: The standard of HSW management ensures employees are at work, well and productive

## Risk management – Impact of the services

### Feedback for NSL:

*"It eased all my anxiety, worries and now I am turning my life around to something a lot more enjoyable after struggling. The counselling has changed my life for the better, being able to let go of past traumas, which I have found difficult. I wouldn't have been back at work without it."*

*"Being able to talk to someone who was impartial and non-judgemental. Being steered instead of told what is correct. The sessions were really beneficial and would happily recommend them to anyone."*

### Feedback for MIRS:

*"Very professional support. The physio helped explain why I was suffering with pain and helped with my physical condition and more importantly my anxiety of ever fully recovering. Which I thankfully have."* Remote treatment

*"Whilst still working, I was really struggling and in a lot of pain at the time of referral. I was very impressed at the speed of the referral and how quickly I got to speak to a physio. The advice and exercises I was given helped me to stay working. My treatment was done completely over the phone with the exercises being set over an App."* Remote treatment

*"The service I received was excellent and the treatment was of a high standard. It enabled me to continue working."* Hands-on treatment

### Feedback for WBO:

*"Brilliant support, very effective and practical advice was very helpful. I felt supported throughout the process and was able to access advice and techniques which would not have been available to me otherwise."*

*"The Well-being Officer was fantastic. She listened to me and really empathised. I felt comfortable talking to her and wouldn't hesitate to recommend her for anyone feeling stressed or overwhelmed."*

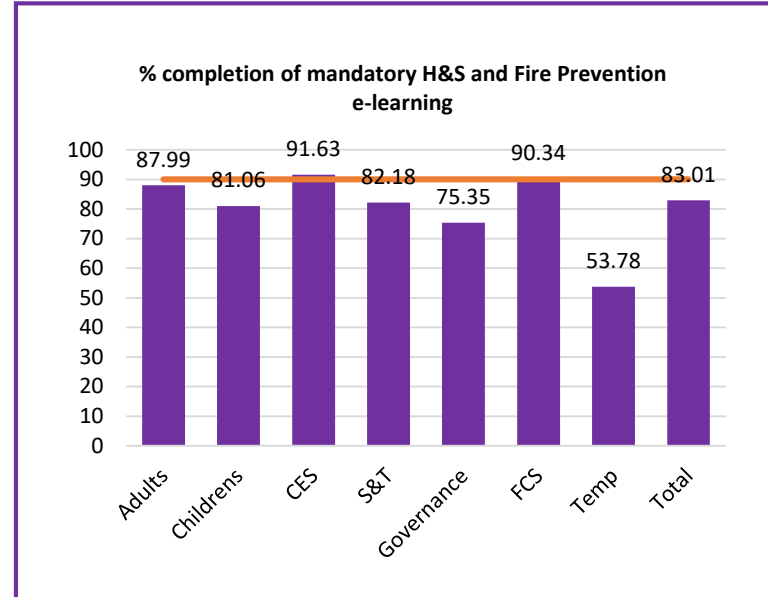
*"My only regret is that I wasn't referred to her sooner as I feel that I could have returned to work sooner with her support. I cannot speak highly enough of the support I received both over the phone and face to face from the Well-being Officer."*

*"The support I received was fantastic and really useful. The Well-being Officer pointed me the right direction of outside support I needed to receive also. I felt thoroughly supported and I have been able to seek further support from the Well-being Officer if I have needed it outside of our sessions. She is very approachable and made me feel completely comfortable as this is an area I struggle with, speaking to people I am not familiar with."*

*"I can honestly say that the support I have had from the Well-being Officer has been the main factor that has kept me at work. She has worked so hard with me to actually get to the root of the problem. The Well-being Officer is non-judgmental, hugely supportive and clearly knows her area of work extremely well. She has listened and when she gauged (correctly so) that it was time to start to push me slightly, she has done so. I cannot thank her enough."*

# Outcome 2: The standard of HSW management ensures employees are at work, well and productive

## Employee competency



### Narrative:

- This e-learning is the only mandatory training that can be tracked because it relates to all employees. It is hoped that improvements in Oracle will support better tracking and reporting on other mandatory training dependant on role. Managers need to be clear on the required training for their teams and compliance with that.
- Some services are meeting the required 90% completion rate but others have dipped below that this year
- Other training needs would ordinarily be identified through the monitoring programme

## Outcome 3: HSW have a successful, strategic approach to trading and cost recovery

**Traded income:**  
£417,855 (down  
from £443,829)

Covers 50%  
service costs  
(down from 53%)

**Education sector:**

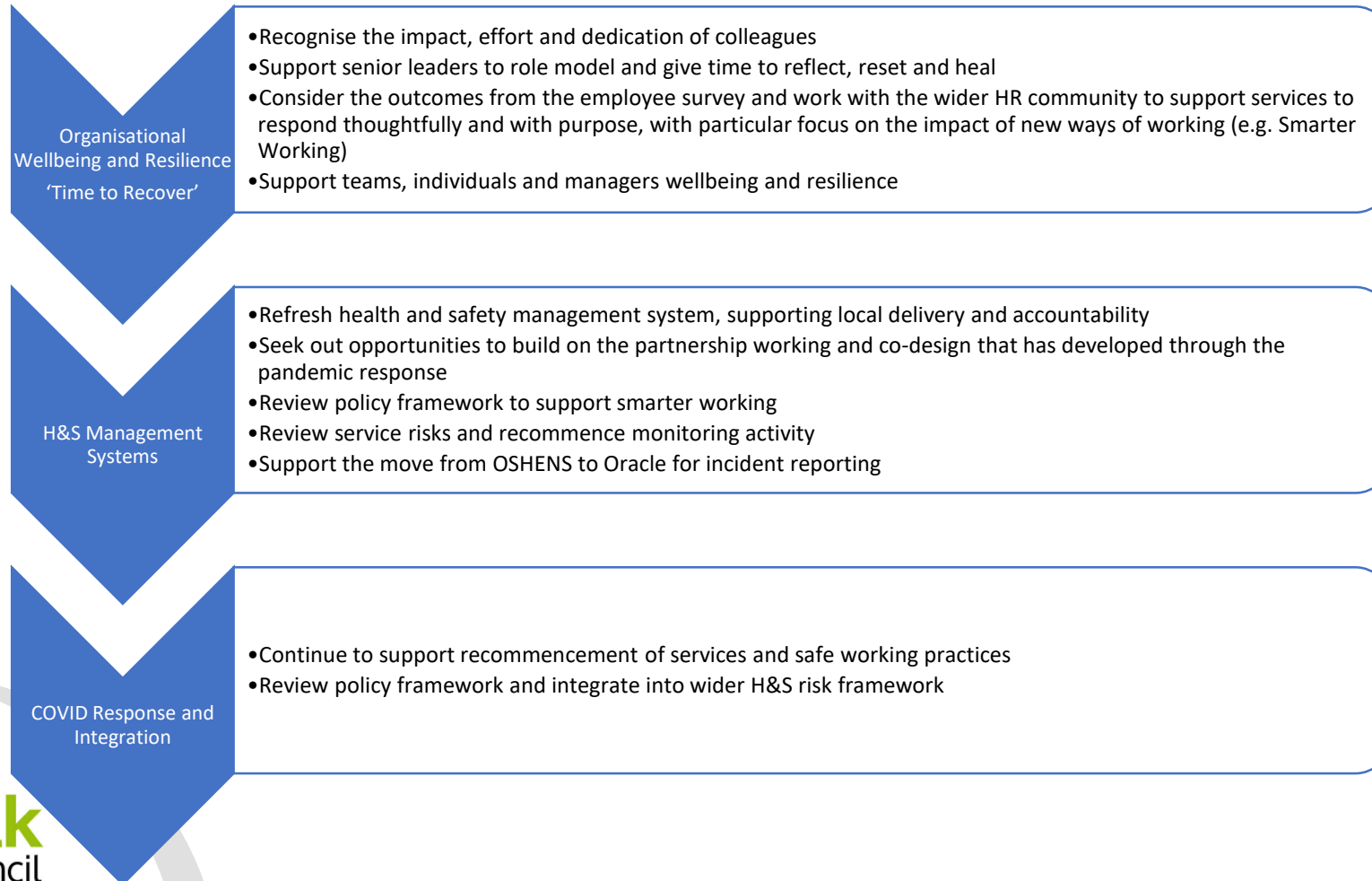
- 107 Academies
  - 21 Trusts
  - 156 schools
- Purchase at least 1  
service

### Narrative:

- Following the outbreak of Coronavirus COVID-19 the Head of HSW in consultation with the Director of Learning and Inclusion made the decision to offer advice and support to all schools and early years settings free of charge to support the wider Public Health effort. This coupled with the necessary focus on dealing with the pandemic may account for some of the drop in income.
- In addition, services such as monitoring inspections and in person training were suspended. These contribute to the trading income.

# HSW Service Priorities for 2021/22

The following priorities have been identified through discussion with Directorate management teams



# Summary of recommendations within the report

The focus and priorities for Executive Directors are:

- Employee wellbeing and resilience
- Confirming risk appetite within the health and safety management system
- Reviewing and improving health and safety management practices

The data provided within the report suggests specific attention in the following areas would support improvements in the priority areas:

- Measures are in place to ensure timely review and sign off of incidents by managers
- All employees have undertaken a workstation assessment and resulting actions are implemented
- Their health and safety risk profile is up to date and actively reviewed twice a year
- A mechanism for regular engagement with employee representatives including the statutory health and safety committee requirements is in place
- Managers are fully equipped and able to support and improve employee wellbeing including that managers have attended the Mental Health First Aid Champion Training
- All employees have undertaken the health and safety training relevant to their role

# Appendix 1

**NCC People Vision:** 'To lead and encourage every employee to be their best at work so that we can improve the lives of our communities to grow, thrive and prosper'

1. Strong response to and recovery from COVID-19

2. Leadership and management practice for our 'new normal'

3. A workforce that reflects its community, and respects and values difference

4. A workforce that stays with NCC for a long-term, life-friendly career

5. A balanced 'employment deal' for engagement and wellbeing

6. Smarter working and digital competence for all

*The NCC workforce priorities are supported by the HR service 'Plan on a Page' and the HR service programme plan*

## NCC Workforce Priorities



# Appendix 2

## PLAN ON A PAGE 2021-22

Issue 1.0

### Service Area: Human Resources (including OD and Health, Safety and Well-being services)

**Vision for our service:** The HR department works closely with leaders and managers to help them deliver the services of the future through the NCC (and wider) workforce.

Every NCC manager and colleague can access the tools, information and advice to enable them to flourish and perform to their best, take charge of their own development, thrive through substantial change, and have a satisfying career with NCC.

#### Outcomes:

- Engaged colleagues with resilient health and wellbeing who feel connected to NCC
- Skilled and knowledgeable colleagues who use their strengths, have digital skills, and work flexibly
- Leaders and managers who are trusted, compassionate, clear, fair, developmental, supportive and empathetic
- A diverse workforce that reflects the community it serves and values difference
- An HR service that supports the development of our organisation and workforce to remain relevant for the future needs of Norfolk and enables long-term careers

#### Key activities:

- Deliver NCC workforce strategy (see HR programme plan for 2021/22 activities):
  - Strong response to and recovery from Covid-19
  - Leadership & management practice for the 'new normal'
  - A workforce that reflects its community, and respects and values difference
  - A workforce that stays with NCC for a long-term, life-friendly career
  - A balanced 'Employment Deal' for engagement and wellbeing
  - Smarter Working and digital competence for all
  - Support Oracle go-live and implementation, enabling colleagues to take personal ownership of their customer journey, and managers to be an engaging and effective face of NCC to their team members

#### How the delivery of my service contributes to NCC and departmental priorities:

- The HR customer journey enables every colleague to access the information, advice or support they need in the most efficient and effective way, leading to reduced time spent on employment issues, decision-making based on accurate information, and faster resolution / action where needed
- Leaders and managers who are clear about their role and supported to do it well are the positive face of NCC, and the biggest creators of engagement and wellbeing in their team members
- Actively creating a more diverse workforce increases NCC's pool of available skills, knowledge, experience and strengths. It helps NCC to understand more fully the communities it serves, and to challenge its own assumptions and approaches
- Supporting Smarter Working skills and work practices enables colleagues to deliver services in the most effective and efficient way possible for customers, NCC and colleagues
- When colleagues can see a long-term career in NCC, including using vehicles such as apprenticeships to make a career change, they stay with us for longer and NCC benefits from their organisational knowledge and networks.

#### HR Service Performance Measures:

- These [HR Performance metrics](#) as per quarterly HR performance report:
  - Advice and Consultancy
  - HR Direct
  - Wellbeing
  - Resourcing / Recruitment
  - Learning & Development
  - Organisation Effectiveness
  - Policy & Reward
  - Health & Safety
  - HR Performance & Governance

#### Corporate Vital signs and targets:

- New employee retention is at 70%
- 95% of employees have written & agreed goals
- Absence levels at or below 3.5% (8.1 days)
- Absence due to mental health at or below 30% of all absence
- 90% of social worker vacancies are filled
- The % of the social work workforce that is filled by agency staff is reducing year on year
- Voluntary turnover is at 10%
- Our employee survey shows an improvement in satisfaction score by 2 points and an improvement in our employer contribution score by 2 points

#### Other key organisation measures:

- Our employee survey shows an improvement in the 'I am making smarter working work well for me and my customers' (higher is better) and in 'although NCC advocates smarter working lack of organisational support means it is difficult to do' (lower is better) score by 2 points
- The number of grievances raised by colleagues and the number that progress to the formal stage is reducing year on year (use end of 20/21 as benchmark)
- The number of bullying and harassment claims is baselined and then reduces year on year
- 98% apprenticeship levy spend for NCC
- Apprenticeship levy spend increasing year on year for schools (use end of year 20/21 as benchmark)
- The number of reportable accidents and incidents is reducing year on year
- Mandatory training compliance is at 95%
- Recruiting a diverse workforce: success measures for numbers of applications and appointments established and baseline created
- 90% of employees have learning plans in place by calendar year end



# 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 are 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 are reporting that their health conditions are limiting their capacity to undertake their duties.

Workstation, workplace and vehicle assessments for staff who are reporting 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

## **NHS Health Checks**

The health checks provide employees with a picture of their general health through an assessment of: blood pressure, weight, BMI, pulse rhythm, physical activity levels, alcohol usage, blood cholesterol levels, blood sugar levels (if appropriate), risk related to family history. The results and implications will be conveyed to the employee in a practical way to help them make changes to reduce their risk of cardiovascular disease (CVD) and diabetes.

<b>Report title:</b>	<b>Corporately Significant Vital Signs report</b>
<b>Date of meeting:</b>	<b>5<sup>th</sup> July 2021</b>
<b>Responsible Cabinet Member</b>	<b>Cllr FitzPatrick, Cabinet Member for Innovation, Transformation and Performance</b>
<b>Responsible Director:</b>	<b>Paul Cracknell, Executive Director of Strategy &amp; Transformation</b>
<b>Is this a key decision?</b>	<b>No</b>

## Executive Summary/Introduction from Cabinet Member

The purpose of this report is to provide the Cabinet with an update on the Council's performance towards achieving its strategic outcomes set out in Together, For Norfolk.

Each quarterly performance report provides the opportunity to review current performance, validate the actions being taken to address performance deviation and identify further opportunities for improvement.

This paper outlines the actual performance of the Council against its targeted performance for quarter four of 2020/21 and highlighting our end of year position. The quarter four performance report spans a third national lockdown. The restrictions imposed during the Covid-19 pandemic have influenced some of the performance results.

A part of the refresh of our Corporately Significant Vital Signs the 2021/22 quarter 1 report, due for Cabinet in September will be presented in a new format alongside the new digital reporting dashboards. The quarter 1 report will also see the introduction of the new Corporately Significant Vital Signs that underpin portfolio outcomes.

## A Performance Summary

Performance is measured using Red, Amber and Green (RAG) ratings based on its current level of performance against its target. The table below shows the proportion of corporately significant vital signs at each RAG rating at the end of quarter four. The ratings are similar to that of the previous quarter.

	<b>Totals</b>
<b>Green</b>	16 vital signs met or exceeded the target.
<b>Amber</b>	4 vital signs are within the accepted tolerance of the set target
<b>Red</b>	9 vital signs are below or behind the target set.
<b>Tracker</b>	1 vital sign is a tracker measure and has no target set (Ref: 415)

## Cabinet are asked to:

- 1. Review and comment on the end of year performance data**

## 2. Agree the planned actions as set out in Appendices 1 and 2.

### 1. Background and Purpose

- 1.1 Vital signs provide measurements of operational processes (internal) and strategic outcomes (external). Poor performance represents a risk to the organisation in terms of our ability to meet legal responsibilities, maintain financial health and meet the needs of our citizens.
- 1.2 The Corporately Significant Vital Signs are closely aligned to the four principles underpinning our Council Plan - Together, For Norfolk:
  - Offering our help early to **prevent and reduce** demand for specialist services
  - **Joining up** our work so that similar activities and services are easily accessible, **done well and done once**
  - Being **business-like** and making best use of **digital technology** to ensure value for money
  - Using evidence and data to **target our work** where it can make the most difference.
- 1.3 Each vital sign has a target which has been set based on the performance required for us to work within a balanced budget and meet statutory requirements. Where the measure relates to the delivery of services benchmarking data has also been used to assess our performance against that of our statistical neighbours.
- 1.4 **COVID-19 and Corporately Significant Vital Signs**
- 1.5 COVID-19 has had a significant impact on our residents, communities, businesses and council operations. Service demands have changed, resulting in a temporary shift in priorities. With the emergence of COVID-19, some performance deviates from expected plans and trajectories.
- 1.6 We have seen an impact of COVID-19 on several of our Corporately Significant Vital Signs for example, Reablement and admissions with Adult Social Services supporting more people than originally anticipated. Work will need to be done to fully understand this impact.
- 1.7 We've seen the Rate of Looked After Children increase slightly this quarter, partially due to a seasonal change but also impacted further by COVID-19 as our ability to provide intensive interventions to support children safely at home has been reduced.
- 1.8 When looking at the impact of COVID-19 on our workforce indicators we can see a small beneficial impact on sickness absence with a continuing decline as restrictions were introduced. COVID-19 has also led to stability within our workforce with a consistent increase in our retention rate. The above should be viewed with caution and may not be reflected in future trends.
- 1.9 We anticipate that we will continue to see the effects of COVID-19 on our performance results in the next quarter performance report. Although, performance for 2021/22 will account for this where possible, through adjusted targets and the agreed set of vital signs.

## 2. Current performance

2.1 **Table 1.0.** below identifies the vital signs that have met or positively exceeded their target at the end of quarter four.

Department	Corporately Significant Vital Sign
<b>Adult Social Services</b>	<b>204:</b> Decreasing the rate of admissions of people to residential and nursing care per 100,000 population (65+ years)
<b>Children's Services</b>	<b>400:</b> Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months
	<b>401:</b> Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months
	<b>402:</b> Percentage of Children Starting a Child Protection Plan who have previously been subject to a Child Protection Plan (last 2 yrs)
	<b>403:</b> Percentage of Children Starting to be looked-after who have previously been looked-after
	<b>410:</b> Rate of Looked-After Children per 10,000 of the overall 0-17 population
<b>Community and Environmental Services</b>	<b>317:</b> {NFRS} On call (retained) fire station availability
	<b>325:</b> Customer satisfaction (with council services)
	<b>311:</b> % of Norfolk homes with superfast Broadband coverage
	<b>349:</b> Number of apprenticeship starts
<b>Workforce Indicators</b>	<b>615:</b> Sickness absence - percentage lost time
	<b>639:</b> Vacancy rate
<b>Financial Indicators</b>	<b>500:</b> Budget monitoring – forecast vs budget at a County level
	<b>502:</b> Capital programme tracker
	<b>503:</b> Ratio of corporate net expenditure compared to frontline net expenditure
	<b>504:</b> Savings – Efficiencies compared to Front Line

2.2 **Table 1.1.** below highlight the vital signs that have not met their target.

Department	Corporately Significant Vital Sign
<b>Adult Social Services</b>	<b>202:</b> % of people who require no ongoing formal service after completing reablement
	<b>203:</b> Decreasing the rate of admissions of people to residential and nursing care per 100,000 population (18-64 years)
<b>Children's Services</b>	<b>404:</b> Child in Need (CIN) with up to date CIN Plan
	<b>406:</b> LAC with up to date Care Plan
	<b>408:</b> LAC with up to date Health Assessment (HA)
	<b>414:</b> Percentage of all young people in EET
	<b>416:</b> Percentage of Education, Health & Care Plans completed within timescale
	<b>417:</b> Percentage of Relevant and Former Relevant Care Leavers in EET
<b>Workforce Indicators</b>	<b>637:</b> New Employee Retention
	<b>638:</b> Performance Development % of written goals agreed
<b>Financial Indicators</b>	<b>501:</b> Savings targets delivered - by Service
	<b>505:</b> Capital Receipts

## 3.0 Services Performance

3.1 The following section outlines the vital signs that are being monitored to maintain a view of the current and forecast pressures for Adults Social Services and Children's Services. The following vital signs allow us to monitor the progress of the activities that are being delivered to establish a more sustainable model.

### 3.2 Adult Social Services

3.3 Promoting Independence is the Adult Social Services strategy for accelerating the delivery of improved outcomes for people who require adult social care within the ongoing challenging financial context.

3.4 People who live in their own homes tend to have better outcomes than those cared for in residential care and the Care Act 2014 requires that the council does all that it can to prevent or delay the need for formal or long-term care. Therefore, two vital signs track the number of people in residential care. This is split into two cohorts, people between 18 and 64 and those who are 65 and over.

#### **203: Permanent admissions to residential and nursing care per 100k population (18-64)**

Historic admissions to residential care for people aged 18-64 were very high in Norfolk at nearly three times the family group average. Our priority focus has been to transform services for people with learning disabilities. This should see fewer people with learning disabilities in permanent residential and nursing care, because of wider choices of accommodation.

Analysis of choices for younger people with disabilities highlighted shortcomings in options for people, with a lack of 'step-down' or step-up facilities for people as an alternative to permanent accommodation. In response, we have developed two accommodation-based enablement schemes.

A range of actions are being taken to reduce the rate of permanent admissions to residential and nursing care such as:

- Development of 2 further accommodation-based enablement schemes is in progress.
- An options appraisal to inform the recommissioning of our shared lives provision has been concluded with the recommendation agreed by DLT to bring it in-house.
- Actions to increase the take up of direct payments so more people can manage and arrange their own bespoke care.
- Development of a three-year accommodation plan that identifies that 181 unit need to be developed across the working age adults cohort.
- Agreement of a capital development programme for working age adults, with a funding resource of up to £18m agreed by NCC
- We also recruited a team of reviewers to review residential settings to ensure that they are of high quality, meet the needs of residents and deliver great outcomes.
- Review of the use of HwC within LD and MH to ensure accessibility to these schemes.

- LD have a focused project to review all Out of County Placements to ensure they continue to be appropriate and support outcomes for individuals.

#### **204: Permanent admissions to residential and nursing care per 100k population (65+)**

In the last year reductions in permanent admissions have been driven by a focus on preventing older people requiring permanent residential care. Whereas people would previously often be admitted to residential care indefinitely (or “permanently”), there has been a much greater focus on reablement and rehabilitation (including new accommodation-based reablement schemes)

There appears to be a real reduction in the rate of permanent admissions, as overall numbers of people in long term residential care has reduced slightly in the last year. As overall numbers of people aged 65+ within all residential care settings has not reduced by the same amount, it is likely that reductions in permanent admissions are offset by increases in short-term placements.

Analysis of the impact of COVID to date highlights that Adult Social Services is supporting more people than anticipated. However, further work needs to happen to understand if this will have a significant impact on the rate of permanent admissions.

The most recent wave has seen increasing pressure on hospitals, and on social care teams to support smooth flow. Additional short-term beds have been commissioned to support this, so we may well see an increase of short-term placements.

- 3.5 A key element of the Adults’ Strategy is to intervene and keep people living independently. The Council has provided a reablement service for several years to help people get back on their feet after a crisis. The Promoting Independence Strategy aims to increase the amount of reablement available, with the number of people completing reablement going up year-on-year for the last nine years.

#### **202: The effectiveness of Reablement Services - % of people who do not require long term care after completing reablement.**

Through the Covid-19 pandemic there was initially an impact on the calls being delivered due to less people going into hospital and people were reluctant to have people in their homes for face to face visits. However, the number of visits each day have increased since May and are almost back to levels at the end of March but still lower than predicted.

January 2021, the service accepted a wider range of people with more complex needs as part of the response to the second wave of COVID. This has impacted on the percentage of people being reabled. The number of people requiring ongoing services and care act assessments has also increased to 13.24% from 12.74% in 2019/20.

The actions to bring this performance indicator back within target include:

- To continue to work on targeted recruitment to vacancies within the council’s Home-Based Reablement services (Norfolk First Support) in order to meet rising demand and ensure that the service can be provided to all those who would benefit from it
- Continue to maximise capacity within the service
- Norfolk First Response now has a transformation programme and have some key deliverables by October 2021.

## **210: Delayed transfers of care attributable to Adult Social Care.**

Delayed Discharges of Care reporting was suspended during COVID-19. Therefore, there is no data reported for this quarter.

### **3.6 Children's Services**

3.7 The Children's Services strategy focuses on meeting the needs of children by ensuring that they are:

- Resilient and able to learn
- Build positive, long-lasting relationships
- Receive family-based care

3.8 The number of Looked After Children (LAC) and those returning to being looked after are key indicators of how successful we are being in our early interventions and in identifying the right children to return to their families.

#### **410: Rate of Looked After Children per 10,000 of the overall 0-17 population**

There has been an increase in the number of Children Looked After from 1,077 to 1,086. Although the overall rate has been steady when viewed quarter to quarter, when viewed across the months between the quarter we can see a slight increase.

There has also been an increase in the admissions to care coupled with a reduction in the number of UASC being accommodated. Whilst the number of children and young people ceasing to be Looked After has reduced in the same quarter.

This is believed to be a seasonal change which is impacted further by Covid this has reduced our ability to provide intensive interventions to support children safely at home. We've also seen delays due to Court capacity this has further impacted on the Children Looked After number due to the delay in completing adoption hearings and long delays in scheduling final hearings.

#### **403: Percentage of children starting to be looked after who have previously been looked after**

We have changed the way we practice in Norfolk to ensure that children and young people are able to live with their family or in family-based care wherever it is safe and appropriate to do so. This also includes supporting young people to return to the care of their families after a period of being longer term Children Looked After.

This quarter has seen a trend of new entrants to care increasing over the quarter, particularly 16/17 yr olds. Our end of quarter 4 position remains below our 15% target at 11.1%.

We have seen the same trend with those returned to their families, with a number returning to Care at 16 or 17, even when they have been living with their families for long periods.

We remain of the view that children should be with their families as much as possible, and that we should support birth family care whenever it is the right plan for the child, accepting that short periods of Children Looked After is needed in order to maintain long term care within their families.

#### **400: Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months**



Over the last quarter then has been another overall increase in Family Support Cases. An increase of more complex referrals with the presenting issue of Family Support and an increase in Step Downs from Social Work. As contacts and referrals have increased re-referrals have stayed fairly constant.

**401: Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months**

An overall reduction of contacts and referrals compared to the same point last year. Lower level contacts coming to the front door CADS. The overall CIN population has increased from 1281 in December 1305 in March.

**402: Percentage of Children Starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)**

Strategy discussions have increased from 148 to 181 in the quarter. Throughout the quarter the number of Section 47 investigations have increased. The overall CPP population has reduced from 453 to 437 in the last quarter. Overall re-referrals to Social Care are reducing in the quarter to 15.3% in March

**404: Child in Need (CIN) with up to date CIN Plan**

CIN section 17 numbers in the quarter have fallen from 1363 in January to 1305 in March. CIN number including CPP have fallen from 1788 in January to 1742 in March. CIN Visits have remained above 85% during this period as contact with children was prioritised.

**405: Child Protection (CP) - % children seen**

All CP children are seen face to face (83% in the last DfE survey across all case types) unless there is an overriding risk to children from Covid. The overall CPP population has increased from 425 in January to 437 in March. The number of CP children starts has stayed on average in the mid-thirties in the quarter. Between 98% to 99% of CP children in the last quarter are seen within the 20-day national standard.

- 3.9 A good quality care plan alongside regular health assessments are essential to ensure that Looked After Children receive the correct services and support to achieve their full potential.

**406: LAC with up to date Care Plan**

We continue to strive for consistency in timeliness and recording of care plans and our timeliness over the quarter reflects where we would want it to be.

The Looked After Children population has increased slightly in the quarter 1,077 to 1,086. If you exclude the UASC population this shows an increase from 992 to 1,007.

We have achieved 90% despite the increase of 40 newly accommodated young people. We are seeing a significant increase in late entrants to care and this has also impacted on our work in this area.

Looked after Children with up to date Care Plan of 90% is a small increase on that of December - 85.7%. Although, this is an increase on the previous quarter it remains own on the targeted 100% performance at the end of the year.

#### **408: LAC with up to date Health Assessment (HA)**

Norfolk Community Health & Care (NCH&C) LAC Health Team have worked with NCC Childrens Services to improve performance. Social work teams have focused on ensuring requests for assessments are sent to health colleagues in good time – 96% of IHA requests sent in timescale.

The majority of delayed Health Assessments are for children placed out of county and older young people declining their health assessment.

Performance at the end of March is 89%. This is down on the targeted 100% performance, but on-par with actual performance in the previous quarter.

- 3.10 Participating in full time education or employment with accredited training is a key indicator and demonstrates that young people are achieving their potential through continuing in learning and gaining the skills which will enable them to lead an independent economic life and contribute fully within their communities.
- 3.11 In addition to this, several measures monitor the quality of the educational establishments in Norfolk, the participation in education and the identification of educational, health and social needs and additional support needed to meet these needs.

#### **414: Percentage year 12 and 13 cohort participating in full time education or employment with accredited training (EET)**

Those participating post-16 include those in fulltime education or employment with accredited training e.g. apprenticeships. Those who are employed but not undertaking accredited training are not counted as participating in EET

Norfolk's Employment without training 3.5%, is more than twice that of England's at 1.7%. Whilst, Norfolk's Not Known figure of 1.5% is less than the National figure of 2.0% giving a more accurate picture of the current position.

Updates from schools and colleges in January, February and March inform the Local Authority when young people have left a course early. This affects the participation figures. Norfolk's participation rate in March was 91%. This is an improvement in performance from the previous months and only marginally lower than that of our target of 92%.

#### **417: Relevant and Former Relevant Care Leavers (19-21) in Employment, Education and Training**

The trajectory throughout lockdown was for us to be increasingly in touch with Care Leavers to know their current situation. However, Care Leavers have found the contact at times overwhelming

In March, 88.9% of Care Leavers were in Suitable Accommodation. Norfolk has experienced difficulties in sourcing appropriate training and employment for young people under 25 which are similar to the rest of the country in respect of the impact on jobs from Covid-19 and demonstrated in a further decline in performance when compared to the beginning of the year.

#### **416: Percentage of Education, Health & Care Plans (EHCP) completed within timescale**

Performance directly relates to the significant increase in the rates of assessments for EHCPs carried out by the Local Authority with thresholds for such set out in statutory legislation.

Rates of assessments carried out have risen by 70% since 2016 however, there was a temporary downturn in referrals during the first lockdown which enabled performance improvement as reflected in this month's outturn of 50.3%, just short of the 55% target. Since then referrals have now started to rise again.

The Service responsible for delivering EHCPs has recently expanded and restructured. We now have a single dedicated team singularly focussed on the first EHC needs assessment and plan consisting of a team manager and 12 EHCP Coordinators. This discrete team with sole responsibility for new EHCPs will not have the competing demands of the existing EHCP casework and this is a key aspect of our timescale improvement planning.

The percentage of EHCPs that are overdue at any one time has steadily decreased over the last year and currently stands at 36%.

Performance is also directly affected by timescales for advices received from contributing professionals and agencies. Work is now underway to review resourcing in the Educational Psychology service which will be critical to achieve sustained improvement.

#### **415: Number of Children subject to a Permanent Exclusion**

There was a significant reduction in permanent exclusions over the Spring Term 2021 as compared to previous years although it should be noted that for the majority of the term schools were only open to vulnerable pupils and children of key workers due to the national lockdown.

The Inclusion team continued to support schools over the lockdown period receiving and responding to 127 requests for support and a further 133 requests when schools reopened for the final three weeks of term.

Work has also continued to support pilot schools, identified via exclusion data, in the design and implementation of internal provision that better meets the needs of those CYP who are at risk of permanent exclusion.

#### **349: Number of Apprenticeship starts**

Better qualified staff are a key first rung on the ladder to our twin goals of higher value jobs and a reduction in the gap between Norfolk's and England's average earnings (weekly gross pay).

Overall starts in Q2 20/21 remain in decline – down by 27% in Norfolk when compared to Q2 19/20. There was an 18% decrease across England during the same period. Unfortunately, the gap is widening between performance at a county level vs country (was c5% gap in Q1, now c8%).

Norfolk's 19-24s are now the most impacted group with a near 49% drop in starts mirroring the decline across England at 43%. Under 19s performance has marginally improved at 42% down (compared to -50% in Q1). Overall U19s were down 33% across England. Conversely, volumes across the 25+ age group have increased by 18%; in England there was a significant increase of 32%. This reinforces the fact that our RRR grants are targeted at the right age groups.

Intermediate Level starts remain the most affected maintaining a 46% drop in both Q1 and now Q2 (36% decline for England). Higher apprenticeships now show a very small increase with a +1% rise locally whilst England as a whole reported a near 12% increase when compared to Q2 2019/20.

**Impact of COVID-19 on reporting of FE and apprenticeship data** - The 2020/21 data covers a period affected by varying COVID-19 restrictions, which will have impacted on apprenticeship and traineeship learning and also provider reporting behaviour via the Individualised Learner Record. Therefore, extra care should be taken in comparing and interpreting data presented in this release.

### **3.12 Community and Environmental Services**

3.13 In addition to the social care measures we monitor several indicators relating to access to wider services across Norfolk:

#### **317: on call (retained) fire station availability**

Responding quickly to an emergency can reduce the impact of the incident. To do this, the service needs its response resources (fire engines) to be available. This measure records the combined availability of the first on call fire engine from each station. The aim is to have these available 90% of the time.

On-call firefighters are employed on a contract to provide a set number of hours of availability. They must be located within five minutes of their station and are paid to respond to emergencies. They often have other primary employment.

At the end of quarter 4, On Call availability is showing a continuing trend of improvement and above its 90% target, sitting at 92.8%.

#### **325: Customer Satisfaction (with council services)**

This indicator measures customer satisfaction across a wide range of council services and communication channels.

For March, overall satisfaction increased to 91% taking us back to the same performance levels seen at the start of the year. Email satisfaction increased to 73% whilst, phone satisfaction also increased to 95%.

Previously, the Microsoft services, that improve the Council's cyber security had adversely impacted previous satisfaction scores. These have been resolved and satisfaction levels have returned to the targeted level.

During the pandemic the CSC managed to maintain a good level of customer satisfaction with an overall score of 86% (Phone 90% and Email 71%).

#### **311: % of Norfolk Homes with superfast broadband coverage**

Access to superfast broadband will provide businesses and individuals access to the resources needed to maintain independence and a strong economy. Currently, 95% of properties in Norfolk can access fast broadband which meets the target of 95%.

Work continues to extend this coverage through the Better Broadband for Norfolk partnership.

### **3.14 Financial and Workforce Measures**

- 3.15 A number of financial and workforce measures are monitored to review how effectively the council is maximising the resources available for service delivery. All of these indicators are NCC-wide measures.

### **3.16 Financial indicators**

#### **500: Budget monitoring – Forecast vs. Budget**

Members set an affordable cash limited revenue budget each year: any net overspends will reduce already limited reserves; this measure monitors the forecast spend vs. the budget.

The revenue outturn for 2020-21 is a balanced budget after transferring **£4.056m** to the general fund. The transfer is in accordance with the County Council decision on 22 February 2021 which agreed the principle of seeking to increase the general fund balances as part of closing the 2020-21 accounts. The net budget of £430.421m has remained unchanged throughout the year.

This position takes into account the financial impact resulting from actions take to manage the impact of the Covid-19 virus throughout 2020-21 and acknowledges the extent it has been mitigated by additional government support received.

#### **501 Savings targets delivered – by Service**

Making savings is key to supporting the delivery of a balanced budget and ensuring that the Council maintains a robust financial position. Savings are identified across the council each financial year and the savings identified for 2020/21 is £40.244m.

Historically the Council has a good record of achieving budgeted savings delivering £325.706m of savings in the period 2011-12 to 2018-19, against budgeted savings of £363.768m (90%).

In 2019-20 savings of £26.853m were delivered, a shortfall in savings of £4.752m, compared to budgeted savings of £31.605m (85%). The shortfall principally related to achievement of Adult Social Services savings linked to Promoting Independence, and also savings relating to Transport and Digital / New Technology. In the main these are ultimately expected to be delivered, although not in line with the original timescales.

During 2020-21, as at Period 12 (Quarter 4), savings achieved were £22.989m (a shortfall of £17.255m) against savings budget of £40.244m. The savings are 43% below budget which is out of line with previous year trends due to the impact of the response to COVID-19, which has absorbed organisational capacity and impacted on both the operating environment and underlying assumptions within saving plans. An element of the funding received from Government for the COVID-19 response is intended to support the non-delivery of savings. Work is underway across services to re-establish delivery of saving programmes and minimise delay / non-delivery.

#### **502: Capital Programme Tracker**

Members set a capital budget each year in the expectation that capital projects will be delivered, and budgets controlled.

Actual capital spend in 2020-21, including year-end accruals was £218m. This is 10% higher than an indicative spend based on the current year's opening capital programme and previous year's patterns of expenditure and re-profiling.

The Covid-19 pandemic had a small impact on the rate of spend at the start of the year, since when it has been consistently approximately £18.5m. This is higher than 2019-20 when average monthly capital spend was £15.5m due mainly to highways capital expenditure including the Great Yarmouth Third River Crossing.

In line with the pattern of recent years, capital expenditure has been re-profiled into future years as the timing of expenditure has become more certain.

### **503: Ratio of Corporate net expenditure compared to Frontline**

The ratio of Corporate to Frontline net budget demonstrates the value for money of the internal organisation and indicates how effectively the costs of running the council are being managed to maximise the resources available for service delivery.

The ratio of corporate to frontline costs, both Budget and actual has been consistent over the past few years when adjusted for adjustments to reflect evolving changes in the way services are managed, and also for year-end capital accounting adjustments.

After year end capital accounting adjustments for depreciation and asset revaluations, the ratio at the end of the financial year is 8.7%. The increase is purely due to large year end capital budget adjustments which do not affect spend from service revenue budgets. The ratio reported of 6.6% is before those adjustments, comparable with previous years and consistent with the target used through the year.

As Covid-19 related pressures previously affecting front line services have largely been mitigated by government grants received, the actual ratio forecast for 2020-21 is as per budget.

### **504 Savings – Efficiencies compared to Front Line**

The Council has a good track record of savings, with a focus on delivering efficiencies while minimising service reductions. In the period 2011-12 to 2018-19, against budgeted savings of £363.768m, £246.130m (68%) were planned to come from efficiencies. Actual savings achieved for the period saw £229.650m from efficiencies against total savings of £325.706m (71%)

In 2019-20 £23.978m came from efficiencies out of total savings delivered of £26.853m (89%). There was a shortfall in the overall delivery of savings in the year of £4.752m. Savings of £40.244m were budgeted for 2020-21 with £33.679m planned to be efficiencies (84%).

The outturn position is for a significant shortfall in the delivery of savings of £17.255m, with reductions across the full savings programme due to the impact of COVID-19. An element of the funding received from Government for the COVID-19 response is intended to support the non-delivery of savings. Forecasts for the subsequent years reflect the 2020-21 MTFs and are assumed to be broadly in line with budget.

## **505: Capital Receipts**

Where the Council owns property which it does not need, disposals can release capital receipts and reduce running costs. However, Capital Receipts can be hard to predict.

Capital property receipts of £8.449m have been generated in 2020-21, including £1.347m brought forward, against a programme estimated at £11.350m. This represents 82% of programme. The achieved outturn of 82% is good in comparison with recent years.

### **3.17 Workforce**

- 3.18 A number of measures are monitored to understand the total available capacity and engagement of the organisation to deliver our services.

#### **615: HR: % lost time due to sickness**

Supporting employees to be healthy, positive and productive at work is a priority and staff absence is also an indicator of the overall relationship between the employee and employer.

The sickness absence rate to the end of Mar 2021 was 3.06%, below the target of 3.5% and compared to 3.7% at the same point last year. The average lost time due to sickness absence for local government is 2.7% (based on ONS Sickness Absence rates in public sector 202- – the latest figures available) and for large employers (5,000+ employees) is 4.3% (CIPD Health and Wellbeing at work survey 2018). This equates to 193.5 fte in lost productivity.

Sickness absence has consistently decreased since the pandemic restrictions. This is in line with trends reported by other organisations (CIPD website). December levels were higher again, which in addition to the normal seasonal increase in sickness is also explained by higher levels of COVID sickness, reflecting elevated levels in the community at the time. The impact of the pandemic on absence means that results should therefore be viewed with caution and not an indication of future trends.

Adults (4.5%), continue to have the highest levels of absence although this is an improving trend and is in line with the national picture. Absence in this service has been reducing since the winter peaks. CES are at 3.1% and Children's Services 2.7%. Further work has been undertaken with Children's following insight of under-reporting so we anticipate that this figure could increase. The remaining directorates report under 2%. HR continue to work proactively with services to understand the reasons for absence and support improvement.

Mental Health continues to be the primary cause for time lost to sickness being the reason for just under 30% of all time lost, but not significantly different from the previous quarter and in line with the national picture.

#### **637: New employee retention**

Improving our retention rate will reduce costs associated with recruitment and training and improve service performance, this indicator measures how many new entrants to NCC stay in post for longer than two years excluding fixed term and temporary contracts.

Voluntary turnover for the last 12 months is 8% (all turnover is 9.4%) with 645 employees leaving NCC employment within 2 years. Of those, 69 had less than one years' service on leaving. There were a total of 932 new starters to NCC during the same period. The relationship between recruitment and retention is an important one. If we are successful at retaining colleagues, the recruitment demand will reduce.

It remains the case that the pandemic has led to some instability in the job market and we continue to see increased unemployment in certain sectors leading to an increase in candidates for NCC roles and more stability in our workforce (although numbers have consistently increased since the initial drop in leavers in May 20). Our current insight indicates that this has had a positive impact on retention. We will continue to monitor impact over the coming months.

### **638: HR Performance Development (Previously appraisals) Percentage of written goals agreed**

External research identifies that goals linked to future plans and conversations between managers and building on employee strengths are critical for effective people performance. This is the third year that services are operating to plans on a page supporting the linkage between performance development and organisational goals.

At end of Mar 2021 78% of colleagues had their date of written goals agreed recorded, a slight decline from 81% in Dec 2020. This is because when people leave NCC having had their PDPs the % drops. However, this represents sustained improvement from Mar 2019 (52%), although below the target.

Actions taken to provide dashboard information at Directorate and Service level on completions and non-completions for 20/21 together with new functionality within My HR and Payroll has improved ease of recording and tracking.

### **639: Vacancy Rate (Accuracy of establishment data)**

This measures the number of FTE posts which are shown as vacant as a percentage of the total established FTE posts in the HR system (Oracle).

12% is the target set which has broadly mirrored the turnover rate to ensure an optimal workforce and delivery of people costs within budget, while maintaining services. Any deviation above or below could carry risk. It is normal to have some level of vacancy rate as managers manage budget opportunities as well as reflecting time to hire.

Oracle data may not always be up to date, nor reflective of current organisational structures as it shows positions that are built, including inactive positions. There is a reliance on managers to ensure their structures are up to date. As HR and Finance systems are not integrated, updates in one will not necessarily be reflected in the other. Accuracy of establishment data is critical to workforce planning and reporting.

A number of measures including management dashboards, and the introduction of online claims have encouraged managers to ensure that their current organisation is more accurately reflected on the pay system.



The fluctuating figures throughout the last quarter has been influenced by a number of restructures and the lag created in implementing the final structures. The true position would be more akin to the trend line, so around 11%, so still trending upwards as the impact of COVID on reducing vacancies diminishes.

Our intention for future reporting is to measure voluntary turnover as this better reflects the impact of vacancies on our business.

#### **4. Impact of the Proposal**

4.1 Information Report

#### **5. Evidence and Reasons for Decision**

5.1 N/A

#### **6. Alternative Options**

6.1 Information Report

#### **7. Financial Implications**

7.1 N/A

#### **8. Resource Implications**

8.1 Staff N/A

8.2 Property N/A

8.3 IT N/A

#### **9. Other Implications**

9.1 Legal Implications N/A

9.2 Human Rights implications N/A

9.3 Equality Impact Assessment (EqIA) (this must be included) N/A

9.4 Health and Safety implications (where appropriate) N/A

9.5 Sustainability implications (where appropriate) N/A

9.6 Any other implications N/A

#### **10 Risk Implications/Assessment**

10.1 This report is intended to be read with the Risk Management Report.

#### **11 Select Committee comments**

11.1 N/A

## 12 Recommendations

12.1 This report is for information and therefore, there are no recommendations.

## 13. Background Papers

13.1 Information within Appendices 1 and 2

### Officer Contact

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

<b>Officer Name</b>	<b>Corinne Lawrie, Operational Performance Lead</b>
<b>Tel No</b>	01603 973591
<b>Email address</b>	<a href="mailto:corinne.lawrie@norfolk.gov.uk">corinne.lawrie@norfolk.gov.uk</a>



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

## Appendix 1: Corporately Significant Vital Signs Dashboard – Monthly Indicators

Corporately significant vital signs –  
March 2021

Ref	Monthly	Bigger or Smaller is better	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Target	Trend	Past Performance
202	{ASC} % of people who require no ongoing formal service after completing reablement	Bigger	58.1%	60.3%	59.5%	63.2%	61.6%	60.4%	61.9%	57.6%	59.2%	61.8%	62.7%	60.5%	69%	↓	
203	{ASC} Decreasing the rate of admissions of people to residential and nursing care per 100,000 population (18-64 years)	Smaller	23.31	21.74	20.37	19.98	19.98	20.76	21.35	22.33	23.31	22.52	20.96	19.59	16.9	↓	
204	{ASC} Decreasing the rate of admissions of people to residential and nursing care per 100,000 population (65+ years)	Smaller	563.8	536.11	520.62	522.49	499.96	495.27	499.96	494.80	472.26	449.73	442.69	443.16	571.1	↓	
317	{NFRS} On call (retained) fire station availability	Bigger	95.8%	93.6%	92.2%	90.7%	86.2%	87.7%	86.9%	91.1%	87.8%	87.3%	92.1%	92.8%	90%	↓	
325	Customer satisfaction (with council services)	Bigger	91.6%	91.5%	89.3%	80.7%	84.0%	84.3%	80.5%	78.4%	85.0%	82.5%	87.7%	91.1%	90%	↑	
400	{ChS} Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months	Smaller	7.5%	9.8%	13.1%	8.6%	12.1%	17.3%	11.6%	16.9%	10.2%	8.9%	9.9%	9.4%	20%	↓	
401	{ChS} Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months	Smaller	28.4%	22.8%	16.8%	19.1%	22.6%	17.3%	16.8%	18.6%	16.3%	16.5%	17.0%	15.3%	20%	↓	
402	{ChS} Percentage of Children Starting a Child Protection Plan who have previously been subject to a Child Protection Plan (last 2 yrs)	Smaller	10.0%	9.8%	10.5%	11.5%	11.0%	11.7%	11.7%	11.5%	10.1%	9.9%	11.2%	13.2%	<15%	↑	
404	Child in Need (CIN) with up to date CIN Plan	Bigger	70.0%	74.4%	75.3%	71.0%	69.9%	65.9%	65.3%	70.1%	68.9%	67.6%	66.5%	65.5%	100%	↓	
405	{ChS} Child Protection (CP) - % children seen	Bigger	97.6%	98.4%	99.1%	96.5%	96.0%	93.6%	98.5%	98.0%	100.0%	98.2%	99.0%	99.0%	100%	↑	
406	{ChS} LAC with up to date Care Plan	Bigger	95.3%	93.9%	94.3%	95.1%	96.0%	91.6%	84.9%	91.5%	85.7%	89.5%	92.9%	90.1%	100%	↓	
408	{ChS} LAC with up to date Health Assessment (HA)	Bigger	82.2%	86.2%	87.0%	89.1%	90.1%	91.5%	90.7%	92.2%	90.5%	92.0%	92.4%	89.0%	100%	↓	

## Appendix 1: Corporately Significant Vital Signs Dashboard – Monthly Indicators Cont'd

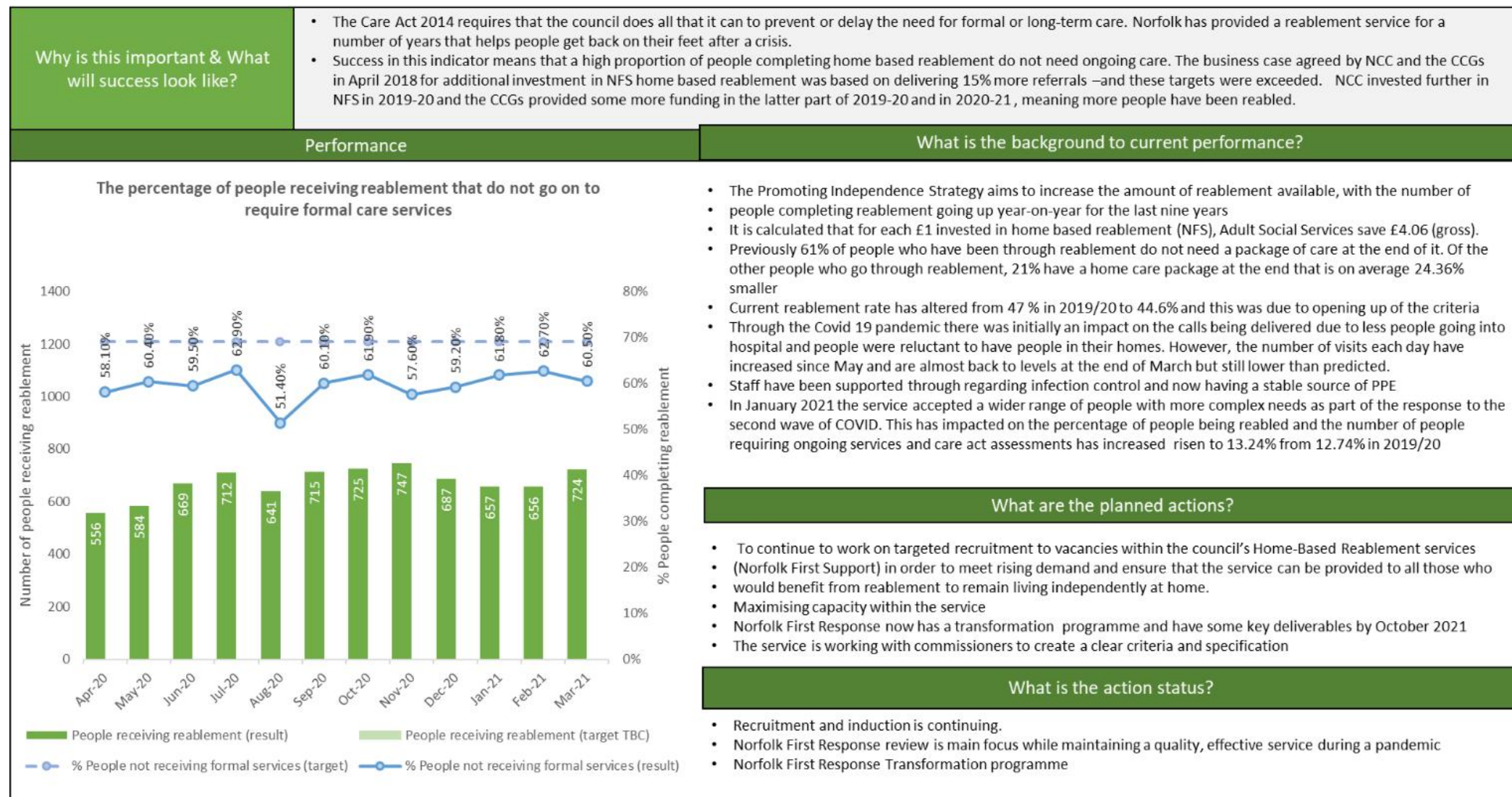
Ref	Monthly	Bigger or Smaller is better	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Target	Trend	Past Performance
414	{ChS} Percentage of all young people in EET	Bigger	90.4%	90.2%	90.2%	89.9%	90.2%	80.7%	84.7%	89.7%	91.9%	91.3%	91.5%	91.0%	92%	↓	
417	{ChS} Percentage of Relevant and Former Relevant Care Leavers in EET	Bigger	52.9%	53.5%	53.7%	54.3%	51.5%	50.5%	51.5%	50.4%	50.3%	52.4%	50.8%	51.1%	70.0%	↑	
500	{Finance} Budget monitoring – forecast vs budget at a County level	On plan	-£0m	£1.58m	£7.78m	£7.9m	£5.31m	£3.96m	£1.26m	£0.349m	-£0.165m	-£0.02m	-0.18m	-£0m	£0.0m	↓	
501	{Finance} Savings targets delivered - by Service	Bigger	£40.24m	£22.14m	£22.46m	£22.46m	£22.94m	£22.86m	£22.56m	£22.56m	£22.66m	£22.2m	£22.55m	£22.99m	£40.2m	↑	
502	{Finance} Capital programme tracker	Bigger	N/A	N/A	102.2%	112.6%	109.0%	112.0%	108.3%	107.1%	114.8%	112.6%	108.3%	109.6%	100.0%	↑	
503	{Finance} Ratio of corporate net expenditure compared to frontline net expenditure	Smaller	N/A	N/A	6.9%	6.9%	7.0%	6.9%	6.9%	7.0%	6.8%	6.9%	6.9%	6.6%	6.8%	↓	
504	{Finance} Savings - Savings – Efficiencies compared to Front Line	Bigger	83.7%	85.0%	85.0%	85.0%	85.3%	85.3%	85.1%	85.1%	85.2%	84.8%	85.1%	85.4%	84.0%	↑	
615	{HR} Sickness absence - percentage lost time	Smaller	3.60%	3.54%	3.40%	3.45%	3.44%	3.30%	3.70%	3.50%	3.90%	3.13%	3.09%	3.06%	3.50%	↓	
637	{HR} New Employee Retention	Bigger	68.50%	63.64%	68.33%	76.47%	64.86%	87.50%	74.23%	68.29%	70.73%	72.00%	68.29%	70.93%	80.0%	↑	
639	{HR} Vacancy rate	Smaller	11.7%	9.7%	11.7%	9.2%	9.5%	9.8%	9.9%	11.7%	11.7%	13.4%	10.7%	12.0%	12.00%	↑	

## Appendix 1: Corporately Significant Vital Signs Dashboard – Quarterly, Termly and Annual Indicators

Ref	Quarterly	Bigger or Smaller is better	June 20	Sept 20	Dec 20	Mar 20	Target	Past Performance
311	{BBN} % of Norfolk homes with superfast Broadband coverage	Bigger	95%	95%	95%	95%	95%	
349	{PE} Number of apprenticeship starts	Bigger	4,210	4,890	1,230	2,250	2,250	Data is cumulative
403	{ChS} Percentage of Children Starting to be looked-after who have previously been looked-after	Smaller	5.1%	2.8%	6.1%	11.1%	<15%	
410	{ChS} Rate of Looked-After Children per 10,000 of the overall 0-17 population	Smaller	64.5	64.9	64.1	63.3	69.4	
416	{ChS} Percentage of Education, Health & Care Plans completed within timescale	Bigger	19.8%	19.8%	26%	50.3%	55%	
638	{HR} Performance Development % of written goals agreed	Bigger	58%	79%	81%	78%	95%	
Termly			Autumn 19	Spring 20	Summer 20	Autumn 20	Spring 21	
415	{ChS} Number of Children subject to a Permanent Exclusion	Smaller	84	38	0	21	2	
Ref	Annual		2018/19	2019/20	2020/21		Target	
505	Capital Receipts	Bigger	£5.06m	£8.87m	£8.44m		£10.6m	↗

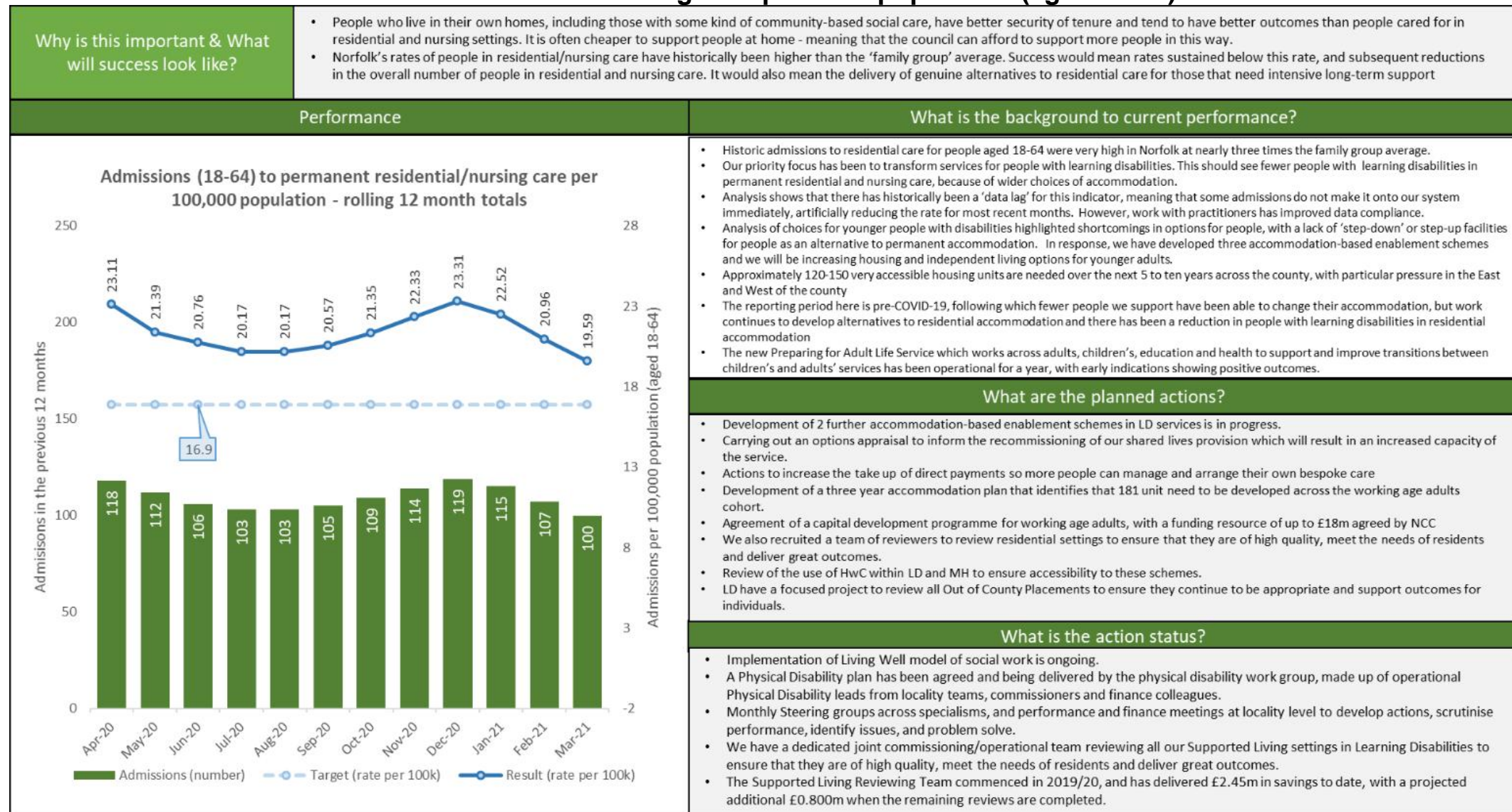
## Appendix 2: Individual Report Cards

### 202: The effectiveness of Reablement Services -% of people who do not require long term care after completing reablement

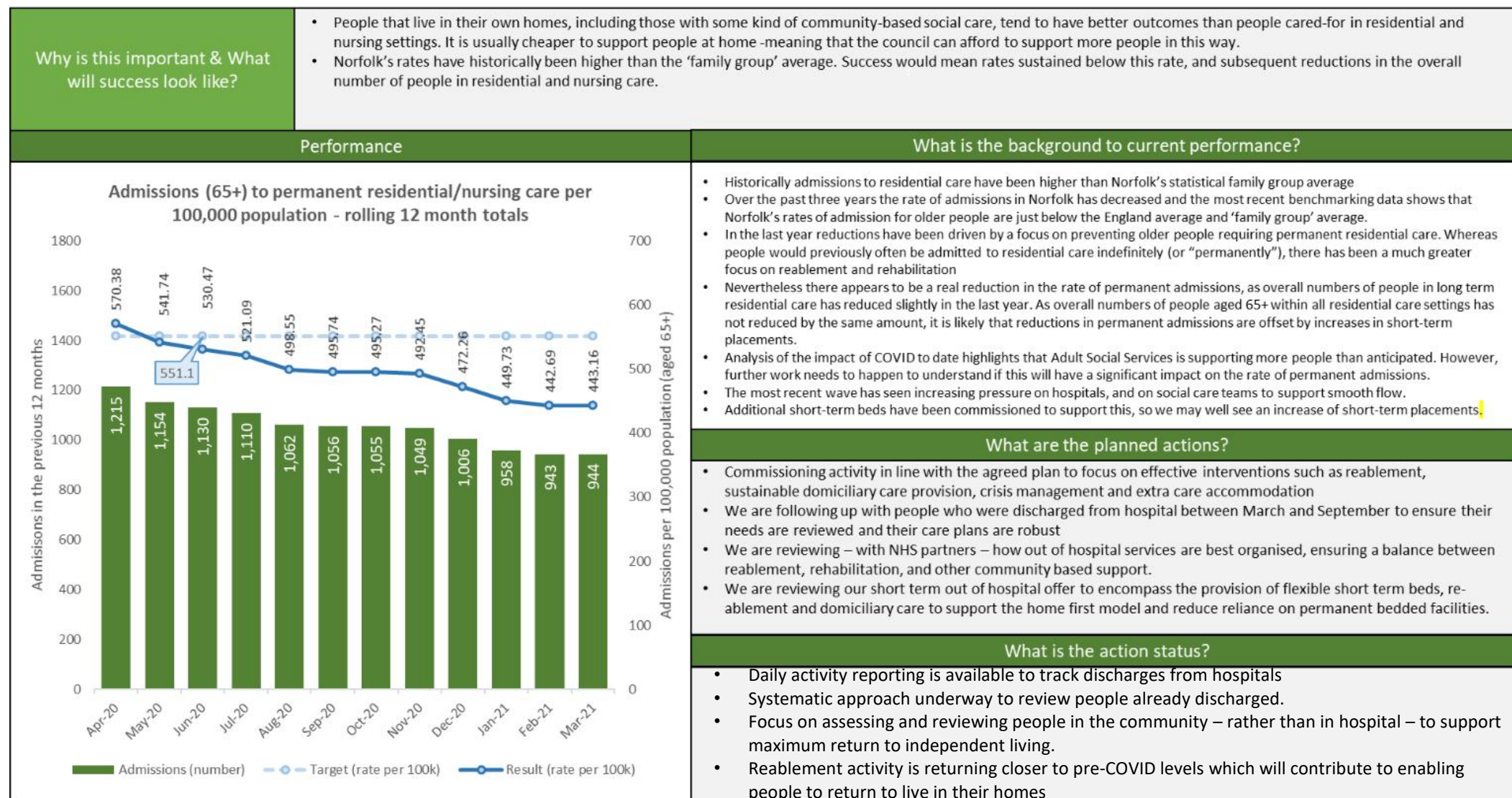




## 203: Permanent admissions to residential and nursing care per 100k population (aged 18-64)



## 204: Permanent admissions to residential and nursing care per 100k population (aged 65+)



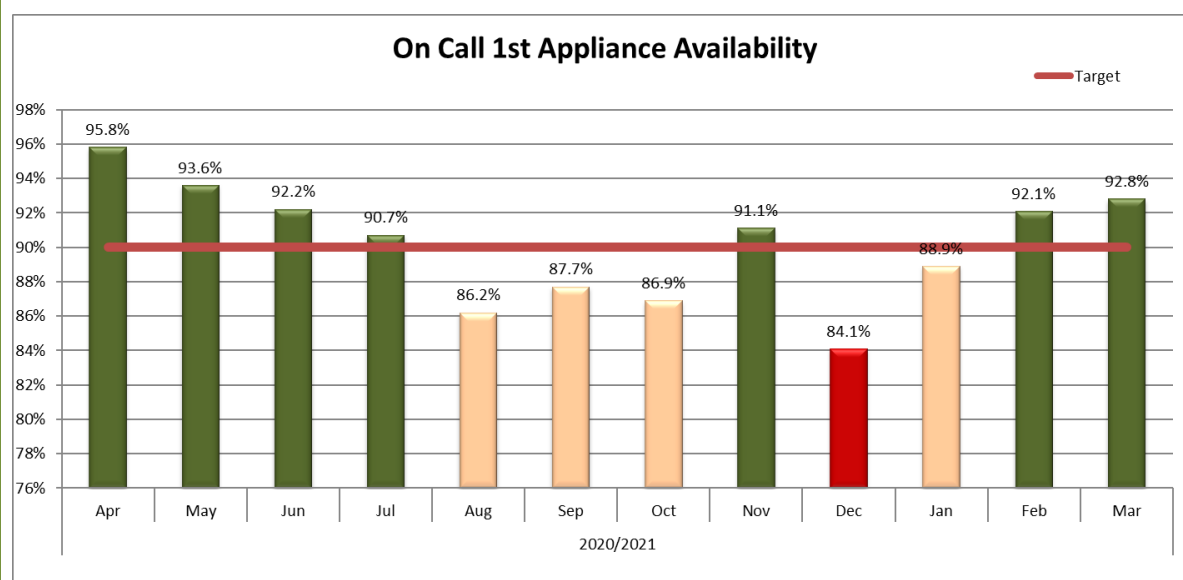


## 317: on call (retained) fire station availability

### Why is this important?

Responding quickly to an emergency can reduce the impact of the incident. To do this the service needs its response resources to be available. This measure records the combined availability of the first on call fire engine from each station. The aim is to have these available 90% of the time.

### Performance



### What is the background to current performance?

- On-call firefighters are employed on a contract to provide a set number of hours of availability. They must be located within five minutes of their station and are paid to respond to emergencies. They often have other primary employment.
- The following figures are provisional since our new systems have not completed testing.**
- On Call availability shows a continuing trend of improvement.
- Monthly On-Call Availability** Has generally been higher than compared to pre Covid-19. December's availability was the lowest this year, matching that of the annual figure for the previous year.
- Annual On-Call Availability** has been steadily improving over recent years as the service has been taking effective action to improve. This year has been the best in recent years.

2016/17 82.1%

2017/18 83.1%

2018/19 85.1%

2019/20 84.1%

2020/21 90.2%

### What will success look like?

- Consistent performance improvement to achieve the 90% target
- The first fire engine responds to an emergency when they are needed (avoiding the need to send the next closest available fire engine).
- Wholetime (full-time) firefighting resources are almost always available so they have not been included in this data. They provide a level of resilience and support for surrounding On-Call stations. .

### Action required

- Currently recruiting on-call firefighters at a number of stations, a media campaign has been run with significant interest.
- Resources have been identified to enable focused improvement for OnCall recruitment.
- Managers regularly review the availability provided by on-call firefighters to ensure they comply with their contracted arrangements and performance manage this where required.
- We also have up to 40 members of our On Call that have signed up to support the East of England Ambulance Service Trust through the Bank Staff system. The full impact of this hasn't been fully analysed at this stage but is believed to have had some effect on availability and is being monitored..

Responsible Officers

Lead: Stuart Ruff, *Chief Fire Officer*

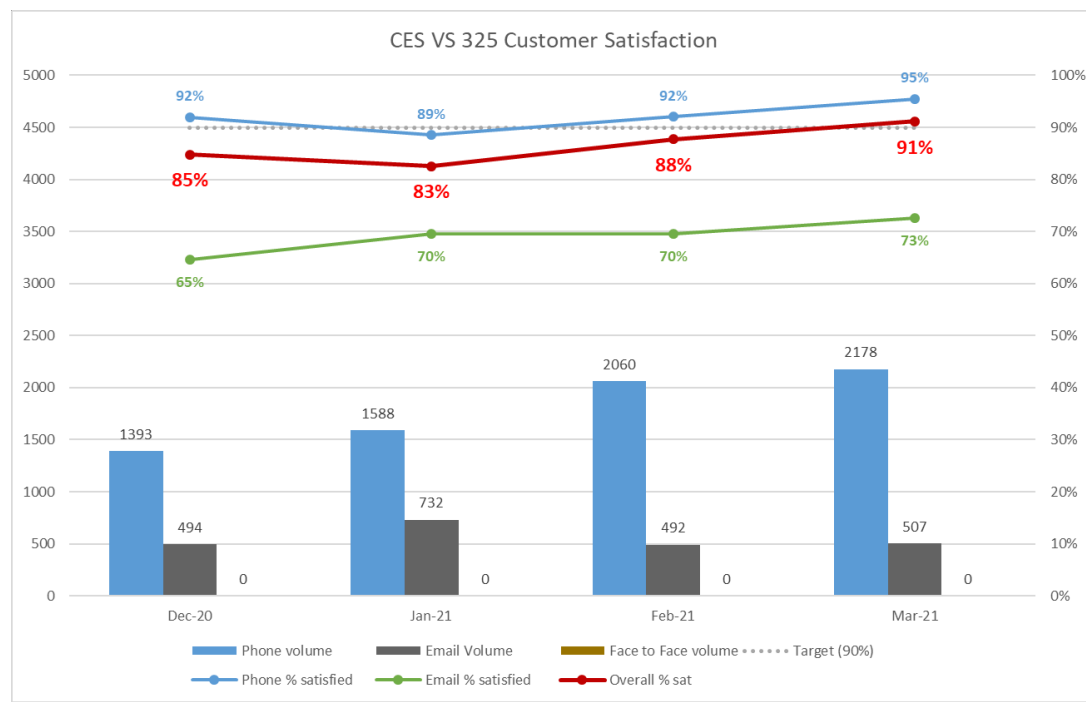
Data: Stephen Maxwell, *Intelligence and Performance Analyst*

## 325: Customer Satisfaction (with council services)

### Why is this important?

This measures the organisations ability to attract the right calls and deal with them effectively. Where people are phoning to chase an earlier contact / request it is a signal of inefficiency in the organisation – it also adds unnecessary cost in dealing with a second customer contact.

### Performance



### What is the background to current performance?

#### Overall satisfaction

Overall satisfaction increased to 91% for March 2021.

#### Email

Email satisfaction increased to 73%. The highest rating in eight months.

Nearly all negative comments were centred around customers being refused a blue badge due to a policy decision.

#### Phone

Satisfaction increased to 95% for March 21.

#### 2020/21

During the pandemic the CSC managed to maintain a good level of customer satisfaction with an overall score of 86% (Phone 90% and Email 71%).

### What will success look like?

- Over 90% of customers are satisfied with the service they receive
- As the customer service programme progresses the number of avoidable customer contacts by service should reduce, as customers are more able to self-serve online.

### Action required

- IT to investigate and fix the issue where customers can leave multiple feedback.
- IT to complete investigation of calls not connecting to an agent

### Responsible Officers

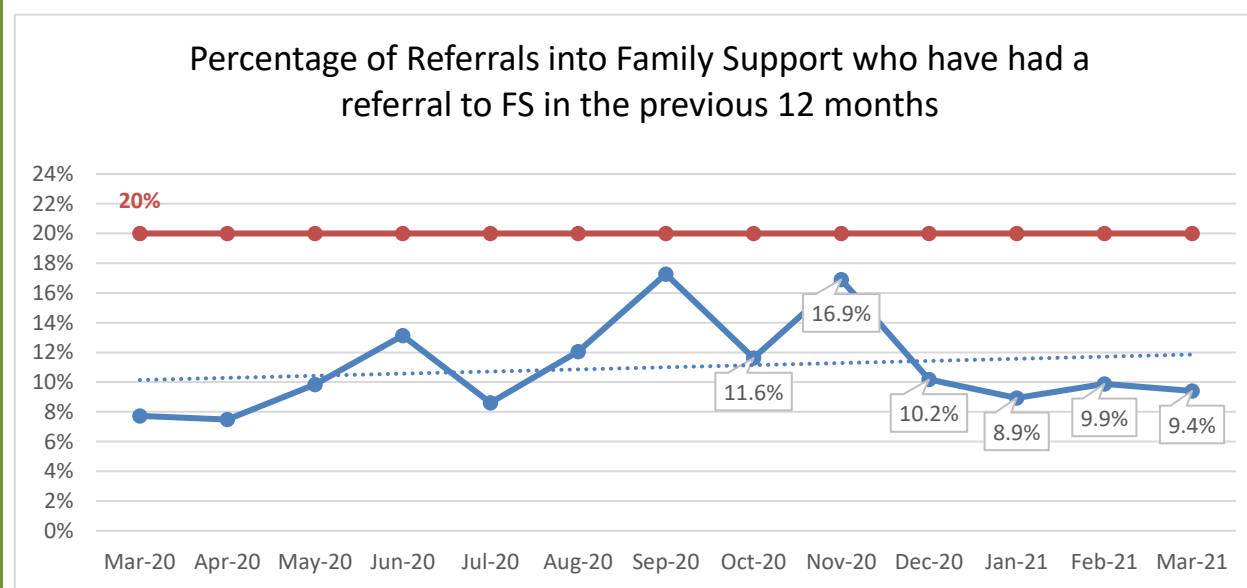
Lead: Ross Cushing, Contact Centre Delivery Manager; Data: Paul Green, Customer Services Reporting Officer

## 400: Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months

Why is this important?

To ensure we are providing good and sustainable outcomes for children who have previously had a Referral into Early Help Services

Performance



What is the background to current performance?

- Over the last quarter then has been another overall increase in Family Support Cases.
- An increase of more complex referrals with the presenting issue of Family Support and an increase in Step Downs from Social Work.
- As contacts and referrals have increased re-referrals have stayed fairly constant.

What will success look like?

- A reduction of re-referrals into services.

Action required

- No update provided

Responsible Officers

Lead: Dan Newbolt (AD Social Care)

Data: George Potter (Senior Systems & Reporting Manager)

## 401: Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months

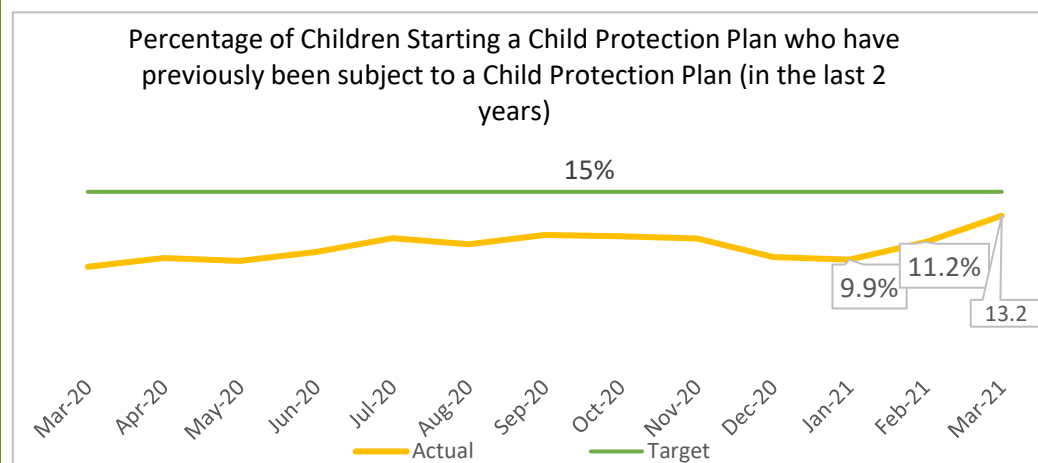
Why is this important?																																																									
To measure and ensure the efficacy of Social Work assessment and intervention.																																																									
Performance	What is the background to current performance?																																																								
<div><div><div>Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months</div><table><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th><th>Trend (%)</th></tr><tr><td>Mar-20</td><td>~18.0</td><td>20.0</td><td>~19.0</td></tr><tr><td>Apr-20</td><td>~22.0</td><td>20.0</td><td>~19.0</td></tr><tr><td>May-20</td><td>~18.0</td><td>20.0</td><td>~19.0</td></tr><tr><td>Jun-20</td><td>~15.0</td><td>20.0</td><td>~19.0</td></tr><tr><td>Jul-20</td><td>~16.0</td><td>20.0</td><td>~19.0</td></tr><tr><td>Aug-20</td><td>~18.0</td><td>20.0</td><td>~19.0</td></tr><tr><td>Sep-20</td><td>~16.0</td><td>20.0</td><td>~19.0</td></tr><tr><td>Oct-20</td><td>~15.0</td><td>20.0</td><td>~19.0</td></tr><tr><td>Nov-20</td><td>~16.0</td><td>20.0</td><td>~19.0</td></tr><tr><td>Dec-20</td><td>16.5</td><td>20.0</td><td>~19.0</td></tr><tr><td>Jan-21</td><td>17.0</td><td>20.0</td><td>~19.0</td></tr><tr><td>Feb-21</td><td>~16.0</td><td>20.0</td><td>~19.0</td></tr><tr><td>Mar-21</td><td>15.3</td><td>20.0</td><td>~19.0</td></tr></table></div></div>	Month	Actual (%)	Target (%)	Trend (%)	Mar-20	~18.0	20.0	~19.0	Apr-20	~22.0	20.0	~19.0	May-20	~18.0	20.0	~19.0	Jun-20	~15.0	20.0	~19.0	Jul-20	~16.0	20.0	~19.0	Aug-20	~18.0	20.0	~19.0	Sep-20	~16.0	20.0	~19.0	Oct-20	~15.0	20.0	~19.0	Nov-20	~16.0	20.0	~19.0	Dec-20	16.5	20.0	~19.0	Jan-21	17.0	20.0	~19.0	Feb-21	~16.0	20.0	~19.0	Mar-21	15.3	20.0	~19.0	<ul style="list-style-type: none"><li>• An overall reduction of contacts and referrals compared to the same point last year</li><li>• Lower level contacts coming to the front door CADS</li><li>• The overall CIN population has increased from 1281 in December 1305 in March</li></ul>
Month	Actual (%)	Target (%)	Trend (%)																																																						
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Mar-21	15.3	20.0	~19.0																																																						
What will success look like?	Action required																																																								
<ul style="list-style-type: none"><li>• A continued reduction of re-referrals into services</li><li>• The right children are receiving a service at the right time</li></ul>	<ul style="list-style-type: none"><li>• Continued improvement of timely and effective assessments</li><li>• Social workers to be freed up as much as possible to carry out interventions with children and families in the community</li><li>• Continued development of group supervision and improved management grip on cases</li></ul>																																																								
Responsible Officers	Lead: Hayley Griffin (Assistant Director CSC)    Data: George Potter (Senior Systems & Reporting Manager)																																																								

## 402: Percentage of Children Starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)

### Why is this important?

To ensure we are providing and have provided good and sustainable outcomes for children who have had a Child Protection Plan

### Performance



### What is the background to current performance?

- Strategy discussions have increased from 148 to 181 in the quarter
- Throughout the quarter the number of Section 47 investigations have increased
- The overall CPP population has reduced from 453 to 437 in the last quarter
- Overall re-referrals to Social Care are reducing in the quarter to 15.3% in March

### What will success look like?

- A reduction of the % of children who are subject to child protection plan for a second or subsequent time
- Strategy discussions and S47 enquiries are completed in relation to the right children

### Action required

- Continued improvement of timely and effective assessments
- Social workers to be freed up as much as possible to carry out interventions with children and families in the community.
- Continued development of group supervision and improved management grip on cases
- Relevant use of new services such as TYS, ISS, New Roads
- Improved use of Public Law Outline
- Review of the use of strategy discussions and S47 enquiries – underway

### Responsible Officers

Lead: Hayley Griffin (Assistant Director CSC) Data: George Potter (Senior Systems & Reporting Manager)

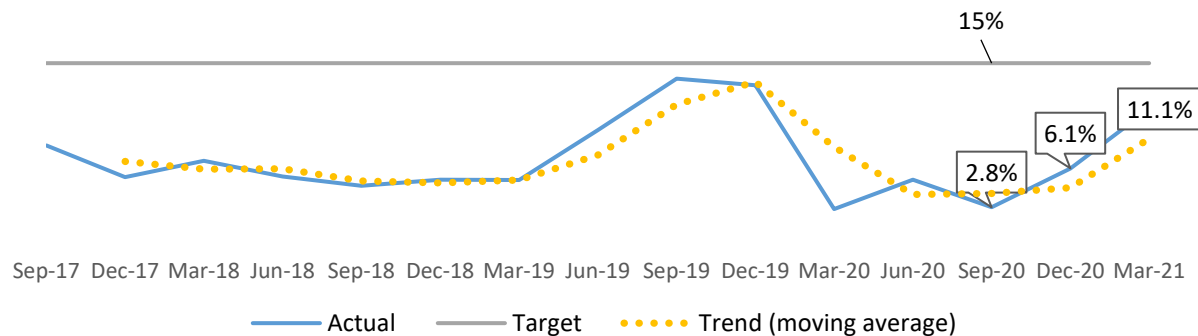
## 403: Percentage of children starting to be looked after who have previously been looked after

Why is this important?

To ensure we are providing good and sustainable outcomes for children who have previously been looked after is this important?

Performance

Percentage of Children Starting to be looked-after who have previously been looked-after



What is the background to current performance?

- We have changed the way we practice in Norfolk to ensure that children and young people are able to live with their family or in family based care wherever it is safe and appropriate to do so
- This includes supporting young people to return to the care of their families after a period of being longer term CLA
- We have seen a trend of new entrants to care increasing over the quarter, particularly 16/17 yr olds
- We are seeing the same trend with those returned to their families, with a number returning to Care at 16 or 17, even when they have been living with their families for long periods
- We remain of the view that children should be with their families as much as possible, and that we should support birth family care whenever it is the right plan for the child, accepting that short periods of CLA is needed in order to maintain long term care within their families

What will success look like?

- Reduction in young people returning to care when aged 16 or 17
- Stabilisation of family-based care when possible
- The right young people are Looked After at the right time, with the right care plan to meet their needs
- Reduction in length of time a young person is Looked After, even if this means multiple short period of Care to support the family to remain together longer term

Action required

- Evaluate the newly created Support for Success service which focuses on Return Home work which is lasting and stable
- Implement New Roads Project to prevent young people becoming looked after unless it is the right plan and the only option

Responsible Officers

Lead: Kate Dexter Assistant Director for Corporate Parenting & Reporting Manager Data: George Potter (Senior Systems & Reporting Manager)

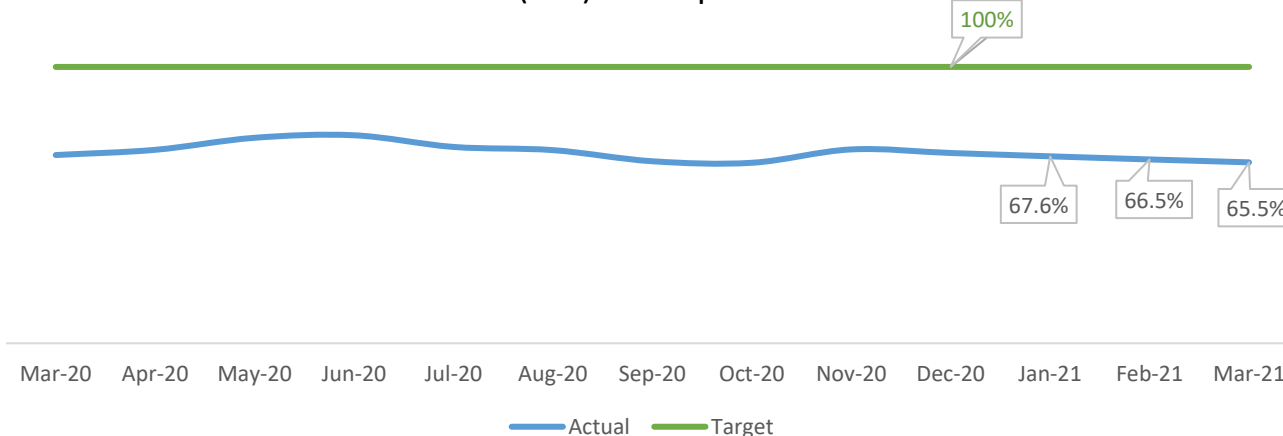
## 404: Child in Need (CIN) with up to date CIN Plan

Why is this important?

Demonstrates driving positive outcomes with management oversight a plan for Children in Need

Performance

Child in Need (CIN) with up to date CIN Plan



What is the background to current performance?

- CIN section 17 numbers in the quarter have fallen from 1363 in January to 1305 in March
- CIN number including CPP have fallen from 1788 in January to 1742 in March
- CIN Visits have remained above 85% during this period as contact with children was prioritised

What will success look like?

- The right children are subject to the right plan at the right time.
- Plans are up to date and effective

Action required

- Continued improvement of timely and effective assessments
- Social workers to be freed up as much as possible to carry out interventions with children and families in the community
- Continued development of group supervision and improved management grip on cases
- Head of Service to drive the recording of CIN plans
- Head of Service to drive the use of the Family Network Approach

Responsible Officers

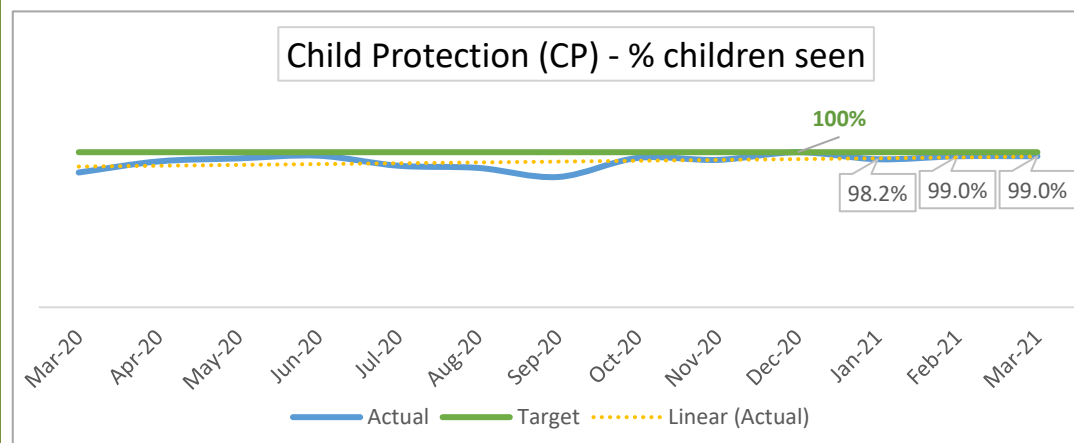
Lead: Hayley Griffin (Assistant Director CSC) Data: George Potter (Senior Systems & Reporting Manager)

## 405: Child Protection (CP) - % children seen

Why is this important?

By visiting children regularly this informs planning and safety factors. Additionally, it ensures we mitigate risk and understand the child's lived experience as part of the care planning process

Performance



What is the background to current performance?

- All CP children are seen face to face (83% in the last DfE survey across all case types) unless there is an overriding risk to children from Covid.
- The overall CPP population has increased from 425 in January to 437 in March
- The number of CP children starts has stayed on average in the mid thirties in the quarter
- Between 98% to 99% of CP children in the last quarter are seen within the 20 day national standard

What will success look like?

- The right children are subject to a child protection plan at the right time.
- Children seen within timescales
- Good quality visits to children

Action required

- Continued improvement of timely and effective assessments
- Social workers to be freed up as much as possible to carry out interventions with children and families in the community
- Continued development of group supervision and improved management grip on cases
- Head of Service to drive the timely and effective recording of visits
- Head of Service to drive the use of the Family Network Approach
- Relevant and timely use of other services such as ISS, TYS and New Roads when intensive support is required.

Responsible Officers

Lead: Hayley Griffin (Assistant Director CSC)

Data: George Potter (Senior Systems & Reporting Manager)

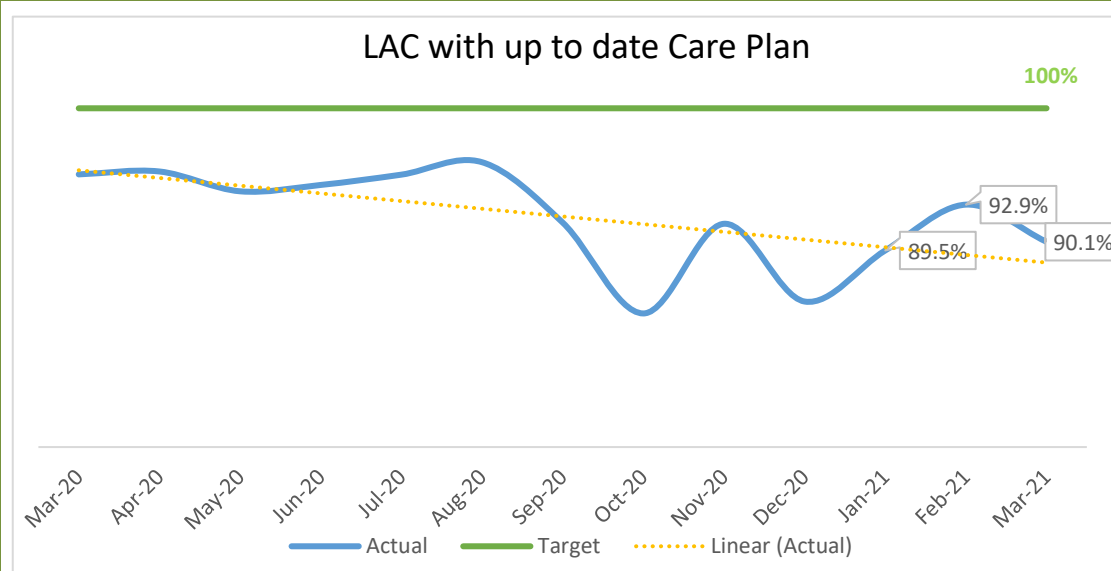


## 406: LAC with up to date Care Plan

Why is this important?

By ensuring LAC have an up to date care plan we can ensure their needs are met and provide stability to their placement

Performance



What is the background to current performance?

- We continue to strive for consistency in timeliness and recording of care plans and our timeliness over the quarter is where we would want it to be
- We have achieved 90% despite the increase of newly accommodated young people
- We are seeing a significant increase in late entrants to care and this has also impacted on our work in this area

What will success look like?

- A large proportion of LAC with an up to date Care Plan – at least 90%
- Good quality Plans that include the child's voice
- Care plans are written in a way that children can understand and engage with their own plan

Action required

- Address late entrants to care via increased emergency support and the New Roads project
- Provide additional guidance to teams on how to ensure to the plans include the child's voice that are good quality
- Plans consistently evidence focus on aspirations and success for CLA in Norfolk

Responsible Officers

Lead: Kate Dexter Assistant Director for Corporate Parenting    Data: George Potter (Senior Systems & Reporting Manager)

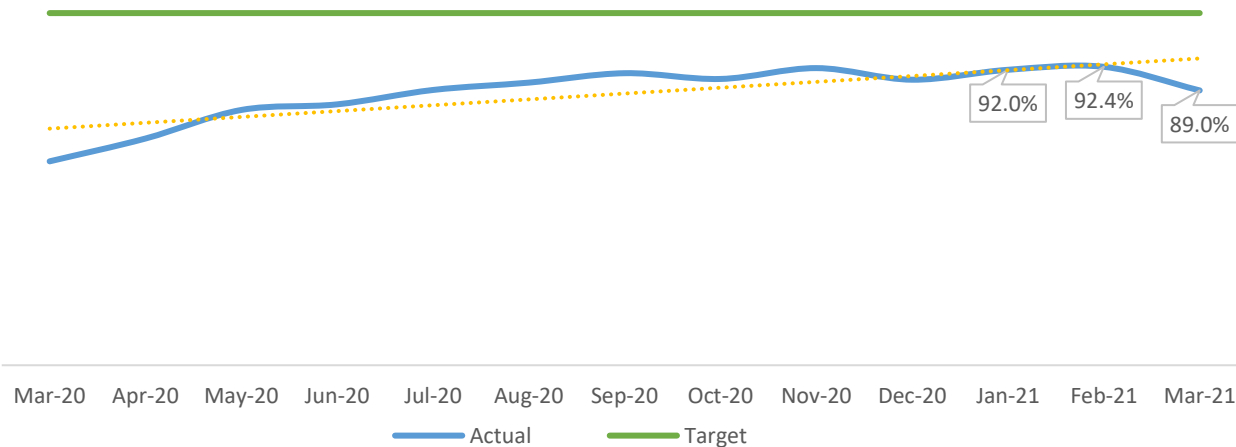
## 408: LAC with up to date Health Assessment (HA)

Why is this important?

To ensure that we are a good Corporate Parent to the children in our care, that their health needs are assessed regularly

Performance

LAC with up to date Health Assessment (HA)



What is the background to current performance?

- Norfolk Community Health & Care (NCH&C) LAC Health Team have worked with NCC Childrens Services to improve performance
- SW teams have focused on ensuring requests for assessments are sent to health colleagues in good time – 96% of IHA requests sent in timescale
- The majority of delayed Health Assessments are for children placed out of county and older young people declining their health assessment
- There has been an impact on performance of our Health Colleagues due to the high number of UASC accommodated in Norfolk due to the time HAs take to complete

What will success look like?

- All Looked After Children having regular health checks within timescale
- Initial Health Assessments will be completed within 28 days of a child becoming Looked After for all LAC in Norfolk

Action required

- Continue to work with Health Colleagues to improve timeliness further, particularly in respect of IHAs OOC
- Ensure that placement providers and foster carers engage with the HA process fully
- Work with young people who decline their assessment to understand why and what we can do differently

Responsible Officers

Lead: Kate Dexter Assistant Director Corporate Parenting Data: George Potter (Senior Systems & Reporting Manager)

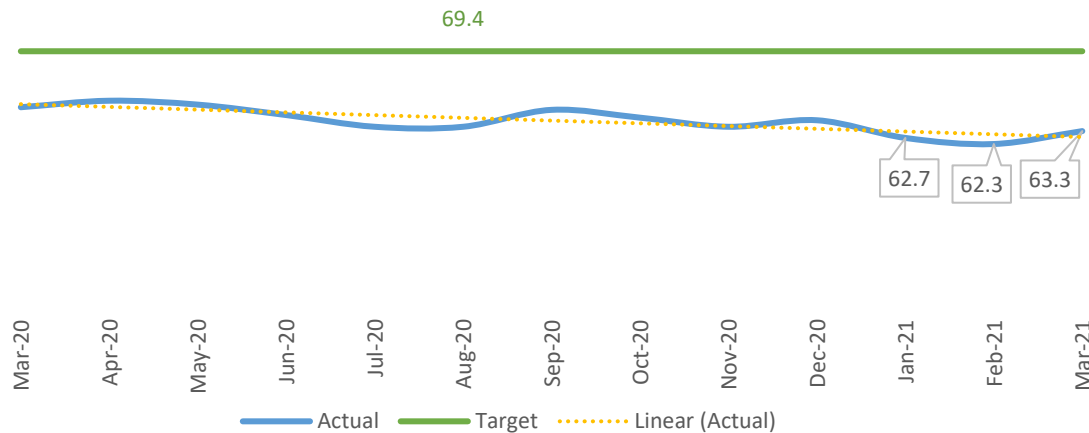
## 410: Rate of Looked-After Children per 10,000 of the overall 0-17 population

Why is this important?

The rate of Looked After Children enables a comparison across National, Regional and Statistical Neighbours

### Performance

Rate of Looked-After Children per 10,000 of the overall 0-17 population



### What is the background to current performance?

- There has been an increase in the quarter from 1,077 to 1,086 Children Looked After
- The overall rate which has previously been steady has shown a slight increase
- There has been an increase in the quarter of admissions to care with a reduction in the number of UASC being accommodated
- The number of children and young people ceasing to be Looked After has reduced in the same quarter
- We believe this to be a seasonal change impacted further by Covid which has reduced our ability to provide intensive interventions to support children safely at home
- Delays due to Court capacity has also impacted on the CLA number due to delay in completing adoption hearings and long delays in scheduling final hearings

### What will success look like?

- A reduction of the number and percentage of children who are admitted to Care
- An increase in the number of children who cease to be CLA
- An increase in CLA ceases due to adoption or family placements

### Action required

- Review new service (went live 1st April 2021) to understand impact on long term CLA able to return home
- Implement New Roads (No Wrong Door model) – due to go live 1st June 2021
- Continue to work with the Courts to reduce delay for children

### Responsible Officers

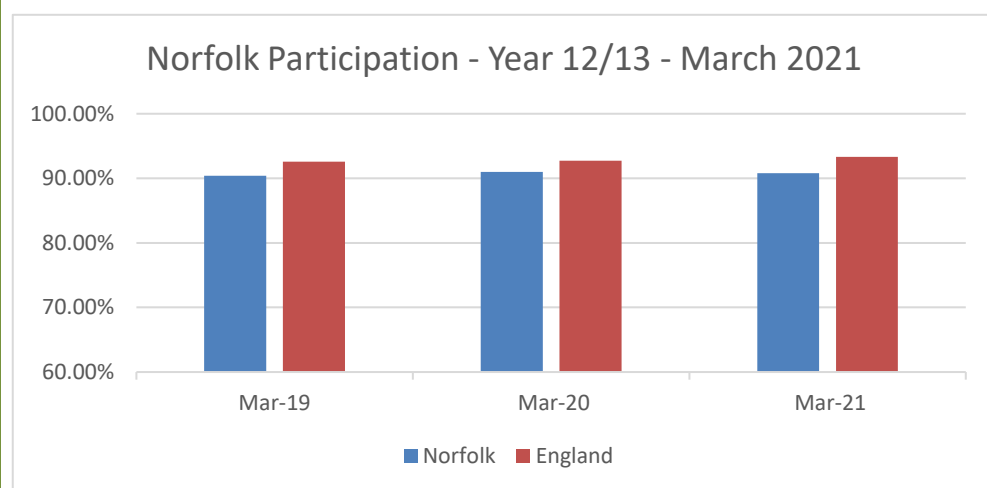
Lead: Kate Dexter Assistant Director Corporate Parenting    Data: George Potter (Senior Systems & Reporting Manager)

## 414: Percentage of year 12 and 13 cohort participating in fulltime education, or employment with accredited training (EET)

### Why is this important?

This key indicator demonstrates that 16 and 17 year old young people are achieving their potential through continuing in learning and gaining the skills which will enable them to lead an independent economic life. The Department for Education requires us to report this data to them each month.

### Performance



### What is the background to current performance?

- Those participating post-16 include those in fulltime education or employment with accredited training e.g. apprenticeships. Those who are employed but not undertaking accredited training are not counted as participating in EET
- Norfolk's Employment without training (3.5%) is more than twice that of England's (1.7%)
- Norfolk's Not Known figure of 1.5% is less than the National figure of 2.0% giving a more accurate picture of the current position.
- Updates from schools and colleges in January, February and March inform the LA when young people have left a course early. This affects the participation figures

### What will success look like?

- Closing the gap for young people who are disadvantaged and achieving sustained participation in EET that is better than England

### Action required

- Identifying and supporting young people in year 11 and 12 who are at risk of not continuing in learning with a specific focus on Y11 at risk of NEETs, home educated, vulnerable groups and progression from year 12 to 13
- Decreasing the number of young people who enter employment without accredited training through promotion of apprenticeships
- Work with providers to reduce the number of young people who 'drop out' and providing support for those who do to re-engage

### Responsible Officers

Lead: Karin Porter, Participation & Transition Strategy Manager  
Data: Peter Kean-Cockburn, Information Systems and Analysis Officer

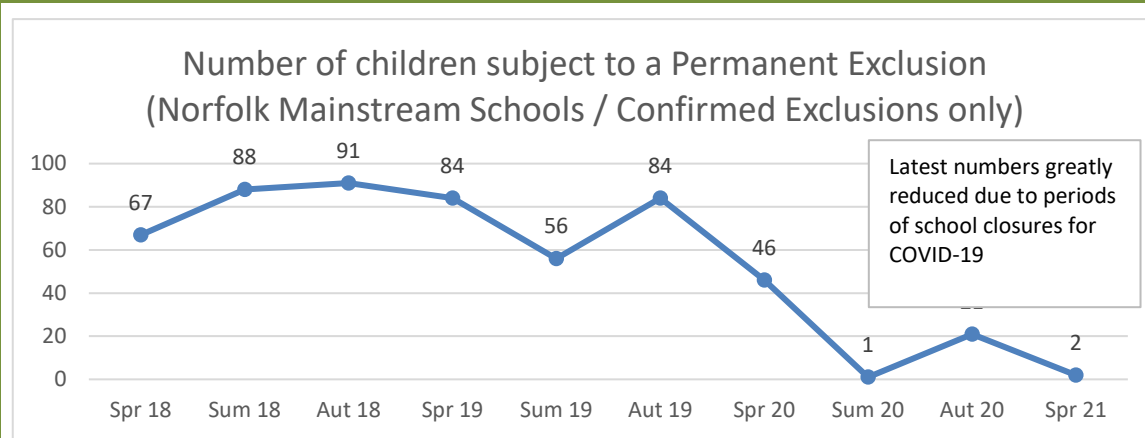
## 415: Number of children subject to a Permanent Exclusion.

This report is based on mainstream schools and only Confirmed Exclusions (as per DfE methodology)

Why is this important?

Exclusions result in breaks in, and disruptions of, learning for children and young people which research shows has a negative impact on education outcomes and life-chances.

### Performance



### What is the background to current performance?

- There was a significant reduction in permanent exclusions over the Spring Term 2021 as compared to previous years although it should be noted that for the majority of the term schools were only open to vulnerable pupils and children of key workers due to the national lockdown
- The Inclusion team continued to support schools over the lockdown period receiving and responding to 127 requests for support during the lockdown period and a further 133 requests when schools reopened for the final three weeks of term
- Work has also continued to support pilot schools, identified via exclusion data, in the design and implementation of internal provision that better meets the needs of those CYP who are at risk of permanent exclusion.

### What will success look like?

*Fewer children subject to Permanent Exclusions from schools & colleges*

### Action required

*For pupils who need short term intensive interventions to stabilise challenging behaviours to receive this whilst remaining in mainstream settings through a combination of bespoke support and accessing alternative provision as appropriate.*

*For pupils to make timely reintegrations from the Short Stay School for Norfolk when appropriate.*

### Responsible Officers

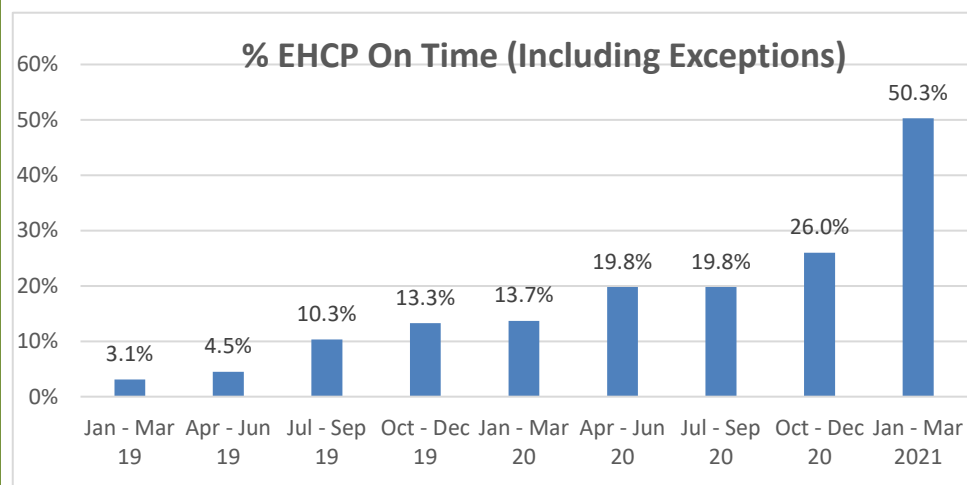
Lead: Andy Tovell, Head of Service, Education Vulnerable Groups Achievement & Access  
Data: Dom Mingaye, Data Manager, Education Achievement and EY Service

## 416: Percentage of Education, Health & Care Plans (EHCP) completed within timescale

Why is this important?

Completion/conversion of the EHCP within required timescales in order to establish and secure best possible outcomes across education, health and social care.

### Performance



### What is the background to current performance?

- Performance directly relates to the significant increase in the rates of assessments for EHCPs carried out by the Local Authority with thresholds for such set out in statutory legislation.
- Rates of assessments carried out have risen by 70% since 2016 however, there was a temporary downturn in referrals during the first lockdown which enabled performance improvement as reflected in this month's outturn. Referrals have now started to rise again.
- The Service responsible for delivering EHCPs has recently expanded and restructured. We now have a single dedicated team singularly focussed on the first EHC needs assessment and plan consisting of a team manager and 12 EHCP Coordinators. This discrete team with sole responsibility for new EHCPs will not have the competing demands of the existing EHCP casework and this is a key aspect of our timescale improvement planning.
- The percentage of EHCPs that are overdue at any one time has steadily decreased over the last year and currently stands at 36%.
- Performance is also directly affected by timescales for advices received from contributing professionals and agencies. Work is now underway to review resourcing in the Educational Psychology service which will be critical to achieve sustained improvement.

### What will success look like?

- Success will be where Norfolk's timescale completion rates reflect at least the national average which currently stands at 60%.
- Norfolk's overall ambition is to have timescale completion rates of 90%+.
- The overall number of days taken to issue an EHCP has been gradually improving and there is a steady reduction in the numbers of cases out of timescales.

### Action required

- EHCP Timescale Performance and Quality is a central theme of NCC's Ofsted / CQC SEND Written Statement of Action. A robust action plan has been constructed which DfE has confirmed is a strong response to our challenges.
- The Actions within the WSOA are subject to direct scrutiny by the Head of Service and Director for Learning and Inclusion and in turn reports to the WSOA Executive Board chaired by the Executive Director.

### Responsible Officers

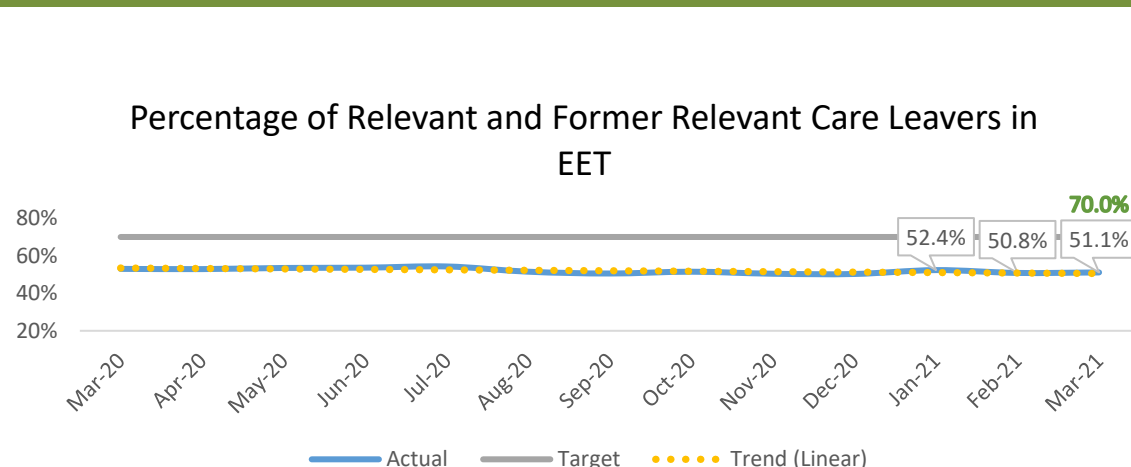
Lead: Nicki Rider, Interim Head of Education High Needs SEND Service  
Data: Dom Mingaye, Data Manager, QPS - Education

## 417: Relevant & Former Relevant Care Leavers (aged 19-21) in Employment, Education or Training

Why is this important?

To ensure that Care Leavers are afforded the opportunities that will give them life long skills and financial stability

Performance



What is the background to current performance?

- The trajectory throughout lockdown was for us to be increasingly in touch with Care Leavers to know their current situation
- Care Leavers have found the contact at times overwhelming
- In March 88.9% of Care Leavers were in Suitable Accommodation
- Norfolk has experienced difficulties in sourcing appropriate training and employment for young people under 25 which are similar to the rest of the country in respect of the impact on jobs of Covid-19

What will success look like?

- All Care Leavers reaching their potential by being in Employment, Education or Training
- Creative ways of supporting this are in place particularly for young parents and Care Leavers with emotional wellbeing/mental health difficulties

Action required

- Continue work on NCC Kickstart scheme
- EET Audit findings to be shared county wide with renewed focus on EET and aspirational planning for Care Leavers
- Support the mental health and emotional wellbeing for Care Leavers to improve their ability to access EET
- Identify new employers to discuss guaranteed interview scheme now some employers have signed up

Responsible Officers

Lead: Kate Dexter (Assistant Director Corporate Parenting)    Data: George Potter (Senior Systems & Reporting Manager)

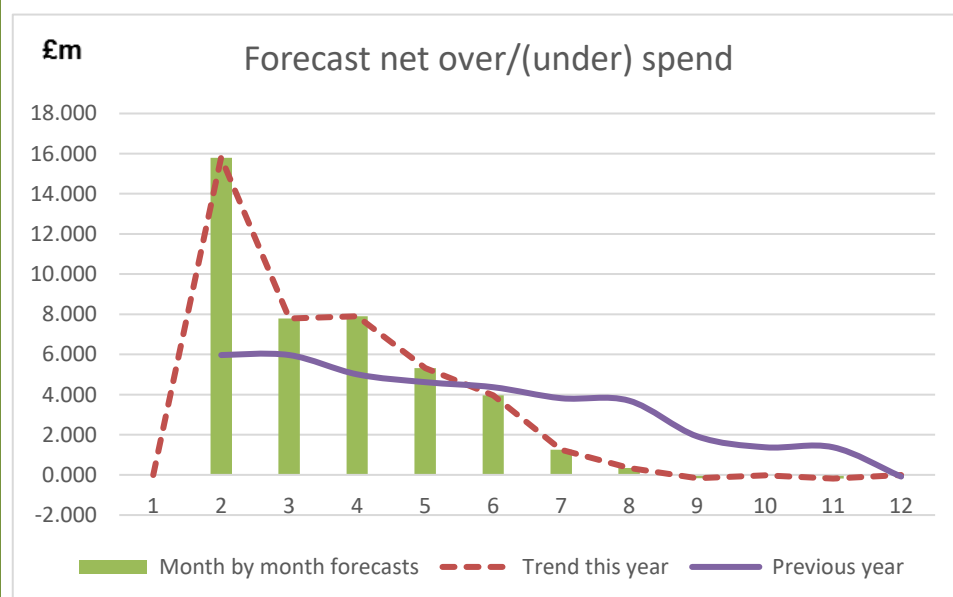
## 500: Budget monitoring – Forecast v Budget

Why is this important?

Members set an affordable cash limited revenue budget each year: any net overspends will reduce already limited reserves.

Performance

What is the background to current performance?



The graph above shows a balanced budget was achieved in 2020-21.

The revenue outturn for 2020-21 is a balanced budget after transferring **£4.056m** to the general fund. The transfer is in accordance with the County Council decision on 22 February 2021 which agreed the principle of seeking to increase the general fund balances as part of closing the 2020-21 accounts. The net budget of £430.421m has remained unchanged throughout the year.

This position takes into account the financial impact resulting from actions take to manage the impact of the Covid-19 virus throughout 2020-21, and acknowledges the extent it has been mitigated by additional government support received.

What will success look like?

- A balanced budget, with no net overspend at the end of the financial year.
- Where forecast overspends are identified, actions are put in place to mitigate and minimise these overspends.

Action required

- Chief Officers have responsibility for managing their budgets within the amounts approved by County Council.
- Chief Officers take measures throughout the year to reduce or eliminate potential over-spends.

Responsible Officers

Lead: Harvey Bullen, Director of Financial Management  
Data: Howard Jones, Corporate Accounting Manager



## 501: Savings targets delivered – by Service

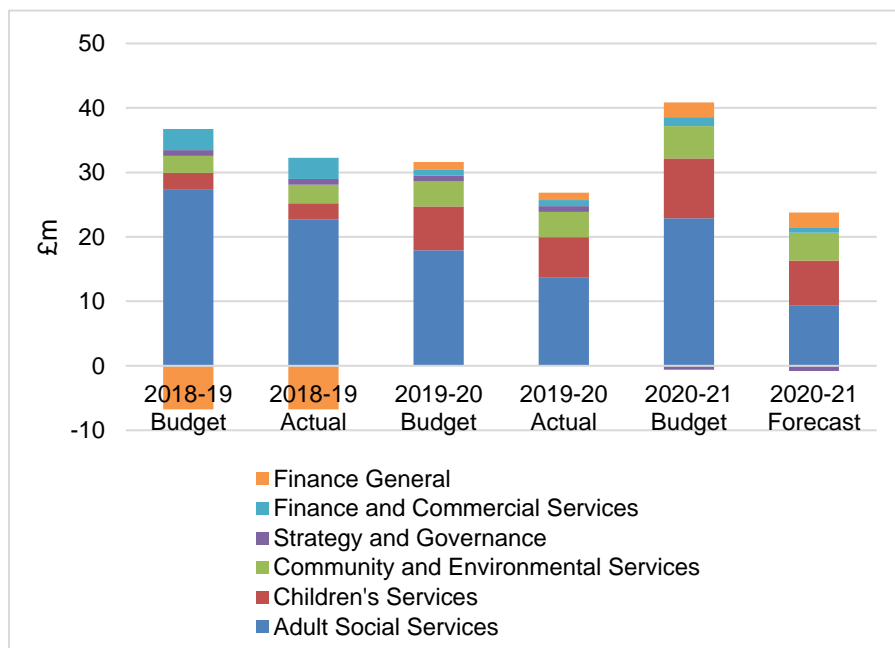
Why is this important?

Making savings is key to supporting delivery of a balanced outturn position and ensuring the Council maintains a robust financial position.

Performance

What is the background to current performance?

Budgeted Savings compared to Actual / Forecast by Service



During 2020-21, the savings achieved were £22.989m, this is 43% below budget.

- Historically the Council has a good record of achieving budgeted savings, delivering £325.706m of savings in the period 2011-12 to 2018-19, against budgeted savings of £363.768m (90%).
- In 2019-20 savings of £26.853m were delivered, a shortfall in savings of £4.752m, compared to budgeted savings of £31.605m (85%). The shortfall principally related to achievement of Adult Social Services savings linked to Promoting Independence, and also savings relating to Transport and Digital / New Technology. In the main these are ultimately expected to be delivered, although not in line with the original timescales.
- During 2020-21, as at Period 12 (Quarter 4), savings achieved were £22.989m (a shortfall of £17.255m) against savings budget of £40.244m. The savings are 43% below budget which is out of line with previous year trends due to the impact of the response to COVID-19, which has absorbed organisational capacity and impacted on both the operating environment and underlying assumptions within saving plans. An element of the funding received from Government for the COVID-19 response is intended to support the non-delivery of savings. Work is underway across services to re-establish delivery of saving programmes and minimise delay / non-delivery.

What will success look like?

- Planned levels of savings are achieved and/or COVID-19 delays minimised, supporting the Council to deliver a balanced outturn position for 2020-21.
- A robust financial position ensuring stability for the budget-setting process for future years.

Action required

- Actions to deliver individual saving plans taken in 2020-21, and/or to restart delivery of savings to minimise 2021-22 impacts and/or alternative options identified.
- The shortfall in savings is reported to Cabinet monthly, and details of mitigating actions are also set out in that report.

Responsible Officers

Lead: Harvey Bullen, Director of Financial Management

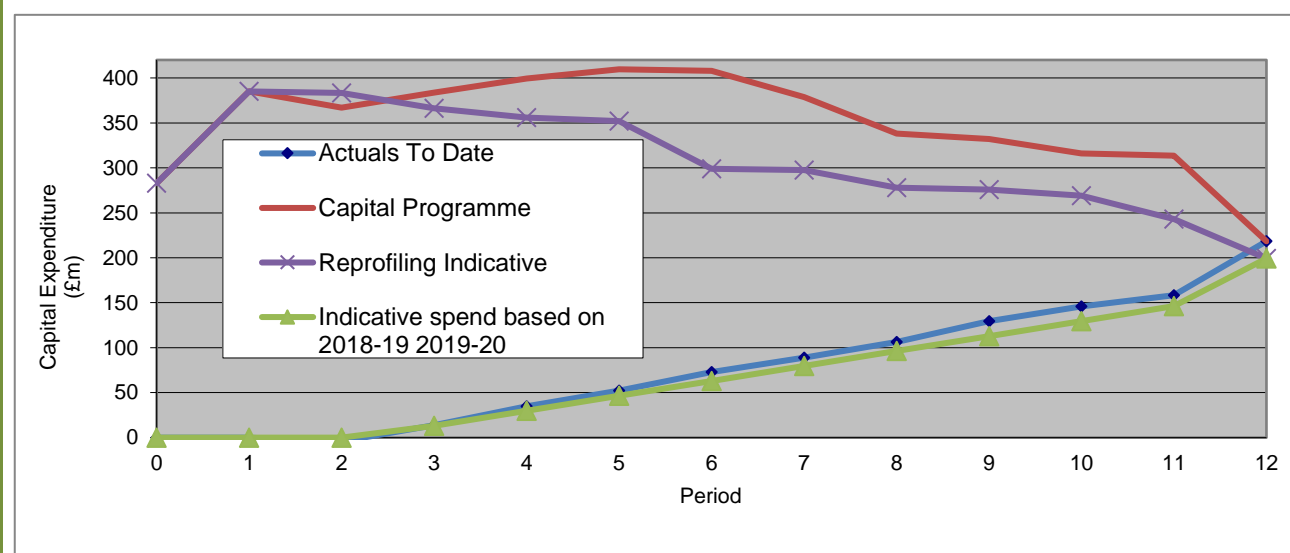
Data: Titus Adam, Financial Projects and Planning Manager

## 502: Capital Programme Tracker

### Why is this important?

Members set a capital budget each year in the expectation that capital projects will be delivered and budgets controlled.

### Performance



Actual capital spend in 2020-21 was £218m. This is 10% higher than an indicative spend based on the current year's opening capital programme and previous year's patterns of expenditure and re-profiling.

### What is the background to current performance?

Actual capital spend in 2020-21, including year-end accruals was £218m.

The Covid pandemic had a small impact on the rate of spend at the start of the year, since when it has been consistently approximately £18.5m. This is higher than 2019-20 when average monthly capital spend was £15.5m due mainly to highways capital expenditure including the Great Yarmouth Third River Crossing.

In line with the pattern of recent years, capital expenditure has been re-profiled into future years as the timing of expenditure has become more certain.

### What will success look like?

- Expenditure in line with indicative calculations based on budgets and historic patterns of expenditure.
- Capital projects and programmes remain within budget, and are delivered on time.

### Action required

- Capital budgets continue to be re-profiled into future years to reflect likely project spend.

### Responsible Officers

Lead: Harvey Bullen, Director of Financial Management  
Data: Howard Jones, Corporate Accounting Manager

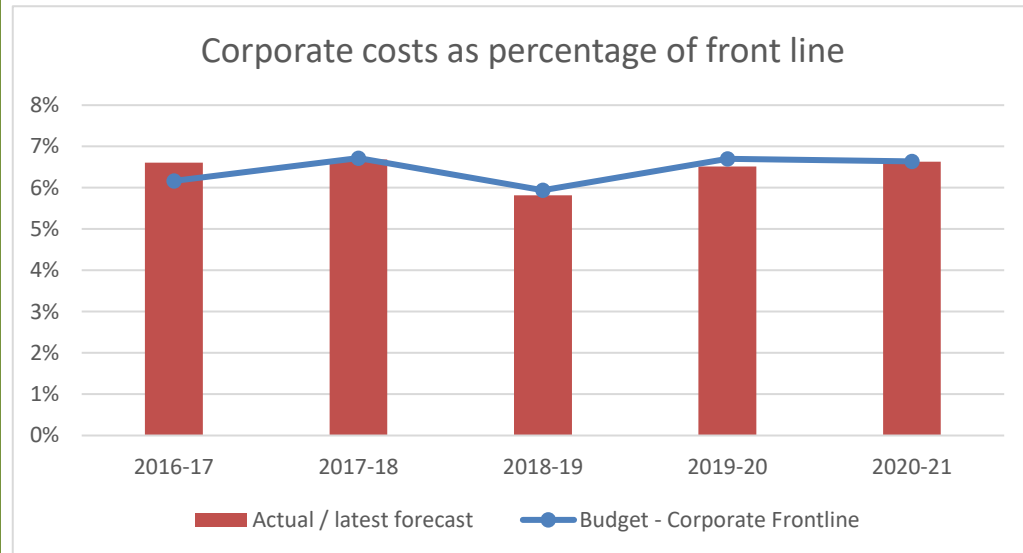
## 503: Ratio of Corporate net expenditure compared to Frontline

### Why is this important?

The ratio of Corporate to Frontline net budget demonstrates the value for money of the internal organisation, and indicates how effectively the costs of running the council are being managed to maximise the resources available for service delivery.

### Performance

#### Budgeted ratio of Corporate to Frontline compared to Actual / Forecast



In 2020-21, the ratio of Corporate to Frontline costs compared to Actual is 6.6% which is a marginal improvement over the revised budget ratio.

### What is the background to current performance?

- The ratio of corporate to frontline costs, both Budget and actual has been consistent over the past few years when adjusted for adjustments to reflect evolving changes in the way services are managed, and also for year-end capital accounting adjustments.
- After year end capital accounting adjustments for depreciation and asset revaluations, the ratio at the end of the financial year is 8.7%. The increase is purely due to large year end capital budget adjustments which do not affect spend from service revenue budgets. The ratio reported of 6.6% is before those adjustments, comparable with previous years and consistent with the target used through the year.
- As Covid related pressures previously affecting front line services have largely been mitigated by government grants received, the actual ratio forecast for 2020-21 is as per budget.

### What will success look like?

- Corporate costs of Resources and Finance and Property departments minimised and delivered in line with budget plans.
- Corporate:Frontline ratio is maintained or improved in future years as efficiencies in support services are delivered.

### Action required

- Where overspends are identified, action is taken to deliver savings plans and achieve an overall outturn position in line with the approved budget.

### Responsible Officers

Lead: Harvey Bullen, Director of Financial Management  
Data: Howard Jones, Corporate Accounting Manager

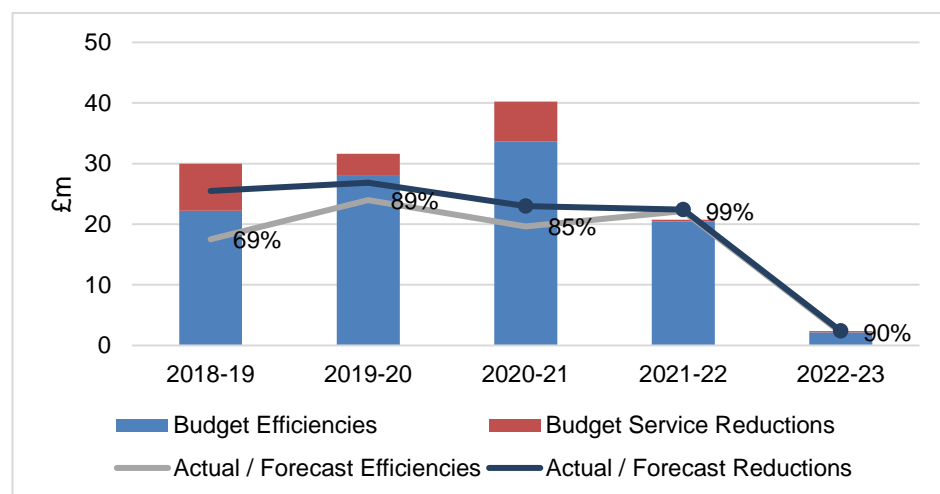
## 504: Savings – Efficiencies compared to Front Line

Why is this important?

Demonstrates to what extent savings that achieve efficiencies in systems and processes, and better use of resources and technology have been prioritised over those which impact on front line delivery (ceasing or reducing a service) to users, partners, and members of the public.

Performance

Budgeted Efficiencies and Service Reductions compared to Actual / Forecast, with percentage of Efficiencies



The percentage of savings forecast to be achieved from efficiencies is 85%, this is in line with the budgeted percentage (84%).

What is the background to current performance?

- The Council has a good track record of savings, with a focus on delivering efficiencies while minimising service reductions.
- In the period 2011-12 to 2018-19, against budgeted savings of £363.768m, £246.130m (68%) were planned to come from efficiencies. Actual savings achieved for the period saw £229.650m from efficiencies against total savings of £325.706m (71%)
- In 2019-20 £23.978m came from efficiencies out of total savings delivered of £26.853m (89%). There was a shortfall in the overall delivery of savings in the year of £4.752m.
- Savings of £40.244m were budgeted for 2020-21 with £33.679m planned to be efficiencies (84%).
- The outturn position is for a significant shortfall in the delivery of savings of £17.255m, with reductions across the full savings programme due to the impact of COVID-19. Further details are set out in monitoring reports to Cabinet. An element of the funding received from Government for the COVID-19 response is intended to support the non-delivery of savings. Forecasts for the subsequent years reflect the 2020-21 MTFS and are assumed to be broadly in line with budget.

What will success look like?

- Savings delivered in line with budget plans, with a focus on efficiency savings – 84% of total savings delivered from efficiencies.
- Council budget balanced with the impact on front line service delivery to the public minimised as far as possible.
- Improvements in support service effectiveness and efficiency achieved.

Action required

- Actions to deliver individual saving plans taken in 2020-21, along with mitigating actions as part of COVID-19 response.
- The shortfall in savings is reported to Cabinet monthly, and details of mitigating actions are also set out in that report.

Responsible Officers

Lead: Harvey Bullen, Director of Financial Management

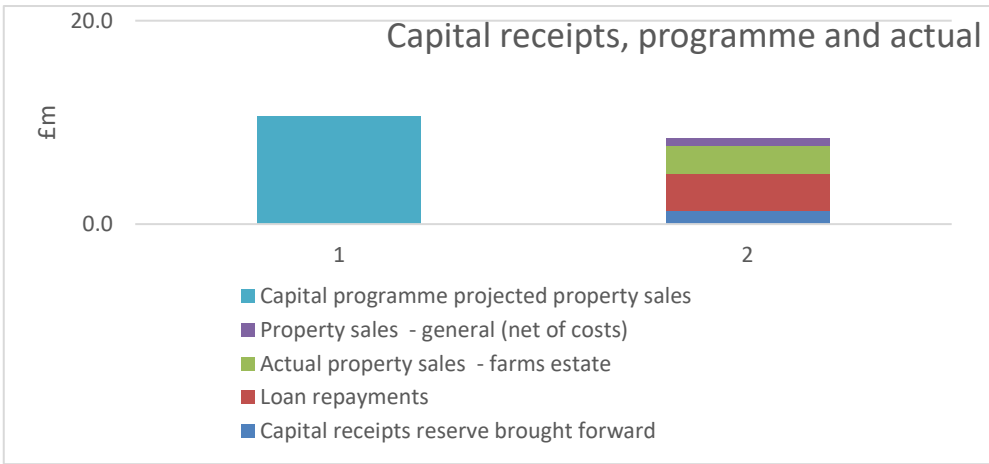
Data: Titus Adam, Financial Projects and Planning Manager

# 505: Capital Receipts

## Why is this important?

Where the Council owns property which it does not need, disposals can release capital receipts and reduce running costs.

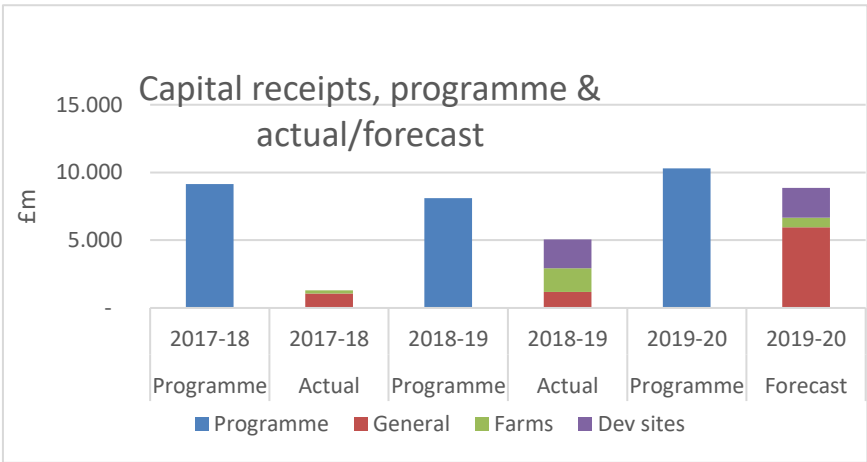
## Performance



Capital property receipts of £8.449m have been generated in 2020-21, including £1.347m brought forward, against a programme estimated at £11.350m. This represents 82% of programme.

## What is the background to current performance?

Capital receipts are hard to predict, as can be seen from the following graph covering recent years:



As can be seen from the graph above, the achieved outturn of 82% is good in comparison with recent years.

## What will success look like?

- Minimising the Council’s need to borrow, and reducing maintenance and other revenue costs will be achieved through the generation of capital receipts as set out in the Capital Programme, as part of the Council’s longer-term disposals programme.

## Action required

- The Corporate Property Team continues to identify properties which are surplus to requirements.
- Properties continue to be marketed with the aim of achieving sales forecasts as set out in the approved capital programme.

## Responsible Officers

Lead: Harvey Bullen, Director of Financial Management

Data: Howard Jones, Corporate Accounting Manager

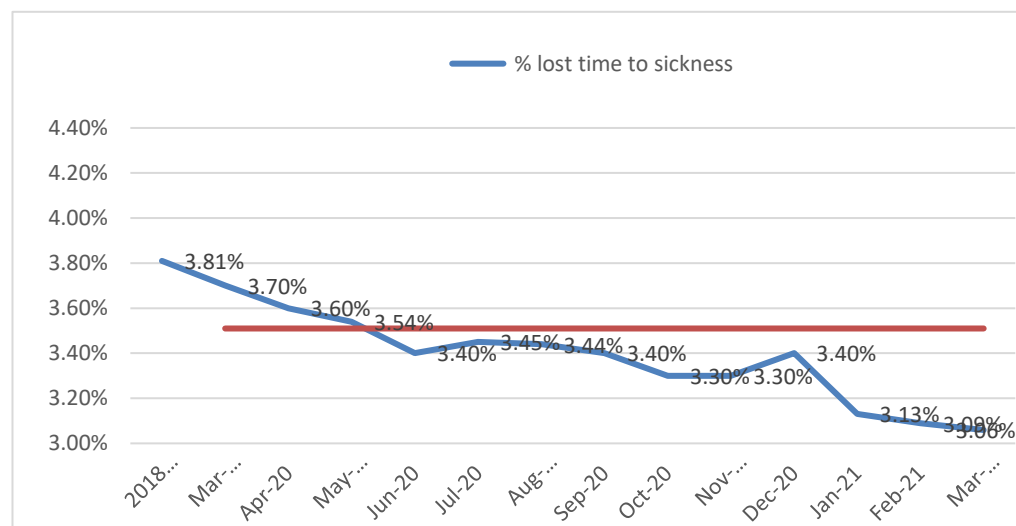
## 615: HR % lost time due to sickness

Why is this important?

Supporting employees to be healthy, positive and productive at work is a priority. Staff absence is an important indicator to measure the the overall relationship between the employee and employer.

Performance

What is the background to current performance?



- The **sickness absence** rate to the end of Mar 2021 was **3.06%**, below the target of **3.5%** and compared to **3.7%** at the same point last year. The average lost time due to sickness absence for local government is **2.7%** (based on ONS Sickness Absence rates in public sector 202- – the latest figures available) and for large employers (5,000+ employees) is **4.3%** (CIPD Health and Wellbeing at work survey 2018).
- This equates to 193.5 fte in lost productivity.
- Sickness absence has consistently decreased since the pandemic restrictions. This is in line with trends reported by other organisations (CIPD website). December levels were higher again, which in addition to the normal seasonal increase in sickness is also explained by higher levels of COVID sickness, reflecting elevated levels in the community at the time.
- The impact of the pandemic on absence means that results should therefore be viewed with caution and not an indication of future trends.
- Adults (**4.5%**), continue to have the highest levels of absence although this is an improving trend and is in line with the national picture. Absence in this service has been reducing since the winter peaks. CES are at **3.1%** and Children's Services **2.7%**. Further work has been undertaken with childrens following insight of under-reporting so we anticipate that this figure could increase. The remaining directorates report under 2% . HR continue to work proactively with services to understand the reasons for absence and support improvement.
- Mental Health continues to be the primary cause for time lost to sickness being the reason for just under 30% of all time lost, but not significantly different from the previous quarter and in line with the national picture.

What will success look like?

- Continuing to achieve our sickness absence target. The target is **3.5%**

Action required

- Root and branch review of under-reporting and director visibility supported by training.
- Work to provide clarity of the role of managers is underway

<ul style="list-style-type: none"><li>• The average lost time due to sickness absence for local government is <b>2.7%</b> (based on ONS Sickness Absence rates in public sector 2020 – the latest figures available)</li><li>• The average absence rate for large organisations (5,000+ employees) is <b>4.3%</b> (CIPD Health and Wellbeing at work survey 2018).</li></ul>	<ul style="list-style-type: none"><li>• Implementation of the myOracle system will help to reduce the current lag between notification and system entry.</li><li>• HR to continue to provide proactive support for managers, ensuring that all relevant absence cases have a clear case management plan</li><li>• HR to continue to provide focussed support to departments, both in terms of absence management and well-being e.g. seeking advice from occupational health and supporting managers with absence review meetings, undertaking well-being assessments and signposting to additional services such as <a href="#">Norfolk Support Line (NSL)</a> and the <a href="#">musculoskeletal scheme</a> where appropriate. Additional focus is being provided in this area during the latter stages of the pandemic and into recovery to support employee mental health.</li></ul>
Responsible Officers	Lead: Sarah Shirtcliff, Director for People    Data: Teresa Baker, HR Customer Services Manager Manager and Dave Nugent, Workforce Insight Lead

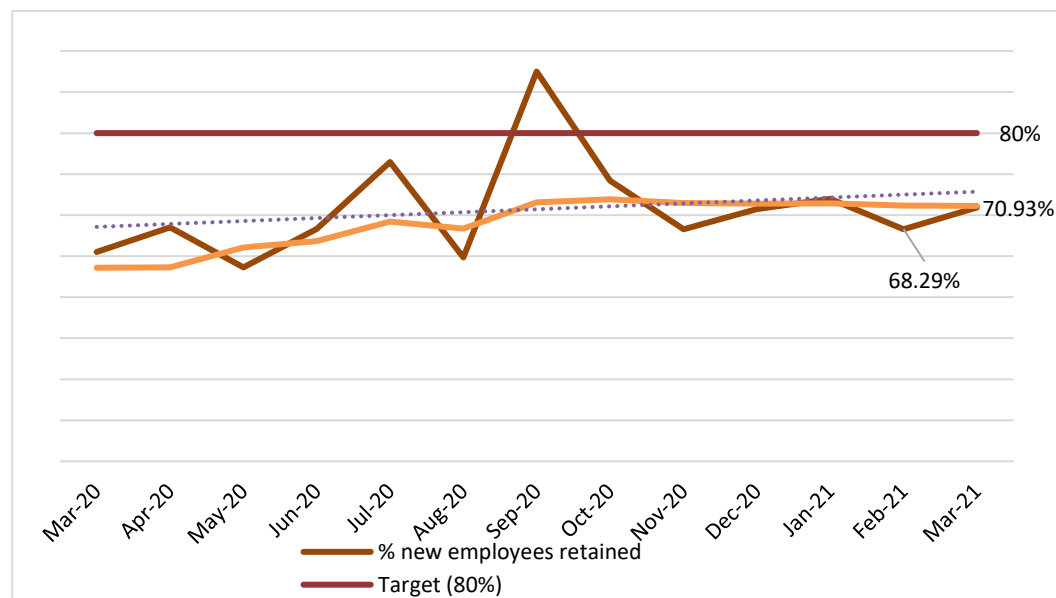


## 637: New employee retention

### Why is this important?

Evidence shows that where there is a mismatch in terms of employee skills, experience and engagement with the organisation (i.e. the employee deal) to those required in the post they have been recruited to, will make an early exit from NCC more likely. Improving our retention rate will reduce costs associated with recruitment and training and improve service performance.

### Performance



March 21 shows 70.9% of Staff who joined in Feb 2019 are still employed.

The average retention rate for the current financial year 2020-21 is **71.5%**, broadly comparable with the 2018 national CIPFA survey where the average retention rate was **70%**. The average retention rate for the previous financial year was **63.6%**, however COVID may have a bearing on that difference.

### What is the background to current performance?

This measures how many of the new entrants to NCC stay in post for longer than 2 years. The measure excludes fixed term and temporary contracts to avoid planned short term appointments skewing the data.

Voluntary turnover for the last 12 months is 8% (all turnover is 9.4%) with 645 employees leaving NCC employment within 2 years. Of those, 69 had less than one years' service on leaving. There were a total of 932 new starters to NCC during the same period. The relationship between recruitment and retention is an important one. If we are successful at retaining colleagues, the recruitment demand will reduce.

It remains the case that the pandemic has led to some instability in the job market and we continue to see increased unemployment in certain sectors leading to an increase in candidates for NCC roles and more stability in our workforce (although numbers have consistently increased since the initial drop in leavers in May 20). Our current insight indicates that this has had a positive impact on retention. We will continue to monitor impact over the coming months.

The impact of recent work to implement mechanisms to retain social workers will be measured carefully, however it is too soon to draw any conclusions currently. As at end of March the annual voluntary turnover of Social Worker roles was at 7.8% in Children's (just below overall NCC voluntary rate) and 11.4% in Adults so significantly over



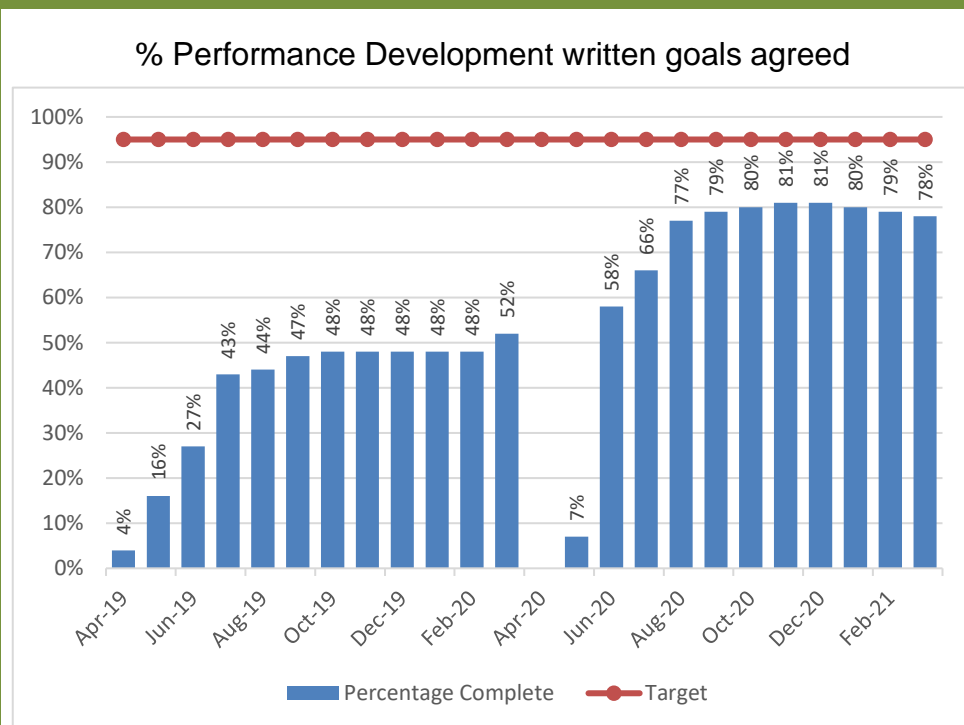
	<p>the overall NCC voluntary rate. These figures do not include movement within the service which causes additional instability.</p> <p>The roll out of management dashboards has raised visibility on employee retention.</p> <p>An analysis of voluntary turnover and movers has been undertaken on the year Feb 19/Feb 20 to understand root cause/underlying patterns pre pandemic. This has led to a changed metric for 21/22 to focus on retention of leavers under 1 year and between 1-2 years</p>
What will success look like?	Action required
<ul style="list-style-type: none"> <li><b>80%</b> of our new entrants to NCC will be retained longer than 2 years. This is a stretching benchmarked target when comparing data from the annual CIPFA HR benchmarking survey, however given recruitment challenges for certain key groups, this must be a key priority. We will review our targets for next year with a focus on retention of key frontline roles for social work and social care.</li> </ul>	<ul style="list-style-type: none"> <li>The staff survey 2021 will provide statistically robust insight into the parts of the organisation where engagement is lowest and where people feel they give more than they get. The survey data can be triangulated with voluntary leaver data and areas for increased support and action identified.</li> <li>The exit survey has been re-designed. An automated process to email a link to the new survey as soon as HR are notified of someone leaving the organisation is in development. This is intended go live end May 2021. Some of the questions give us the ability to triangulate with Annual Staff Survey questions.</li> <li>Social Worker retention in ASSD has been impacted by a number of issues, including prolonged pressure on the service as a result of the pandemic. A recruitment retention and reward working group has been set up to understand and drive departmental responses to the turnover rate. ASSD are also undertaking a review of the Social Worker career development ladder to ensure that there are transparent development opportunities open to employees</li> </ul>
Responsible Officers	<p>Lead: Sarah Shirtcliff, Director for People      Data: Teresa Baker, HR Customer Delivery Manager and Dave Nugent, Workforce Insight Lead</p>

## 638 HR: Performance Development (previously appraisals) - % Written Goals agreed

### Why is this important?

The approach to Performance Development is intended to contribute to the people development aspects of an effective performance culture.

### Performance



Note No reporting in April 2020 due to COVID Pandemic

### What is the background to current performance?

- External research identifies that goals linked to future plans and conversations between managers and building on employee strengths are critical for effective people performance.
- This is the third year that services are operating to plans on a page supporting the linkage between performance development and organisational goals.
- The goal is for all employees between April and June annually to have a PDP and followed up mid-year Oct-Nov. (For Education as a result of operating on an academic year, the annual discussion is Aug-Sept.)
- 4079 staff in the 2021 staff survey told us that the second most important factor in their contribution is whether 'there is a clear link between my Performance Development Discussion and my team's goals'. Speaking openly about work related issues as an opportunity to improve things is the first most important factor for employee engagement and motivation.
- At end of Mar 2021 **78%** of colleagues had their date of written goals agreed recorded, a slight decline from **81%** in Dec 2020. This is because when people leave NCC having had their PDPs the % drops. However, this represents sustained improvement from Mar 2019 (**52%**), although below the target.
- Actions taken to provide dashboard information at Directorate and Service level on completions and non-completions for 20/21 together with new functionality within My HR and Payroll has improved ease of recording and tracking.

### What will success look like?

- 95% of employees having agreed written goals

### Action required

- To continue this improvement, policy work is complete for all new employees to have PDP discussions from the start of employment, as part of probation. This is being reflected in the updating of the on-line induction during Q1.
- For 21/22 there is a new goal for all managers to complete 95% PDPs for their team members.

- |  |  |
|--|--|
|  | <ul style="list-style-type: none"><li>• Implementation of myOracle will provide an improved reporting process and visibility for managers relating to completion of PDPs for both new and existing employees</li></ul> |
|--|--|

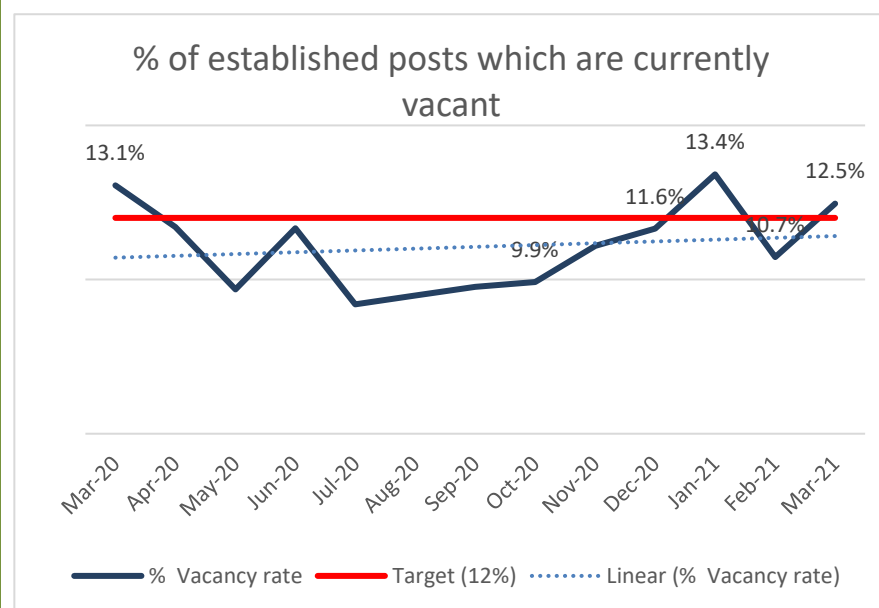
Responsible Officers	Lead: Sarah Shirtcliff, Director for People: Ruth Grant (Strategic OD Lead) Dave Nugent (Workforce Insight and Data)
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## 639: Vacancy Rate (requires accuracy of establishment data)

### Why is this important?

This measure identifies the number of unfilled posts in the budgeted staffing establishment. The consequence of failure to fill roles to the agreed target, is a potential impact on our ability to deliver services and achieve outcomes for residents, and additional costs of temporary cover and increased impact on existing employee well-being. Accurate data allows for recruitment planning to fill vacancies in a timely way and identify challenges in recruitment for professional groups.

### Performance



The vacancy rate for March was **12.5%**, increasing from **11.6%**, in December 20 so slightly above the target rate.

### What is the background to current performance?

This measures the number of FTE posts which are shown as vacant as a percentage of the total established FTE posts in the HR system (Oracle).

12% is the target set which has broadly mirrored the turnover rate to ensure an optimal workforce and delivery of people costs within budget, while maintaining services. Any deviation above or below could carry risk. It is normal to have some level of vacancy rate as managers manage budget opportunities as well as reflecting time to hire.

Oracle data may not always be up to date, nor reflective of current organisational structures as it shows positions that are built, including inactive positions. There is a reliance on managers to ensure their structures are up to date. As HR and Finance systems are not integrated, updates in one will not necessarily be reflected in the other. Accuracy of establishment data is critical to workforce planning and reporting.

A number of measures including management dashboards, and the introduction of online claims have encouraged managers to ensure that their current organisation is more accurately reflected on the pay system.

The fluctuating figures throughout the last quarter has been influenced by a number of restructures and the lag created in implementing the final structures. The true position would be more akin to the trend line, so around 11%, so still trending upwards as the impact of COVID on reducing vacancies diminishes. Our intention for future reporting is to measure voluntary turnover as this better reflects the impact of vacancies on our business.

### What will success look like?

- NCC will have a vacancy rate of 12% of established posts
- We will hold and maintain accurate establishment data

### Action required

- Implementation of myOracle analytics will support better reporting.
- Work is underway with Finance and HR BPs to review processes to better align finance budget information and HR establishment data in preparation for myOracle go live.

### Responsible Officers

Lead: Sarah Shirtcliff, Director for People Insight Lead

Data: Teresa Baker, HR Customer Delivery Manager and Dave Nugent, Workforce

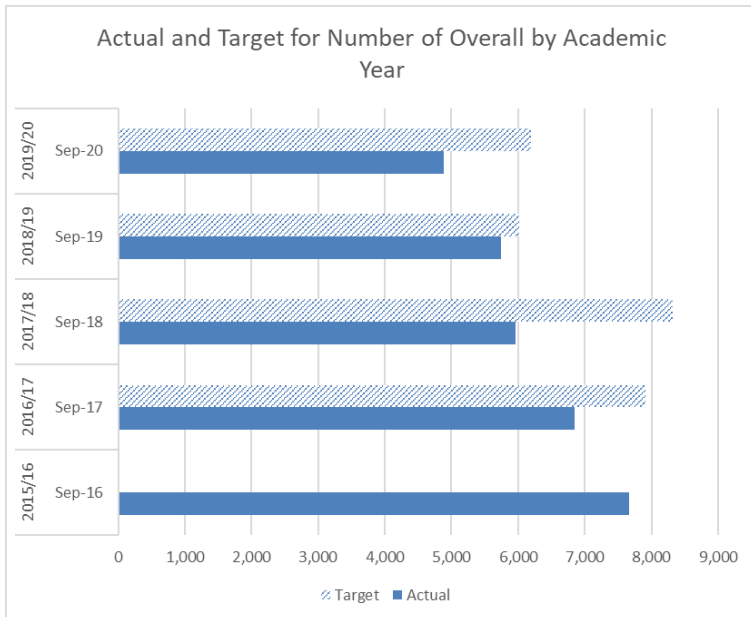
## 349: Number of Apprenticeship starts

Why is this important?

Better qualified staff are a key first rung on the ladder to our twin goals of higher value jobs and a reduction in the gap between Norfolk's and England's average earnings (weekly gross pay). Apprenticeships can offer a route into employment, provide upskilling or re-skilling opportunities and higher-level qualifications, enabling individuals to progress through the various levels.

Performance

What is the story behind current performance?



Apprenticeship Starts	2015/16	2016/17	2017/18	2018/19	2019/20	2019/20
	Actual	Actual	Actual	Actual	Actual	Target
All starts – all levels/ages	7,670	6,850	5,960	5,740	4,890	6,199

Apprenticeship Starts Summary - Norfolk and England				
All Starts	2020/21 Q2 Starts	2019/20 Starts	Difference	% Change
Norfolk	2,250	3,080	-830	-26.95%
England	161,900	198,630	-36,730	-18.49%

- Overall starts in Q2 20/21 remain in decline – down by 27% in Norfolk when compared to Q2 19/20. There was an 18% decrease across England during the same period. Unfortunately, the gap is widening between performance at a county level vs country (was c5% gap in Q1, now c8%).
- Norfolk's 19-24s are now the most impacted group with a near 49% drop in starts mirroring the decline across England at 43%. Under 19s performance has marginally improved at 42% down (compared to -50% in Q1). Overall U19s were down 33% across England. Conversely, volumes across the 25+ age group have increased by 18%; in England there was a significant increase of 32%. This reinforces the fact that our RRR grants are targeted at the right age groups.

	<ul style="list-style-type: none"> <li>Intermediate Level starts remain the most affected maintaining a 46% drop in both Q1 and now Q2 (36% decline for England). Higher apprenticeships now show a very small increase with a +1% rise locally whilst England as a whole reported a near 12% increase when compared to Q2 2019/20</li> </ul> <p><b>Impact of COVID-19 on reporting of FE and apprenticeship data</b> - The 2020/21 data covers a period affected by varying COVID-19 restrictions, which will have impacted on apprenticeship and traineeship learning and also provider reporting behaviour via the Individualised Learner Record. Therefore, extra care should be taken in comparing and interpreting data presented in this release.</p>
What will success look like	Action required
<p>Success will be measured by the overall achievement of annual target whilst maintaining quality, level and range.</p>	<p>Much activity is taking place that will raise the profile of apprenticeships and hopefully arrest the decrease in starts seen in recent times, encouraging employers to invest in apprenticeships.</p> <p>Current activity:</p> <ul style="list-style-type: none"> <li>RRR 137 successful applications</li> <li>Continuing to compile and distribute weekly vacancy data identifying trends in sector and geography which can be used to increase impact of targeted marketing</li> <li>#MadeInNorfolk campaign, have developed a solid proposal with Comms and agreed a 30 day TV advert and YouTube advertising campaign - targeted at SMEs in NR postcodes. We will use real employers championing the benefits they have seen through their apprentices due to launch in June</li> <li>Successful FCE C-Care bid to provide additional support to apprentices to overcome barriers such as the cost of equipment</li> <li>Developing an incentivised progression pathway from a Kickstart placement (P2A) successful in securing first tranche of funding, seeking to extend more widely</li> <li>Insight Apprentice, a £800K ESF programme due to launch in June</li> <li>First AN employer network held recently - very positive feedback from those who attended.</li> </ul>
Responsible Officers	<p>Lead: Jan Feeney</p> <p>Data: Jan Feeney 21/04/21</p>

<b>Decision making report title:</b>	<b>Risk Management</b>
<b>Date of meeting:</b>	<b>5<sup>th</sup> July 2021</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr. Andrew Proctor, Cabinet Member for Governance and Strategy</b>
<b>Responsible Director:</b>	<b>Simon George, Executive Director of Finance and Commercial Services</b>
<b>Is this a key decision?</b>	<b>No</b>

### **Introduction from Cabinet Member**

Risk management is required by regulations and as part of the Council's Constitution. It contributes to achieving corporate objectives, the Council's key priorities and Business Plan 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 as part of the risk management framework. This report sets out the key messages and the latest corporate and departmental risks.

### **Executive Summary**

The Council continues to work through the implications of the COVID-19 pandemic, with an ongoing commitment to safe and sustainable service delivery for its' citizens. The Council continues to follow the government's recovery roadmap, and with the extensive vaccination programme continuing at pace, rates of COVID-19 continue to fall both in Norfolk and across the UK.

Corporate risks continue to be monitored and treated appropriately in line with the Council's risk management framework, with risk-based decisions supporting the Council's recovery.

As per the Council's Constitution, there is a requirement to annually report the Council's departmental level risks that departments own and manage, with the support of the Risk management Officer. These are reported in summary as appendices to the report.

This report will also summarise the results of the recent independent risk management health check that was carried out by the Council's insurance contractor. The outcome of the review was positive.

## Recommendations

1. To consider and agree the key messages (2.1 and 2.2) and key changes (Appendices A and B) to corporate risks since the last risk management report in April 2021.
2. To consider and agree the corporate risks as at June 2021 (Appendix C).
3. To consider and agree the departmental risk summaries as at June 2021 (Appendix D).
4. To consider the summary of the recent independent risk management health check carried out by the Council's insurance contractor, which reported a positive outcome.

## 1. Background and Purpose

- 1.1. The purpose of this report is to set out the latest corporate risks for the Cabinet to consider and agree. **Appendix A** provides a summary of the latest proposed changes to corporate risks since April 2021, with the current corporate risk register scores visually summarised on the corporate risk heat map in **Appendix B**. Details of all risks on the corporate risk register are located in **Appendix C**.

A further purpose of the report is to provide the annual update for Cabinet Members on the suite of departmental level risks being treated by the Council's departments, with departmental risk summaries provided in **Appendix D**.

The final purpose of this report is to summarise the results of the independent recent risk management health check, which was carried out between March and May 2021 by the Council's insurance contractors. This summary can be found in **Appendix E**.

The Audit 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. Proposals

- 2.1 The key 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 overall recovery from the pandemic.



The review of corporate risks has taken place with risk owners, and reviewers, and Corporate Board as a group.

It is proposed to close risk **RM022a - Implications of Brexit for Council staff and services**, as the most significant implications of Brexit for Council staff and services have now been worked through. There remains a residual risk for Adult Social Care staff, which has been further developed to be treated at a departmental level within the Adult Social Services department (departmental risk **RM14472 - Implications of Brexit for the care market** on the ASSD departmental risk register).

It is proposed to increase the risk score of **RM029 - NCC may not have the employees (or a sufficient number of employees) with critical skills that will be required for the organisation to operate effectively in the next 2-5 years and longer term** from 15 to 20 (increasing likelihood from 3 to 4).

The departmental risk register summaries for the Council's departmental level risks are reported at **Appendix D**.

The Council recently undertook an independent risk management health check of its risk management, of which a summary can be found at **Appendix E**. The review reported a positive outcome.

The Audit Committee continues to be responsible for monitoring the adequacy and effectiveness of the systems of risk management.

This corporate risk management report should be read in conjunction with the performance and finance reports.

Further details of proposed risk changes can be viewed at **Appendix A**.

- 2.2 The Council is currently developing a corporate risk to reflect the Norwich Western Link project. This risk will be presented as part of the next risk management report to Cabinet in September 2021.

### 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. 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 2.1 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 the financial year ahead 2021/22 was set and agreed in February 2021. Mitigations supporting the controlled treatment of the risk of the potential risk of failure to manage significant reductions in local and national income streams are set out in risk RM002.

## 7. Resource Implications

- 7.1. **Staff:** The risk of COVID-19 negatively impacting on staff can be seen within risk **RM032a - Effect of COVID-19 on NCC business continuity (staff, service users, and service delivery)**. There are also staffing resource implications to consider as part of risk **RM029 - NCC may not have the employees (or a sufficient number of employees) with critical skills that will be required for the organisation to operate effectively in the next 2-5 years and longer term**. With the implications of COVID-19 on the economy, there continue to be signs that NCC is attracting more candidates as the public sector is seen as a more secure employer. This will continue to be closely monitored in the months ahead.
- 7.2. **Property:** Risk assessments have been carried out by the Health, Safety, and Wellbeing team at sites where services previously paused have restarted. This is to ensure that appropriately adapted measures are in place, and that the Council continues to follow the latest advice with regards to social distancing. The Health, Safety and Wellbeing team continue to work closely with services that would normally deliver a face to face offering to the public.
- 7.3. **IT:** The Council's Information Management Technology team are continuing to closely monitor cyber security threat levels, and continue to roll out the

technology advances that are helping Members and officers to carry out their duties effectively.

## **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. Health and Safety implications (where appropriate)**

There are health and safety risk implications as set out in the corporate risk **RM028 - Risk of any failure to monitor and manage health and safety standards of third party providers of services**. This risk captures the support from the Health and Safety team to departments running services involving third parties, to ensure that health and safety standards of third party providers meet the expectations set of them within the partnership.

### **8.5. Sustainability implications (where appropriate)**

There are no specific sustainability implications to consider within this report. Any sustainability risks identified as part of the Council's [Environmental Policy](#) (page 58) will be recorded and reported appropriately.

### **8.6. Any other implications**

There are no other risk implications to consider within this report.

## **9. Risk Implications/Assessment**

9.1. The 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 Select Committee comments to note within this report.

## **11. Recommendations**

- 11.1.
1. To consider and agree the key messages (2.1) and key changes (Appendices A and B) to corporate risks since the last risk management report in April 2021.
  2. To consider and agree the corporate risks as at June 2021 (Appendix C).
  3. To consider and agree the departmental risk summaries as at June 2021 (Appendix D).
  4. To consider the summary of the recent independent risk management health check carried out by the Council's insurance contractor, which reported a positive outcome.

## **12. Background Papers**

There are no further background papers to note.

### **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.



### Key Changes to Corporate Risks

The quarterly review of the corporate risk register has generated the following proposed changes;

#### Proposed Risk Closure

- It is proposed to close risk **RM022a - Implications of Brexit for Council staff and services** as the major short-term implications of Brexit for Council staff and services have now been worked through. There remains a residual risk for Adult Social Care staff, which is currently being further developed to be treated at a departmental level within the Adult Social Services department.

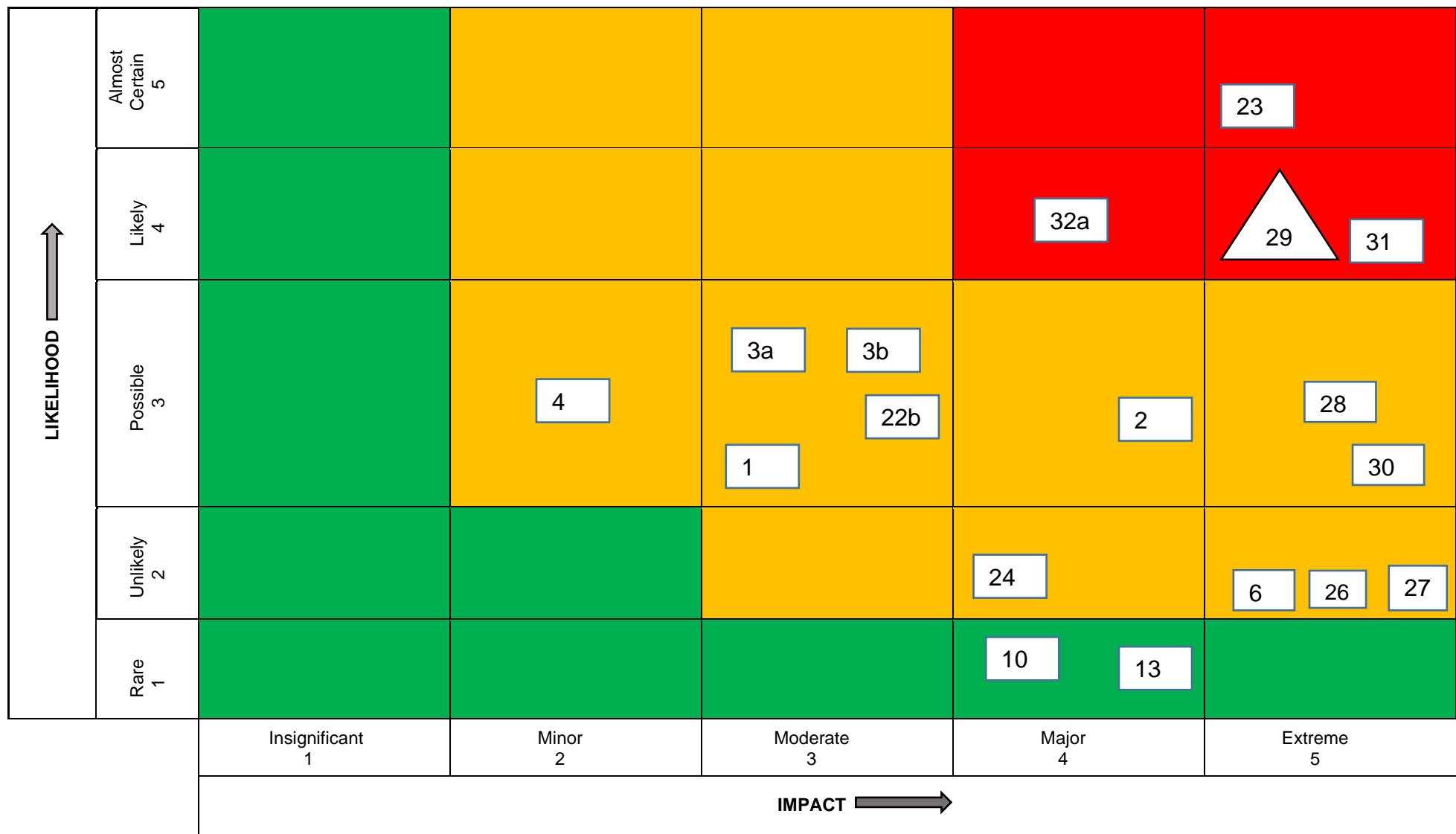
#### Proposed Risk Score Change

- It is proposed to increase the risk score of **RM029 - NCC may not have the employees (or a sufficient number of employees) with critical skills that will be required for the organisation to operate effectively in the next 2-5 years and beyond** from 15 to 20, (current likelihood score increasing from 3 to 4) and revise the prospects of meeting target from green to amber in light of challenges for front line workers and early sight of survey reporting workforce pressures.

#### Proposed Risk Ownership Change

- It is proposed to change the ownership of risk **RM027 - Risk of failure of new Human Resources and Finance system implementation (myOracle)** from the Programme Director, to the Executive Director of Finance and Commercial Services, who is the executive sponsor for the programme.

## Corporate Risks - Heat Map

**Key**

= Risk score increase



= no score change



= risk score decrease

No.	Risk description	No.	Risk Description
RM001	Not realising infrastructure funding requirements to achieve the infrastructure ambition of the Business Plan.	RM022b	Implications of Brexit for a) external funding and b) Norfolk businesses
RM002	The potential risk of failure to manage significant reductions in local and national income streams.	RM023	Lack of clarity on sustainable long-term funding approach for adult social services at a time of increasing demographic pressures and growing complexity of need.
RM003a	Potential for failure to comply with statutory information compliance requirements.	RM024	Failure to construct and deliver the Great Yarmouth 3rd River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction to be completed early 2023).
RM003b	Potential for failure to comply with relevant information security requirements	RM026	Legal challenge to procurement exercise.
RM004	The potential risk of failure to deliver effective and robust contract management for commissioned services.	RM027	Risk of failure of new Human Resources and Finance system implementation (myOracle).
RM006	The potential risk of failure to deliver our services within the resources available for the period 2018/19 to the end of 2020/21.	RM028	Risk of failure to monitor and manage health and safety standards of third-party providers of services.
RM010	The risk of the loss of key ICT systems including: - internet connection; - telephony; - communications with cloud-provided services; or - the Windows and Solaris hosting platforms.	RM029	NCC may not have the employees (or a sufficient number of employees) with critical skills that will be required for the organisation to operate effectively in the next 2-5 years and longer term.
RM013	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	RM030	Non-realisation of Children's Services Transformation change and expected benefits.
		RM031	NCC Funded Children's Services Overspend
		RM032a	Effect of COVID-19 on NCC business continuity (staff, service users, and service delivery)



Risk Number	RM001					Date of update		25 May 2021		
Risk Name	Not realising infrastructure funding requirements to achieve the infrastructure ambition of the Business Plan									
Portfolio lead	Cllr. Martin Wilby					Risk Owner		Tom McCabe		
Risk Description						Date entered on risk register		03 June 2019		
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			Tolerance 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-22	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 – Highways England 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.										
Progress update										

## Progress update

Overall: Impact of Covid-19 likely to affect funding streams in both the short and longer-term.

- 1.1) NWL: Cabinet agreed 7 June to appoint Design and Build contractor and submit Outline Business Case (OBC) to DfT. City Council withdrew their support for NWL on 20 January 2021. Liaison with city council continues, including through development of TfN strategy. OBC for Long Stratton Bypass submitted to DfT 15 Jan 2021. West Winch Housing Access Road Strategic OBC submitted to DfT at end of March. A47/A17 Pullover Junction King's Lynn: Work has identified three options for improvement. Preferred Option to be identified and taken through DfT Major Road funding stream. Transforming Cities now in delivery phase. Gt Yarmouth Third River Crossing: Works started on 4 January 2021 as planned. Continuing to work with districts on a range of infrastructure projects.
- 1.2) Funding secured from PBR for development of Norwich Western Link and West Winch Housing Access Relief Road (see 1.1). DfT invited authorities to bid for next round of Travel Fund on 14 June; bid to be worked up. Delivery phase continues on previous funding secured. Work continues on scope of levelling-up bids. Community Renewal Fund bids appraised by county council and agreement reached with partners on submissions that meet the fund requirements (closing date 18/6). Meetings are planned over the coming few weeks to agree the approach.
- 1.3) A47 Alliance refreshed advocacy work up to 2021 spending review agreed with partners and being discussed with members. Great Eastern Main Line (Norwich to London rail): Review of the programme underway by Network Rail, focusing on performance and journey time improvements, following minor improvements starting in June. Continuing to support East West Rail Consortium; pre-SOBC work continues on Eastern Section. Response to A47 Blofield to Burlingham DCO submitted to Planning Inspectorate by 6 April deadline. DCOs submitted by Highways England for Easton to Tuddenham and Thickethorn; NCC response being coordinated, closing dates yet to be announced.
- 1.4) Officers have updated the County Council's Planning Obligations Standards (2021) and will continue to update annually to ensure the county council is able to seek and secure the maximum possible contribution from developers. Government review of planning system (consultation – Planning White Paper) published in August 2020. County Council response agreed at October Cabinet and submitted. Officers are working with the County Council Network (CCN) and the Regional Planning Obligations Officer Group to lobby the Ministry of Housing Communities and Local Government (MHCLG) on proposed reforms to the developer contributions.
- 1.5) Continuing to work with Transport East on transport strategy (consultation planned for autumn); liaising with DfT, Network Rail and Highways England on strategic road and rail schemes; attending wider partnership groups including LEP Transport Board.
- 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.

<b>Risk Number</b>	RM002					<b>Date of update</b>		25 May 2021		
<b>Risk Name</b>	The potential risk of failure to manage significant reductions in local and national income streams									
<b>Portfolio lead</b>	Cllr. Andrew Jamieson					<b>Risk Owner</b>		Simon George		
<b>Risk Description</b>						<b>Date entered on risk register</b>		31 May 2019		
This may arise from global or local economic circumstances (i.e. Brexit), government policy on public sector budgets and funding. As a result there is a risk that the Medium Term Financial Strategy savings required for 2021/22 - 2024/25 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										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
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-22	Amber
<b>Tasks to mitigate the risk</b>										
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 Corporate Board 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.										
<b>Progress update</b>										
County Council on 21.02.21 approved the 2021-22 budget and future Medium Term Financial Strategy 2021-25 taking into account the Final Local Government Finance settlement for 2021-22. The risk target score for 31 March 2021 has been met. The council's external auditors gave an unqualified audit opinion on the 2019-20 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 31.03.2020. The implications of the COVID-19 response, 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. Further reports will be presented to Cabinet during the year incorporating future Government funding announcements and updates on the budget planning process in order that County Council can agree the 2022-23 Budget and level of council tax at its February 2022 meeting.										

<b>Risk Number</b>	RM003a					<b>Date of update</b>		24 May 2021		
<b>Risk Name</b>	Failure to comply with statutory information compliance requirements									
<b>Portfolio lead</b>	Cllr. Andrew Proctor					<b>Risk Owner</b>		Andrew Stewart		
<b>Risk Description</b>						<b>Date entered on risk register</b>		05 June 2019		
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.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
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	31/09/2021	Green
<b>Tasks to mitigate the risk</b>										
1. Mandatory Information Governance Training for all 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 efficiency and effectiveness										
<b>Progress update</b>										
Information Governance action plan 2020 has been delivered to ensure a more robust Information Governance culture.										
New mandatory training for Information Governance (Data Protection Essentials) launched in January 2021 which has received positive feedback and completion rate has reached over 95%.										
Information Governance Group has been relaunched with a new escalation Steering Group comprising the SIRO, DPO, Dir IMT, Audit and Caldicott Guardians to deliver a strong focus and accountability on information related matters.										
Management information in place to allow actions to be taken on activity within the team and resource to be appropriately allocated / requested. Significant improvements in many areas including Freedom of Information Requests and Police disclosures. Subject Access Requests are improving and focus remains on these.										
Positive relationship with the ICO in relation to data incidents and responses to subject access requests which helps demonstrate a good culture towards information in NCC.										
Clear focus of activity in 2021/22 to improve efficiency in the team when dealing with requests (online FOI form has already been delivered) which will further improve the resource availability the Information Governance Team can give to support IG queries across NCC.										
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 score of 9 remains until all activity has had time to embed fully into the business - still on course to meet the September 21 deadline for reduction.										

<b>Risk Number</b>	RM003b					<b>Date of update</b>		08 June 2021		
<b>Risk Name</b>	Failure to comply with relevant information security requirements									
<b>Portfolio lead</b>	Cllr. Tom Fitzpatrick					<b>Risk Owner</b>		Geoff Connell		
<b>Risk Description</b>					<b>Date entered on risk register</b>			05 June 2019		
There is a risk of failing to comply with relevant information security requirements (e.g. NIS, FSN, FCR-DSS, Cyber-Essentials Plus, and NHS DSP Toolkit) which could lead to reputational damage and financial impact. Overall risk treatment: Treat										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
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	1	3	3	Sep-21	Green
<b>Tasks to mitigate the risk</b>										
1. Mandatory Training in place for all colleagues - ongoing 2. Development and monitoring of MI for breaches - ongoing 3. Implementation of improved security measures - ongoing 4. External networking to ensure best practice - ongoing 5. 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 - ongoing										
<b>Progress update</b>										
- Rollout of new Mandatory training to 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 training; - 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. - Security patches being applied and software security kept up to date.										
Risk score of 9 at present due to improved measures that have been implemented but acknowledgment that further activities would reduce the risk further, with a number of new challenges in a COVID landscape. The impact should anything happen would likely result in local or national media attention, depending on the severity of the issue.										

<b>Risk Number</b>	RM004					<b>Date of update</b>		03 June 2021		
<b>Risk Name</b>	The potential risk of failure to deliver effective and robust contract management for commissioned services.									
<b>Portfolio lead</b>	Cllr. Andrew Jamieson					<b>Risk Owner</b>		Simon George		
<b>Risk Description</b>					<b>Date entered on risk register</b>			02 June 2019		
Ineffective contract management leads to wasted expenditure, poor quality, unanticipated supplier default or contractual or legal disputes. The council spends some £700m on contracted goods and services each year. Overall risk treatment: Tolerate										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
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	2	3	6	Mar-22	Met
<b>Tasks to mitigate the risk</b>										
<p>1) By October 2019 implement a proactive system to identify early signs of potential supplier financial failure and respond appropriately.</p> <p>Next steps:</p> <ul style="list-style-type: none"><li>- Develop robust process to respond to CreditSafe alerts</li></ul> <p>2) Continue to report the pipeline of expiring contracts to Corporate Board every six months. Continue to discuss the pipeline of expiring contracts with CES DMT every quarter.</p> <p>Next steps:</p> <ul style="list-style-type: none"><li>- Start to discuss the pipeline of expiring contracts with other departmental management teams or individual senior managers</li></ul> <p>3) Through the contract compliance and optimisation workstream of the Smarter Workstream priority under the Norfolk Futures programme, implement measures to ensure that staff who have contract management as part of their job have the relevant skills and support to manage contracts effectively.</p> <p>Next steps:</p> <p>Implement phased plan as agreed at corporate board 3 December 2019</p> <p>4) Develop a standard specification for service transition that can be used as the basis for new sourcing exercises and used to manage transitions effectively by end June 2019</p> <p>5) Internal audit undertaking audits of the contract management control environment in the three service directorates.</p>										
<b>Progress update</b>										
<p>1) Process developed with finance to respond to CreditSafe alerts. Complete</p> <p>2) Pipeline reporting frequency at Corporate Board increased to quarterly and process is in place for monthly review by Director of Procurement and Executive Director of Finance. Procurement staff review monthly and make sure plans are in place with departments. Complete</p> <p>3) Contract compliance and optimisation workstream plan was approved at Corporate Board in December 2019 and phased implementation was under way, prior to COVID-19. Implementation of phased plan paused whilst efforts are focussed on the COVID-19 response.</p> <p>4) Transition/handover checklist developed and in use. Complete.</p> <p>5) Internal Audit have completed an audit of the senior management monitoring of significant contracts. Complete</p>										



Risk Number		RM006				Date of update		28 May 2021		
Risk Name		The potential risk of failure to deliver our services within the resources available for the period 2021/22 to the end of 2023/24.								
Portfolio lead		Cllr. Andrew Proctor				Risk Owner		Tom McCabe		
Risk Description						Date entered on risk register		13 June 2019		
The failure to deliver agreed savings or to deliver our services within the resources available, 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			Tolerance 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-22	Green
Tasks to mitigate the risk										
1) Clear robust framework, '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. 2) Delivery against the strategic service and financial planning, by translating the vision and priorities into achieved, delivered targets. 3) A robust annual process to provide evidence for Members to make decisions about spending priorities. 4) Regular and robust in-year financial monitoring to track delivery of savings and manage in-year pressures. 5) Sound engagement and consultation with stakeholders and the public around service delivery. 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.										
Progress update										
Regular budget and performance monitoring reports to Cabinet will continue to demonstrate how the Council is delivering against the 2021/22 budgets and priorities set for each of our services. 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 to address the impact of COVID-19 within departments, with monitoring of 2021-22 spend to be reported to Cabinet on a monthly basis and monitoring of COVID-19 spend reported to Corporate Board regularly. Financial forecasting is taking place to further understand where there are likely to be areas of greater financial challenges as a result of COVID-19 beyond 2021/22. There will be an updated MTFs position reported to Cabinet within the year, savings proposals published for consultation in October, budget setting meeting of Full Council in February 2022, and monitoring reports taken to Cabinet in 2021/22. Work is being carried out by Departmental Leadership Teams, the Recovery Group and the Business Transformation Programme on future savings required. Savings proposals will be presented again for Member review and then taken to Cabinet.										

187

Risk Number	RM010					Date of update		08 June 2021		
Risk Name	The risk of the loss of key ICT systems including: - internet connection; - telephony; - communications with cloud-provided services; or - the Windows and Solaris hosting platforms.									
Portfolio lead	Cllr. Tom Fitzpatrick					Risk Owner	Simon George			
Risk Description					Date entered on risk register			01 July 2019		
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. Overall risk treatment: Treat.										
Original			Current			Tolerance 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	3	6	1	4	4	1	3	3	Sep-21	Green
Tasks to mitigate the risk										
1) Full power down completed periodically 2) Replace ageing Local Area Network (LAN) equipment 3) Implement Cloud-based business systems with resilient links for key areas 4) Review and Implement suitable arrangements to protect against possible cyber / ransomware attacks including; 5) 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 6) We will hold a number of Business Continuity exercises to understand and reduce the impact of risk scenarios 7) 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. 8) 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.										
Progress update										



## Progress update

- 1) Full power down completed as required by Property programme plans.
- 2) County Hall complete now rolling out to remaining offices throughout the County.
- 3) We Implement Cloud-based business systems with resilient links for key areas as they are procured, guidance is being refreshed regularly.
- 4) We have now completed the cyber audit actions.
- 5) We have delivered a Cyber Attack exercise with senior stakeholders to reduce the risk of taking the wrong action in the event of a cyber attack. We are scheduling a National Cyber Security Centre (NCSC) 'Exercise in a box' session for IMT to test our approach during a cyber attack and we will follow this up with a NCSC 'Exercise in a box' exercise for the business leads, resilience team and IMT to jointly rehearse a cyber attack. IMT and the resilience team will be presenting a number of scenarios selected by the business to the silver group to test, understand and challenge a number of key disaster scenarios to inform the business continuity plans and highlight any further improvements we can make.
- 6) We have already held a Business Continuity exercise to understand and reduce the impact of risk scenarios and this will be re-run within 12 months to further reduce the risk. Since COVID-19 has resulted in the majority of the workforce working from home, the network has been able to cope effectively with a vastly increased number of users working remotely. Exercise Steel will build on the work of Exercise Horseshoe.
- 7) Rolling out security protections contained within Microsoft E5 licensing.
- 8) Infrastructure design evolving to accommodate cloud services and reduce reliance on County Hall infrastructure.

The score is based upon steady progress mitigating the risks and running exercises to rehearse what we do in the event of a failure.

Risk Number	RM013					Date of update		28 May 2021		
Risk Name	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.									
Portfolio lead	Cllr. Greg Peck					Risk Owner		Simon George		
Risk Description					Date entered on risk register			02 July 2019		
The failure of governance leading to controlled entities: Non Compliance with relevant laws (Companies Act 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 2019-20. 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			Tolerance 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-22	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 NORSE board includes a Council Member and is currently chaired by the Executive Director of Strategy and Governance for the Council. There is a shareholder committee comprised of six Members. 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 Executive Director for Finance and Commercial Services' representative attends as shareholder representative for Independence Matters.</p> <p>5) Approve the Outline Business Case for Repton Property Developments Ltd.</p> <p>6) Shareholder representation required from the Executive Director of Finance and Commercial Services on both the Norse, and Repton Boards.</p> <p>7) Further strengthen risk governance and best practice sharing opportunities with NCC entities.</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, and a series of actions has been agreed by the then Policy and Resources Committee. The Executive Director of Finance and Commercial Services 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. The new Chairman of Norse has initiated change with one Director looking after NCS and NPS, with a view to maximising returns back to NCC. A further strengthening of the Board is proposed with the appointment of two independent Non-Executive Directors with one vote each. As with Repton the appointments would be made through a transparent process of advertisement, interview and appointment.
- 4) The ED of F&CS directs external governance. An external company is undertaking a review of Norse Group's financial performance, discharging the Executive Director for Finance and Commercial Services' responsibility as per the Constitution.
- 5) The Outline Business Case for Repton Property Developments Ltd has been approved.
- 6) There is Shareholder representation from the Executive Director of Finance and Commercial Services on both the Norse, and Repton Boards.
- 7) Further best practice risk engagement with entities.

Risk Number	RM022b					Date of update		25 May 2021		
Risk Name	Implications of Brexit for a) external funding and b) Norfolk businesses									
Portfolio lead	Cllr. Graham Plant					Risk Owner		Tom McCabe		
Risk Description					Date entered on risk register			00 January 1900		
a) Departmental 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, which replaces EU funding. b) Now we have left the EU, 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			Tolerance 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-22	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) Proposal being developed to produce a Norfolk Investment Framework, to draw down the Shared Prosperity Fund - projects would be commissioned against the Framework priorities.										
b) LEP Resilience Manager collates intelligence for Government on issues affecting business. Signposting to support available from Government, Chamber and Growth Hub on NCC and partner websites. CBI scorecard commissioned on 'export intensity' in Norfolk and Suffolk, to help plan support for businesses to export (Government Plan for Growth priority).										

Risk Number		RM023				Date of update		28 May 2021		
Risk Name		Failure to respond to changes to demography, funding, and government policy, with particular regard to Adults Services.								
Portfolio lead		Cllr. Bill Borrett				Risk Owner		James Bullion		
Risk Description					Date entered on risk register			18 August 2017		
Whilst acknowledging the pressures on adult social services, and providing some one-off additional funding, the Government has yet to set out a direction of travel for long-term funding. At the same time, the pressures of demography and complexity of need continue to increase. This makes effective strategic planning highly challenging and there is a risk that short-term reductions in support services have to be made to keep within budget; these changes are likely to be counter to the long-term Promoting Independence strategy. Overall risk treatment: Treat										
Original			Current			Tolerance 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	2	4	8	Mar-22	Amber
Tasks to mitigate the risk										
1) Implementation of Promoting Independence Strategy. This strategy is shaped by the Care Act with its call to action across public services to prevent, reduce and delay the demand for social care. The strategy aims to ensure that demand is understood and managed, and there is a sustainable model for the future. 2) As part of the strategy, a shift of spend towards targeted prevention, reablement services, enablement, and strengthened interim care. 3) Implementation of Better Care Fund plans which promote integration with the NHS and protect, sustain and improve the social care system. 4) Judicious use of one-off winter and other funding, as announced by Government. 5) Close tracking of government policies, demography trends and forecasts. 6) Influencing and shaping the development and governance of the new Integrated Care System to ensure a strong focus on social care										
Progress update										
1) Detailed work to understand the financial and service impact of COVID for the next financial year and for medium term. Main themes for transformation being reviewed, and priorities for department being shaped. Overall strategy remains sound, but further work to identify the highest priority transformation areas and to track the interdependencies of programmes across the department.. 2) Market shaping and development - strengthened working relationships; significant financial support for the market, now requires on-going work in partnership with care sector to look at future shape and sustainability. 3a) Refreshed preventions strategy required, building on the additional understanding and ways of working experienced throughout the pandemic. 3b) Workforce – continues to be hugely challenging within Adult Social Services and in the wider care market. On-going recruitment campaign to sustain levels of front line social workers and										

**Progress update**

occupational therapy staff. Joint European funded programme with Suffolk to support workforce in the wider care market

3c) Better Care Fund targeted towards supporting people to stay independent, promoting and enabling closer integration and collaboration across health and social care. Better Care Fund currently under review to reflect closer joint aims and objectives between health and social care

4) Close joint working with NHS, through the STP and interim Integrated Care System, to shape and influence future integration of health and social care

5) White Paper on Health and Social Care integration published in February 2021. Next steps on reform of funding for social care anticipated as part of the spending review in Autumn

6) Collaboration with children's services to develop a preparing for adult life service to strengthen transition experience for young people, and to improve service and budget planning.

Risk Number	RM024					Date of update		25 May 2021		
Risk Name	Failure to construct and deliver the Great Yarmouth 3rd River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction to be completed early 2023)									
Portfolio lead	Cllr. Martin Wilby					Risk Owner		Tom McCabe		
Risk Description					Date entered on risk register			14 June 2019		
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. Overall risk treatment: Treat, with a focus on maintaining or reducing project costs and timescales.										
Original			Current			Tolerance 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	2	4	8	2	3	6	Jan-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.										
Progress update										

## Progress update

The outline business case was submitted on 30 March 2017, and DfT confirmed approval of this following the autumn statement in November 2017. 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). 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. 3) An overall project programme has been developed and is owned and managed by the dedicated project manager. Any issues are highlighted to the 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. The bridge completion and opening date remains early 2023. 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. 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 and the programme to complete the works and open the scheme in early 2023 is still on track. 6) The further internal audit has been concluded and a report circulated. Findings were green with only one minor observation (already actioned).



Risk Number		RM026		Date of update		26 May 2021				
Risk Name		Legal challenge to procurement exercise								
Portfolio lead		Cllr. Andrew Jamieson		Risk Owner		Simon George				
Risk Description				Date entered on risk register		04 June 2019				
That alleged breach of procurement law may result in a court challenge to a procurement exercise that could lead to delay, legal costs, loss of savings, reputational damage and potentially significant compensation Overall risk treatment: Treat										
Original			Current			Tolerance 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	Dec-21	Green
Tasks to mitigate the risk										
Review processes and practice in light of recent caselaw, in particular Amey Highways Ltd v West Sussex County Council [2019] EWHC 1291 (TCC) and Lancashire Care NHS Foundation Trust & Anor v Lancashire County Council [2018] EWHC 200 (TCC).										
1) At team meeting w/c 10 June 2019, remind procurement staff of need to escalate any proposal to run a procurement exercise in an unreasonably short timescale										
2) Take pipeline to corporate board every six months and to directorate management teams quarterly to minimise risk of rushed procurement exercises.										
3) Seek corporate board sign-off for new approach with consistently adequate timelines,fewer evaluators and greater control over choice of evaluator.										
4) Review scale of procurement exercises, avoid unnecessarily large exercises that increase risk and complexity and the scale of any damages claim.										
5) Make incremental change to instructions to evaluators and approach to scoring and documenting rationale, and test on tender NCCT41801 in w/c 3 June 2019.										
6) Review standard scoring grid and test 'offline' on tender NCCT41830 w/c 10 June 2019										
7) Review template provisional award letter w/c 17 June										
8) Develop standard report to decision-maker w/c 17 June										
9) Make more significant changes to instructions to evaluators and pilot new approach on a future tender.										
10) Pilot new scoring grid in a future tender										
11) Institute formal annual review of sourcing processes in light of developments in case law. Review each December; add to senior staff objectives.										
Additional tasks identified February 2020:										
12) Update HotDocs to include definitive versions of new templates - by 31 March 2020										
13) Formal sign-off of updated process by Nplaw- by 31 March 2020										
14) Further formal training for procurement officers - by 30 April 2020										
Progress update										

## Progress update

- 1) Reminder given at team meeting - complete
- 2) Pipeline report frequency now quarterly. Pipeline being discussed with EDs or senior commissioners before each board - complete
- 3) Corporate board has signed off the new approach - complete
- 4) Ongoing as need to consider each procurement on a case by case basis.
- 5) Evaluator guidance was updated immediately. More significant changes have also now been implemented - see 9. Complete.
- 6) Scoring grid was updated as planned. Complete.
- 7) Template provisional award letter has been reviewed and updated. Complete
- 8) Existing reports have been reviewed and new report is being developed. Complete.
- 9) Evaluator guidance updated and in use as standard. Feedback from evaluators is positive. A new mechanism for capturing feedback on tenders is now in use after extensive piloting.
- 10) Scoring grid has now been updated and is in use as standard. - Complete
- 11) Added to senior staff objectives. Reviewed January 2020; no new issues identified beyond those in this risk 26
- 12) HotDocs templates have been updated. Complete.
- 14) All procurement staff in Sourcing have been trained in the new process and are adhering to it. Complete.

Additional task 13 was paused in the wake of managing the COVID-19 response. However, the Government's Procurement Green Paper is proposing a number of changes to the Public Contract Regulations, which would affect the process. Any changes are likely to be implemented in late 2021 and therefore this task will be put on hold until the impact on the process is understood.

<b>Risk Number</b>	RM027					<b>Date of update</b>		03 June 2021		
<b>Risk Name</b>	Risk of failure of new Human Resources and Finance system implementation (myOracle)									
<b>Portfolio lead</b>	Cllr. Tom FitzPatrick					<b>Risk Owner</b>		Simon George		
<b>Risk Description</b>					<b>Date entered on risk register</b>			16 August 2019		
Risk that there is a significant impact to HR and Finance services through potential lack of delivery of the new HR & finance system. Overall risk treatment: Treat										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
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	2	2	4	Sep-21	Green
<b>Tasks to mitigate the risk</b>										
1) Strong subject expert engagement in the system configuration to ensure that myOracle meets the needs of the organisation 2) Rigorous testing of the system and data validation prior to go-live. 3) Strong business change plans and establishment of a wide network of business representatives to ensure that the business is ready for myOracle and that there is good adoption of the system. 4) Robust governance through operational boards and Programme Steering Committee and sponsorship by Exec Director Finance and Commercial Services. Regular review of risks and escalation where necessary and management of contractual milestones within the steering committee. Sign off on contractual changes by the Cabinet Member and Leader where required. 5) Member oversight of the programme through Corporate Select Committee.										
<b>Progress update</b>										
1)The myOracle programme is currently on track and in the implementation phase. We are working with subject matter experts on the final configuration and systems integration testing has commenced. 2)Ensuring continuity of business over the transition to the new system will be critical and is being managed by Systems Integration Testing taking place in June and Validation testing taking place in August. In addition to this there will be a 3-month parallel pay run prior to go-live to ensure that the new system is ready to take over the pay runs. 3)We are working with Socitm Advisory as our business change partner on the programme. Socitm bring significant local authority expertise and experience in adopting Oracle cloud and supporting business adoption. We have established a myOracle Business Readiness Implementation Group (BRIG) with senior representation from across NCC and are working with them to design the communications, training and readiness plans to take us through go-live and embedding the system. The myOracle intranet site was launched on 1 June and we also have over 150 myOracle Champions from departments across the authority who we will work with to provide communications and support to their departments over the coming months. 4)There is on-going visibility of the plans via Programme Board and Programme Steering Committee. The award of integration services for Enterprise Performance Management module (EPM) was approved by the Leader and Cabinet Member for Innovation, Transformation and Performance in May 2021 and detailed plans are being developed for a November go-live of this module, which will replace Budget Manager. 5)Regular reports have been provided to Corporate Select Committee and the next report will go to the 12th July Committee meeting.										

199

<b>Risk Number</b>	RM028					<b>Date of update</b>		17 May 2021		
<b>Risk Name</b>	Risk of any failure to monitor and manage health and safety standards of third party providers of services									
<b>Portfolio lead</b>	Cllr. Andrew Proctor					<b>Risk Owner</b>	Sarah Shirtcliff			
<b>Risk Description</b>					<b>Date entered on risk register</b>			29 July 2019		
The potential for the Council not proactively monitoring and managing 3rd party providers to ensure the standards of health and safety. There is a risk of prosecution for health and safety failings, reputational damage and a failure to deliver services. Overall risk treatment: Treat										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
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	2	5	10	Mar-22	Green
<b>Tasks to mitigate the risk</b>										
1) Departments to investigate specific concerns raised by the surveys										
2) Departments to review their approach to contract management and implement sustainable improvements in monitoring with the support of Health and Safety Team (HSW)										
<b>Progress update</b>										
1) Departments have reviewed their approach to contract management and integrated responsibilities into roles in revised structures.										
2) Monitoring is now actively in place across all services. Monitoring of service providers has significantly improved.										
3) Throughout 2020/21 the Health and Safety Team have been focussing efforts on carrying out risk assessments ahead of the re-opening of sites for service delivery. This work has included supporting departments to seek assurance on 3rd party providers approach to being COVID-Secure as their services re-open/scale up.										
Prospects of meeting target was changed to amber to reflect identification of some areas of further work needed following investigation by HSE. This was reported on in the annual report to support all services learning from the HSE findings. This has now been reverted to green as a result of action taken by the specific service involved in the HSE intervention.										

Risk Number	RM029		Date of update		19 May 2021					
Risk Name	NCC may not have the employees (or a sufficient number of employees) with critical skills that will be required for the organisation to operate effectively in the next 2-5 years and longer term									
Portfolio lead	Cllr. Andrew Proctor			Risk Owner	Sarah Shirtcliff					
Risk Description			Date entered on risk register		29 July 2019					
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. Brexit uncertainty impacting in some sectors 9. Uncertainty of covid impact which could increase pool of candidates and simultaneously increase current colleagues' possibilities for new jobs in other locations Overall risk treatment: Treat										
Original			Current			Tolerance 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	5	20	2	5	10	Mar-22	Amber
Tasks to mitigate the risk										
<ul style="list-style-type: none"><li>• Identification of what new critical skills are required in services – using new workforce planning process and toolkit. As each directorate makes their changes to make savings / manage demand.</li><li>• 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</li></ul> <p>Creation of career families and professional communities, providing visible and clear career paths for colleagues.</p> <p>Adding a strengths based approach to performance development conversations and development plans - help people to know what their strengths are and the range of jobs where they could use those strengths</p> <p>Recruit for strengths not just qualifications and skills and experience</p> <ul style="list-style-type: none"><li>• Explore further integration with other organisations to fill the gaps in our workforce - ongoing</li><li>• Develop talent pipelines working with schools, colleges and universities</li><li>• Undertake market rate exercises as appropriate and review employment packages</li><li>• Explore / develop the use of apprenticeships and early career schemes; this will help grow talent and act as a retention tool</li><li>• 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</li></ul>										

## Progress update

1. Working with education providers to ensure subjects meet future workforce requirements – no further update
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.
3. Work on how to use the full Talent module in Oracle will commence during optimisation year post November 2021
4. An email survey relating to digital skills has been created and piloted, enabling individuals to get instant access to information and learning resources relating to their own particular digital skills competence. This will be rolled out during 2021. Draft mandatory training policy has been socialised with DMTs and is ready to be signed off by the NDA board
5. NCC careers website design is underway
6. There is an additional task relating to skills to identify the impact of COVID-19 on the availability of and demand for skills in NCC and Norfolk – this is beyond the remit of this risk but is related and therefore captured here.

Current likelihood score increased to 4 and prospects of meeting target to amber in light of challenges for front line workers and early sight of survey reporting workforce pressures.

Risk Number		RM030				Date of update		26 May 2021		
Risk Name		Non-realisation of Children’s Services Transformation change and expected benefits								
Portfolio lead		Cllr. John Fisher				Risk Owner		Sara Tough		
Risk Description					Date entered on risk register			08 August 2019		
There is a 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			Tolerance 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-23	Amber
Tasks to mitigate the risk										
1) A demand management and prevention strategy and associated business cases have been completed and a 5 year transformation programme has been established covering social care and education 2) Significant investment has been provided to delivery transformation including £12-15 million for demand management and prevention in social care 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) Scrutiny structures are in place through the Norfolk Futures governance processes 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 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 24 months of initial 5 year programme, therefore scored 3.

May 2021 update:

- The investment in transformation has proved successful during the last 24 months- have met existing targets for specific schemes albeit in the context of overall dept overspends
- A balanced budget outturn position for 2020/21 was achieved, including a contribution to a Children's Services Business Risk Resilience reserve due to one-off Covid-related underspends
- Overall programme has broken even and delivering net cash benefits – growing in the coming years
- Core indicator of number of Children in Care is broadly stable
- Following first COVID lockdown, resulted in a 6-month delay to existing schemes – so potential shortfall on planned savings as well as delivering new targets are built into forecast for 2021/22
- Still working with considerable uncertainty in terms of demand levels and other factors so will need to keep all modelling under-review
- Transformation programme is shifting focus more to delivering system-wide early help and prevention and responding to the enduring impacts of the pandemic
- Focus on COVID response has reduced, main focuses are balancing transformation with a focus on Ofsted – delivering SEN Written Statement of Action, continuing our social care practice programme and readiness for 2-week social care inspection



<b>Risk Number</b>	RM031					<b>Date of update</b>		26 May 2021		
<b>Risk Name</b>	NCC Funded Children's Services Overspend									
<b>Portfolio lead</b>	Cllr. John Fisher					<b>Risk Owner</b>	Sara Tough			
<b>Risk Description</b>						<b>Date entered on risk register</b>		01 September 2019		
There is a risk that the NCC Funded Children's Services budget results in a significant overspend that will need to be funded from other parts of Norfolk County Council										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
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-22	Amber
<b>Tasks to mitigate the risk</b>										
<p>Improved monitoring systems identified and revised CSLT tier 2, 3 &amp; 4 structure proposed. Transformation programme that is targeting improvement to operating model, ways of working, and placement &amp; 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 &amp; 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. In turn, this will enable the most expensive areas of NCC funded spend (placement costs and staffing costs) to be well controlled and to remain within budget. Cohorts will be regularly analysed to ensure that all are targeted appropriately.</p> <p>The Functioning Family Therapy service has been launched. Family Group Conferencing is being reintroduced.</p> <p>Recognition of underlying 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>										
<b>Progress update</b>										
<p>Scoring rationale - Risk impact relates to financial impact of over £3m, therefore scored 5. Risk likelihood has reduced from "almost certain" to probable, due to department currently projecting a balanced budget outturn position for 2020/21, but balanced against considerable financial pressures for 2021/22 and uncertainties due to COVID 19. Risk "Target date" updated to the end of the next financial year</p> <p>May 2021 update:</p> <p>Improved monitoring systems in place and becoming embedded: Assistant Director financial monitoring meeitngs, LAC tracker, Permanancy Planning Meetings, DCS Quarterly Performance meetings, weekly "Time for Outstanding Outcomes" Meetings and Transformation and Benefits Realisation Board chaired by Cabinet Member CS and attended by Members and CSLT.</p> <p>Multiple Transformation projects under-way and delivered, for example the new Social Care delivery model, Fostering Recruitment Transformation and use of an enhanced fostering model have been delivered. Our remodelled LAC and LC Service went live on schedule in April 2021 as well as our</p>										

**Progress update**

Targeted Youth Support Service in February 2021. Norfolk has been successful in being awarded DfE funding to introduce the No Wrong Door model in partnership N. Yorks, which will be called New Roads. This is a proven model at working with adolescents differently improving outcomes and reducing costs. We remain on track for a go live date of June 2021.

Children Looked After numbers have now been in steady sustained decline for a since January 2019, which has resulted in reduced overall placement costs. The rate of reduction has slowed during COVID, and is broadly stable. Where numbers have reduced, overall unit costs have not decreased. A number of existing transformation projects are in train to support these young people more effectively and reduce unit costs over the medium term.

Over the course of this year and beyond a core focus of our transformation will be to reshape the system of preventative and early help services in Norfolk, further reducing demand for specialist services.

Risk Number		RM032a				Date of update		28 May 2021		
Risk Name		Effect of COVID-19 on NCC business continuity (staff, service users, and service delivery)								
Portfolio lead		Cllr. Andrew Proctor				Risk Owner		Tom McCabe		
Risk Description					Date entered on risk register			27 February 2020		
There is a risk of disruption to service delivery if there are widespread cases of COVID-19 in Norfolk affecting the health, safety and wellbeing of Norfolk County Council and contracted partner employees. This could impact on Norfolk County Council financially and reputationally. Cause: Not effectively containing COVID-19. Event: Widespread positive cases of COVID-19 across Norfolk, affecting NCC staff, partners, and service users. Effect: There are potential effects on staff, partner organisations, and service user's health, safety and wellbeing if there is widespread exposure to COVID-19 within Norfolk. Overall risk treatment: Treat										
Original			Current			Tolerance 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	4	4	16	3	2	6	30.09.2021	Green
Tasks to mitigate the risk										
1) Coordination of communications to make staff, service users, and contracted third parties aware of the latest guidance from Public Health England to help to contain cases of COVID-19, provide reassurance of the Council's response to COVID-19, contribute to the support structure, and demonstrate leadership. Action owner: James Dunne 2) Ensuring staff continue to be provided with information on safe working, particularly for those working in the community. To continue to ensure that measures to support mental health are available. Action owner: Derryth Wright 3) Modelling to be carried out to give best estimates on the prevalence of COVID-19 in Norfolk. Action Owner: Tim Winters 4) Adaptation of Business Continuity arrangements to meet service demands. Business Continuity Plan owners will need to review BCP's with their management teams to ensure that they reflect changes since COVID-19 which could affect current plans around such events as a loss of ICT, loss of a key system, shortage of key personnel, recognising other current priorities of services. Action Owner: Heads of Service 5) Assessment of financial impact. Action Owner: Harvey Bullen 6) Continued monitoring of risk mitigation progress for recovery risks. Action Owner: Programme Board and Risk Management Officer 7) Identifying nuanced implications of pupils back at school and working to ensure that all aspects of this are managed. Action Owner: Chris Snudden 8) To ensure that children with disabilities (CWD) and their families are able to access short breaks to prevent family breakdown or potential harm to vulnerable children.										
Progress update										

## Progress update

- 1) Communications continue to go out to all staff advising on how to seek further guidance issued by Public Health England. External communications to third parties are reviewed to ensure that external communications as well as internal communications are consistent. Communications are providing reassurance of the Council's response to COVID-19, contributing to the support structure, and demonstrating leadership. Members are receiving a Members Briefing document. In line with cases rising nationally and a subsequent second national lockdown, communications have been launched to further help to stop the spread of COVID-19 in Norfolk, encouraging people to stay at home as much as possible to protect ourselves, protect others and protect Norfolk.
- 2) Office-based staff continue to work at home wherever possible. All staff continue to receive guidance on safe working, including the use of personal protective equipment provided for staff delivering face to face services. The Health and Safety team continue to issue regular communications and provide wellbeing support to ensure people have access to any mental health support they may need including Norfolk Support Line, Mental Health First Aid Champions, wellbeing officers, and online e-Learning on personal resilience, all of which are available to staff. Support channels continue to be widely communicated to staff. This is important to help to mitigate the risk of staff feeling isolated from prolonged home working. Significant changes re. PPE have been incorporated in the guidance. The wellbeing staff survey provides greater insight to the wellbeing of the workforce during COVID-19. The survey is showing an increased level of pressure being felt by staff in the teams that have undertaken it, but the survey is designed to support the development of solutions by the team, for the team. This will help teams to manage their wellbeing directly. The provision of additional well-being support is also being launched through a wider winter offer. This includes adult learning sessions following the 5 ways to wellbeing model.
- 3) Modelling has been carried out to provide further understanding of the numbers of expected cases in Norfolk. We have also modelled to align numbers of resources to how many we think we need e.g. for social care discharges, community food distribution, and projected mortality rates. The COVID-19 epidemic curve forecasts produced at a national and regional level for mortality, hospital admissions and infection prevalence are being applied to our local population as we have done previously. This gives us scenarios around which to estimate system capacity required for testing, hospital admissions, hospital discharges and mortality. The Head of Public Health Information is reviewing the implications for Norfolk of the potential national scenarios as and when they are published.
- 4) Service delivery is being modified to adapt to the everchanging demands on services, including through online channels during lockdown for those services where it is appropriate to do so. Significant work on winter planning has been carried out, including putting in place contingency plans with key providers. In relation to care homes, the Health Protection Care Provider delivery group continues to support collaboration between NCC and Norfolk & Waveney

## Progress update

CCG and has been developed to both prevent new outbreaks in care homes and support those currently experiencing an outbreak. The Care Provider Incident Room (managed by N&W CCG) is the single point of contact for care homes to access support and advice and to report outbreaks. The Outbreak Management Team (managed by NCC) includes a Multi-disciplinary team with the ASSD Quality team working with PH consultants to manage outbreaks and to offer wrap around support to care homes. Enhanced arrangements continue to be in place for governance & oversight, infection control, testing, PPE & clinical equipment, workforce support and financial support. Business Continuity Plans across the Council continue to be reviewed to ensure they incorporate changes to service delivery. Consideration is being given to looking at how to gauge any potential capacity issues. Our critical services list is being reviewed, so we are clear about where we need to put our efforts in the event of a reduction in capacity. Key areas have recruited additional resource, including Public Health and Resilience. We continue to work as part of the Norfolk Resilience Forum (NRF), so that capacity across all agencies can be assessed (this is reviewed regularly as part of the NRF dashboard). A separate risk (RM14447) is being managed at departmental level (CES) on concurrent major disruptions to business.

5) There is financial monitoring of in-year cost to address the impact of COVID-19 within departments, with monitoring of 2020-21 spend reported to Cabinet on a monthly basis. Financial forecasting is taking place to further understand where there are likely to be areas of greater financial challenges as a result of COVID-19 beyond 2020-21. The Strategic and Financial Planning report was taken to Cabinet in October highlighting the latest assessment of significant areas of risk and uncertainty around emerging budget pressures for the 2021-22 Budget and Medium Term Financial Strategy. This paper also asked Members to consider and agree proposed savings. Public consultation will be undertaken on the 2021-22 Budget and saving proposals ahead of the budget setting meeting of Full Council in February 2021. The October paper also proposed next steps in the Budget planning process for 2021-22, including the actions required to develop further saving proposals in light of the significant uncertainty about the overall financial position. Monitoring reports will be taken to Cabinet in 2021-22.

6) Ongoing monitoring of risk mitigation progress on a weekly review through Recovery Group, with support from the Risk Management Officer.

7) Staff with children continue to show great flexibility around family needs. The Health and Safety team are working with Children's Services (CS) on the general monitoring programme, with Children's Services identifying which schools require additional support. Health and Safety are providing feedback to CS with common themes needing to be addressed.

8) CWD short breaks is one of the prioritised areas under Theme G, with additional support provided in response to growing evidence of fatigue and strain amongst families.

NB: Options are currently being developed for the re-scoping of this risk. This will be carried out in conjunction with the Resilience Policy and Framework refresh.

Risk Register - Norfolk County Council																	Appendix D		
	Risk Register Name		Community and Environmental Services Departmental Risks												Red				
	Prepared by		Thomas Osborne												Amber				
	Date updated		May 2021												Green				
	Next update due		June 2021												Met				
CDGSTP	Area	Risk Number	Risk Name	Risk Description	Original Likelihood	Original Impact	Original Risk Score	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Portfolio Lead	Risk Owner	Reviewed and/or updated by	Date of review and/or update
D	Growth and development	RM14416	Impact of Covid-19 on the Norfolk economy	Impact on the business economy, especially the visitor economy	5	5	25	5	5	25	5	4	20	31/03/2022	Red	Cllr. Graham Plant	Vince Muspratt	Jo Middleton	25.05.2021
D	CES, Public Health	RM14446	Public Health Protection - Statutory Critical Services not being delivered	Unplanned absences within the service coincide with a COVID surge in one or more settings and the transfer of additional health protection functions from national & regional bodies to the council	4	4	16	4	5	20	3	4	12	31/10/2021	Amber	Cllr. Bill Borrett	Louise Smith	Peter Taylor & Sally Newby	25.05.2021
D	Resilience	RM14447	Capacity to manage multiple disruptions to business	There is a medium to longer term risk that the implications of an outbreak of Covid19 in Norfolk with a further unrelated disruption to business i.e. through a major incident could lead to challenges on workforce capacity, especially within the Resilience team, if staff are required to manage these simultaneously. This risk is further enhanced with the seasonal risks around Flooding (Coastal & Surface water), severe weather, Seasonal Flu and Brexit. The Team is still working to deliver priority BAU activities such as BC planning and COMAH commitments including plans, exercises and liaison meetings	4	4	16	5	3	15	3	2	6	31/03/2021	Amber	Cllr. Andrew Proctor	Sarah Rhoden	Richard Cook	25.05.2021
D	Growth and development	RM14417	Impact on Housing Delivery	Due to a potential lack of readily available building materials, there may be a reduction in the number of houses completed.	5	3	15	4	3	12	4	3	12	31/03/2021	Met	Cllr Graham Plant	Matt Tracey	Matt Tracey	25.05.2021
D	Transport	RM14428	Bus operators cannot afford to continue running their bus services	This will mean that they either stop trading or need more subsidy from NCC. If they stop trading it will lead to a shortage of operators and increased costs for school and public transport.	4	4	16	3	4	12	2	3	6	30/09/2021	Amber	Cllr. Martin Wilby	Grahame Bygrave	Niki Park	25.05.2021
D	Highways	RM14203	The allocation and level of external funding for flood risk mitigation does not reflect the need or priority of local flood risk within Norfolk	There are approx. 37,000 properties at risk from surface water flooding caused by intense rainfall within Norfolk. This figure will be exacerbated by the predicted effects of climate change and without significant investment in existing drainage infrastructure. Historically DEFRA funding for flood risk management has focused on traditional defence schemes to protect communities from the sea and rivers and not surface water flooding. There is a risk that this funding continues to ignore properties at risk of surface water flooding. The F&W Team have been successful in securing EU funding for community-based flood resilience schemes. This avenue of funding may cease after the UK leaves the EU.	4	3	12	4	3	12	3	3	9	31/03/2021	Amber	Cllr. Andy Grant	Grahame Bygrave	Mark Ogden	25.05.2021

D	Growth and Development	RM14418	Impact of COVID-19 on the apprenticeship programmes	There is a risk of businesses not being able to support apprenticeships.	2	3	6	4	3	12	4	3	12	31/03/2021	Met	Cllr. Graham Plant	Jan Feeney	Jan Feeney	25.05.2021
D	CES, various teams	RM14447	Team Capacity	There is a risk of teams reaching their natural capacity (either from existing staff resource being stretched, or a reduction in headcount from illness or as a result of additional priorities) within teams to sustainably deliver services against the increased demands of a pandemic environment. This could impact on the knowledge available and the ability to continually fully deliver on the changing demands of services in a timely and effective way.	4	4	16	3	4	12	3	2	6	30/04/2021	Amber	Cllr Andrew Proctor	Tom McCabe	Sarah Rhoden	25.05.2021
D	Waste	RM14411	Waste Disposal	There is a risk that we will not be able to operate appropriate delivery points, haulage of treatment and disposal options for collected waste, leading to either a build up of residual waste or additional costs of haulage to the next available disposal point	1	5	5	2	5	10	1	5	5	31/03/2022	Green	Cllr. Andy Grant	Grahame Bygrave	Joel Hull	25.05.2021
D	Waste	RM14425	Closed Landfill Sites	Inability to operate control systems may result in explosions, loss of life or environmental harm.	1	5	5	2	5	10	1	5	5	31/03/2022	Green	Cllr. Andy Grant	Grahame Bygrave	Joel Hull	25.05.2021
D	Waste	RM14426	Waste Collection	Close down of district council collection services - may result in residual waste services being inundated if recycling, food and garden waste services are ended	1	5	5	2	5	10	1	5	5	31/03/2022	Green	Cllr. Andy Grant	Grahame Bygrave	Joel Hull	25.05.2021
D	Highways / NFRS	RM14415	Longer lead in times for sourcing vehicle parts	There is a risk that longer lead in times for vehicle parts may cause vehicles needing replacement parts to be of limited use or off the road completely for longer periods of time, limiting vehicle resource available to carry out required duties.	2	5	10	2	5	10	1	5	5	30/06/2021	Green	Cllr. Martin Wilby	Grahame Bygrave	Karl Rands	25.05.2021
D	CES	RM14412	Loss of Income	There is a risk of significant loss of expected annual income. This is likely to impact all areas of CES including Norfolk museums, libraries, Adult Learning, Trading Standards, Highways & Waste teams, including design recharge services. Risk of museums passes not being renewed, admission fee income significantly reduced to the closure of buildings and courses being cancelled.	4	4	16	3	3	9	3	1	3	31/03/2022	Green	Cllr. Andrew Jamieson	Andrew Skiggs	Andrew Skiggs	25.05.2021
D	Community, Information, and Learning	RM14293	The organisation not having the technical capacity and/or skills required to meet the needs of its digital transformation/ technology driven efficiency agenda.	There is a risk of the organisation not having the technical capacity and/or skills required to meet the needs of its digital transformation/ technology driven efficiency agenda.	5	3	15	3	3	9	2	3	6	30/09/2021	Amber	Cllr. Tom Fitzpatrick	Ceri Sumner	Michelle Carter	25.05.2021

D	Community, Information, and Learning -	RM14130b	Lack of consistency and delivery of IMT related systems and services for Community, Information and Learning Services.	Lack of consistency and delivery of IMT related systems and services could lead to a breakdown to service delivery to the public, loss of credibility, and non-realisation of savings for Community, Information, and Learning Services.	3	3	9	3	3	9	2	3	6	30/09/2021	Amber	Cllr. Margaret Dewsbury	Ceri Sumner	Ceri Sumner	25.05.2021
D	Norfolk Museums Service	RM14381	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.	Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC.	3	3	9	3	3	9	2	3	6	31/03/2022	Amber	Cllr. Margaret Dewsbury	Steve Miller	Steve Miller	25.05.2021
D	CES	RM14413a	Risk to security of Libraries and historic collections across the County	There is a risk in unoccupied buildings of theft and malicious damage, and damage to the building fabric caused by rainwater ingress, burst pipes, etc.	3	4	12	3	3	9	1	3	3	31/03/2021	Green	Cllr. Margaret Dewsbury	Ceri Sumner	Ceri Sumner	25.05.2021
D	Growth and Development	RM14429	FCE Programme Decommittment affecting Technical Assistance budget (covering MA, JS, CA and AA)	Due to external factors to NCC (Brexit, French FLC Appointments and Covid-19), a risk exists of a lack of project spend of committed funds to meet the contractual N+3 targets for 2021.	4	2	8	4	2	8	3	2	6	31/12/2021	Amber	Cllr. Graham Plant	Carolyn Reid	France Channel England Senior Management Team	25.05.2021
D	Culture and Heritage	RM14130a	Lack of consistency and delivery of IMT related systems and services for Culture and Heritage Services.	Lack of consistency and delivery of IMT related systems and services could lead to a breakdown to service delivery to the public, loss of credibility, and non-realisation of savings for Culture & Heritage Services.	3	3	9	2	3	6	1	3	3	30/09/2021	Green	Cllr. Margaret Dewsbury	Steve Miller	Steve Miller	25.05.2021
D	CES, Norfolk Fire and Rescue Service	RM14410	Fire Service Business Continuity	There is a risk that NFRS are unable to maintain continuity of service, due to potential reduced capacity of operational staff	3	5	15	1	5	5	1	5	5	31.03.2022	Met	Cllr. Margaret Dewsbury	Stuart Ruff	Austin Goreham	25.05.2021



## Risk Register - Norfolk County Council

	Risk Register Name		Governance Departmental Risks												Red				
	Prepared by		Thomas Osborne								High					Amber			
	Date updated		June 2021								Med					Green			
	Next update due		September 2021								Low					Met			
CDGSTP	Area	Risk Number	Risk Name	Risk Description	Original Likelihood	Original Impact	Original Risk Score	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date		Risk Owner	Reviewed and/or updated by	Date of review and/or update
D	NPLaw	RM14457	Key personnel	There is a risk that a reduction in capacity (specifically key personnel) will impact on the knowledge available and the ability to deliver the most effective service.	4	4	16	3	4	12	2	3	6	31/03/2023	Amber	Cllr. Andrew Proctor	Kat Hulatt	Kat Hulatt	02/06/2021
D	NPLaw	RM14458	Succession Planning and Progression	There is a risk of a skills gap and lack of resilience to cover work. There is a risk of not implementing effective succession planning and of limited progression and prospects accounted for in the Council structure.	3	4	12	3	3	9	3	3	9	31/03/2022	Met	Cllr. Andrew Proctor	Kat Hulatt	Kat Hulatt	02/06/2021
D	Governance wide	RM14442	Failure to meet income targets/cover operating costs	Governance income generation fails to at least cover operating costs or meet surplus targets	4	4	16	3	4	12	2	3	6	31/03/2022	Amber	Cllr. Andrew Jamieson	Helen Edwards	Kat Hulatt & Caroline Clark	02/06/2021

	Risk Register Name		Strategy and Transformation Departmental Risks														Red					
	Prepared by		Thomas Osborne										High				Amber					
	Date updated		May 2021										Med				Green					
	Next update due		August 2021										Low				Met					
C/D/ S/G/ T/P	Service	Ref	Risk name	Risk Description	Original Likelihood	Original Impact	Original Risk score	Current Likelihood	Current Impact	Current Risk score	Target Likelihood	Target Impact	Target Risk score	Target date	Prospects of meeting Target Risk Score by Target Date	Portfolio Lead	Risk owner	Reviewed and/or updated by	Date of review			
D	Dept. wide	RM14449	Short term prioritisation over long-term view of organisation	There is a risk that there is a distraction to other priorities and that the long-term view is not focused/sought. Uncertainty around what the skills needs are and what is needed to deliver our strategic vision for Norfolk in the future. This may result in financial, people, service and strategic impact. Risk of longer term vision compromised by short term prioritisation. Due to the short-medium term demands of working in a pandemic environment, there is a risk of a lack of capacity for staff to plan, deliver and receive additional training for skill development.	3	4	12	3	4	12	2	4	8	31/03/2022	Green	Cllr. Andrew Proctor	Kate Coplestone	Derryth Wright	25/05/2021			
D	HR & OD	RM14455	Mental health of the organisation	The Wellbeing team continue to issue regular communications and provide wellbeing support to ensure people have access to any mental health support they may need including Norfolk Support Line, Mental Health First Aid Champions, wellbeing officers, and online e-Learning on personal resilience, all of which are available to staff. Support channels continue to be widely communicated to staff. This is important to help to mitigate the risk of staff feeling isolated from prolonged home working. L&M offer has developed and grown to support compasionate, effective leaders and managers within NCC. The offer to the organisation is reviewed regularly and additional support mechanisms are provided were necessary, e.g. trauma support.	4	3	12	4	3	12	3	3	9	31/03/2022	Green	Cllr. Andrew Proctor	Derryth Wright	Derryth Wright	25/05/2021			
D	Dept. wide	RM14442	Failure to meet income targets/cover operating costs	S&T income generation fails to at least cover operating costs or meet surplus targets	4	4	16	3	4	12	2	3	6	31/03/2022	Amber	Cllr. Andrew Jamieson	Sarah Shirtcliff	Sarah Shirtcliff	25/05/2021			
D	Dept. wide	RM14454	Team Capacity	There is a risk of a lack of team capacity (either from existing staff resource being stretched or a reduction in headcount from illness) within services to sustainably deliver services against the increased demands of a pandemic environment. This will impact on the transferable knowledge available and the ability to continually fully deliver on the changing demands of services with the capacity to innovate being more fragmented. This will impact the effectiveness of innovation and ultimately service delivery and redesign in the organisation carrying both strategic and financial implications.	4	4	16	3	4	12	2	4	8	31/12/2020	Green	Cllr. Andrew Proctor	Sarah Shirtcliff	Heads of Service	25/05/2021			

D	Strategy, Innovation, and Performance (SIP)	RM14441	Failure to embed a meaningful and manageable performance system	There is a risk that we may fail to embed a meaningful and manageable performance system due to a lack of available resource . This will negatively impact our ability to measure progress towards our outcomes in the 6 year business plan. It will also impact our ability to understand the value of services we provide to our residents vs the costs of providing the service.	5	3	15	4	3	12	2	3	6	Aug-21	Amber	Cllr. Tom Fitzpatrick	Sam Pittam-Smith	Corinne Lawrie	25/05/2021
D	HR & OD	RM14456	Underperformance from disengaged employees	There is a risk that disengaged employees underperform, affecting strategic delivery. The risk impact includes poor performance, health and wellbeing, and significant absence.	4	3	12	3	3	9	2	3	6	31/03/2022	Green	Cllr. Tom Fitzpatrick	Kate Coplestone	Derryth Wright	25/05/2021
D	Comms.	RM14448a	Internal communication	Communications from departments may be contrasting rather than complimentary if not aligned leading to staff uncertainty on key approaches to smarter working.	2	3	6	2	3	6	2	2	4	30/09/2021	Green	Cllr. Andrew Proctor	James Dunne	James Dunne / Christine Mawson	25/05/2021
D	Comms.	RM14448b	Wider Communications including external stakeholders	There is a risk of not delivering on our vision for staff and support from further development of the delivery of the Together, for Norfolk ethos. There is a risk of mixed messages and lack of support unless partners are fully engaged with the Council's agenda.	2	3	6	2	3	6	2	2	4	30/09/2021	Green	Cllr. Andrew Proctor	James Dunne	James Dunne / Mel Atkinson	25/05/2021

Risk Register Name		Finance and Commercial Services Department Risk Register												Red				
Prepared by		Thomas Osborne												Amber				
Date of review and/or update		May 2021												Green				
Next update due		August 2021												Met				
Area	Risk Number	Risk Name	Risk Description	Original Likelihood	Original Impact	Original Risk Score	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Portfolio Lead	Risk Owner	Reviewed and/or updated by	Date of review and/or update
Finance and Commercial Services	RM14255	Fulfilling Section 151 Responsibilities	There is a risk that Section 151 responsibilities are not fulfilled. These include; 1) Financial systems ie. Oracle are not functioning correctly. 2) The skills and resilience to support Section 151 responsibilities not being in place. Cause: Statutory financial obligations are not met. Event: Failure to deliver statutory responsibilities such as setting a legal budget; producing the statement of accounts; complying with government reporting requirements; providing appropriate financial advice to Councillors. Effect: Financial losses arise and/or the Council has a poor reputational standing. In extreme circumstances, the Government can intervene and direct how the Council's finances are managed.	2	5	10	1	5	5	1	5	5	31/03/2022	Green	Cllr. Andrew Proctor	Simon George	Harvey Bullen	27/05/2021

Risk Register Name		Finance and Commercial Services Department Risk Register												Red				
Prepared by		Thomas Osborne												Amber				
Date of review and/or update		May 2021												Green				
Next update due		August 2021												Met				
Area	Risk Number	Risk Name	Risk Description	Original Likelihood	Original Impact	Original Risk Score	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Portfolio Lead	Risk Owner	Reviewed and/or updated by	Date of review and/or update
Finance and Commercial Services	RM14402	Risk of not building the number of anticipated homes over the next three years	<b>Cause:</b> Any delays and / or restrictions to development of NCC owned land for housing. <b>Event:</b> Fewer houses built on NCC owned sites. <b>Effect:</b> Smaller income stream generated to invest back into NCC Services.	3	2	6	3	2	6	2	2	4	31/03/2022	Green	Cllr. Greg Peck	Simon George	Simon Hughes	27/05/2021
Finance and Commercial Services	RM14408	Unanticipated Market Intervention	There is a risk of unanticipated intervention by Norfolk County Council in a local market. <b>Cause:</b> Insolvency of a trust or other organization operating within a local market supplying a community service to Norfolk citizens. <b>Event:</b> The trust or other organization becomes insolvent and is unable to provide the community service to Norfolk Citizens. <b>Effect:</b> Norfolk County Council invests resources (e.g. staff and monetary resource) to intervene in the market to help regulate and continue the community service.	2	3	6	2	3	6	1	3	3	30/09/2021	Green	Cllr. Andrew Proctor	Simon George	Harvey Bullen	27/05/2021

	Risk Register - Norfolk County Council																		
	Risk Register Name		Children's Service Departmental Risks												Red				
	Prepared by		Thomas Osborne								High				Amber				
	Date updated		May 2021								Med				Green				
	Next update due		August 2021								Low				Met				
CDGSTP	Area	Risk Number	Risk Name	Risk Description	Original Likelihood	Original Impact	Original Risk Score	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Portfolio Lead	Risk Owner	Reviewed and/or updated by	Date of review and/or update
D	Children's Services	RM14389	Increasing demand on Early Intervention resources	Growing demand to keep children out of statutory intervention and risk of school exclusion increases pressure on the timely and effective delivery of universal services	5	5	25	5	5	25	2	2	4	31/03/2022	Amber	Cllr. John Fisher	Sarah Jones	Marcus Needham	01/06/2021
D	Children's Services	RM14390	Reduction in sufficiency of placement choice due to quality of service providers	Service providers are deemed to be providing inadequate quality care	5	4	20	4	4	16	2	2	4	31/03/2022	Amber	Cllr. John Fisher	Sarah Jones	Tim Eyres	01/06/2021

CDGSTP	Area	Risk Number	Risk Name	Risk Description	Original Likelihood	Original Impact	Original Risk Score	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Portfolio Lead	Risk Owner	Reviewed and/or updated by	Date of review and/or update
D	Children's Services	RM14391	Placement Mix Sufficiency	Current Demand is not meeting available supply, making imbalanced placement mix and driving placement prices up	4	4	16	4	4	16	2	2	4	31/03/2022	Amber	Cllr. John Fisher	Sarah Jones	Marcus Needham	01/06/2021
D	Children's services	RM14392	Overreliance on interim capacity in social worker teams leads to unsustainable performance improvement.	Children and will not be able to develop sustainable and enduring relationships with their workers if we are unable to create a permanent workforce who we retain in Norfolk.	4	4	16	4	4	16	3	4	12	31/03/2022	Amber	Cllr. John Fisher	Phil Watson	Marcus Needham	01/06/2021

CDGSTP	Area	Risk Number	Risk Name	Risk Description	Original Likelihood	Original Impact	Original Risk Score	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Portfolio Lead	Risk Owner	Reviewed and/or updated by	Date of review and/or update
D	Children's Services	RM14393	Lack of assurance and possible quality of unregulated accomodation	Services to young people living in semi independent accomodation may not meet local requirements thus leading to reputational or financial loss.	4	4	16	4	4	16	2	2	4	31/03/2022	Amber	Cllr. John Fisher	Sarah Jones	Marcus Needham	01/06/2021



CDGSTP	Area	Risk Number	Risk Name	Risk Description	Original Likelihood	Original Impact	Original Risk Score	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Portfolio Lead	Risk Owner	Reviewed and/or updated by	Date of review and/or update
D	Children's Services	RM14394	Insufficient and inappropriate capacity to support emotional and mental health needs of children and young people	Children and young people are unable to access appropriate support to meet their emotional and mental health needs in a timely way leading to escalation of distress, poor experience and potential harm	4	4	16	4	4	16	3	3	9	31/03/2022	Amber	Cllr. John Fisher	Rebecca Hulme	Marcus Needham	01/06/2021
D	Children's Services	RM14395	Insufficient business infrastructure to support operational delivery model.	Whilst recognising investment in operational services there is a risk to the business infrastructure around these services that means they may not be able to meet the additional demands to support operational requirements.	4	4	16	4	4	16	2	2	4	31/03/2022	Amber	Cllr. John Fisher	Sara Tough	Marcus Needham	01/06/2021

CDGSTP	Area	Risk Number	Risk Name	Risk Description	Original Likelihood	Original Impact	Original Risk Score	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Portfolio Lead	Risk Owner	Reviewed and/or updated by	Date of review and/or update
D	Children's Services	RM14398	Inability to progress from Requires Improvement (RI) rating	Cost and reputational impact of further DfE intervention.	3	4	12	3	4	12	3	4	12	31/03/2022	Amber	Cllr. John Fisher	Sara Tough	Marcus Needham	01/06/2021
D	Children's services	RM14399	Failure to comply with required governance arrangements	There a number of stat. requirements as a LA. E.g. Health and Safety/ Employment/ GDPR/ Comissioning Law/ etc. Failure to comply with these laws would place the LA in considerable risk with internal/ external bodies, and could also result in children and adults coming to harm.	4	3	12	3	3	9	2	3	6	31/03/2022	Green	Cllr. John Fisher	James Wilson	Marcus Needham	01/06/2021
D	Children's Services	RM14400	Lack of appropriate capacity for CYP with complex health needs	Our response to children's high level disability needs arising from either autism, learning disability and behaviours that challenge is limited. Our response to the issue of domiciliary care to support disabled children and parent carers with the disabled child's personal care needs is severely limited and the market is not able to respond.	3	3	9	3	3	9	3	3	9	31/03/2022	Amber	Cllr. John Fisher	Sarah Jones	Tim Eyres	01/06/2021

CDGSTP	Area	Risk Number	Risk Name	Risk Description	Original Likelihood	Original Impact	Original Risk Score	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Portfolio Lead	Risk Owner	Reviewed and/or updated by	Date of review and/or update
D	Children's Services	RM14401	Dedicated Support Grant Funded Children's Services Overspend	There is a risk that the cumulative deficit on the DSG Funded Children's Services budget increases or is not repaid.	3	3	9	3	2	6	2	2	4	31/03/2022	Green	Cllr. John Fisher	Chris Snudden	Dawn Filtness	01/06/2021

		<b>Risk Register - Norfolk County Council</b>																
		<b>Risk Register Name</b>		<b>Adult Social Services Departmental Risks</b>														
		<b>Prepared by</b>		<b>Thomas Osborne</b>														
		<b>Date updated</b>		<b>May 2021</b>														
		<b>Next update due</b>		<b>August 2021</b>														
CDGSTP	Title	Risk Name	Risk Description	Original Impact	Original Likelihood	Original Risk Score	Current Impact	Current Likelihood	Current Risk Score	Target Impact	Target Likelihood	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date2	Portfolio Lead	Risk Owner	Risk Reviewed By	Date of update
D	RM14459	Funding Difficulties due to Covid 19 Outbreak	Due to speed of the discharges and the need to support the NHS clear hospitals we are experiencing increased staffing and care costs. Additional cost pressures relating to changing needs of individuals, alternative service provision, cost pressures facing the care market, loss of income, changes in service delivery affecting the planned savings programme. Although additional funding has been promised it may be insufficient to manage the long term impact to the Council's funding.	5	4	20	5	4	20	4	3	12	31/03/2022	Amber	Cllr. Bill Borrett	James Bullion	Leon Ringer	30/04/2021
D	RM13926	Failure to meet budget savings	If we do not meet our budget savings targets over the next three years it would lead to significant overspends in a number of areas. This would result in significant financial pressures across the Council and mean we do not achieve the expected improvements to our services	5	4	20	5	4	20	5	3	15	31/03/2022	Red	Cllr. Bill Borrett	James Bullion	Leon Ringer	30/04/2021
D	RM14262	The potential risk of shortfall between funding and pressures as integration of health and social care is developed and implemented.	The integrated health and social care agenda has seen pooling of capital and revenue resources through the Better Care Fund and further policy drive to manage the transfer of people with learning disabilities from inpatient settings to community settings. In addition to the potential opportunities for wider resources and skills through collaboration, streamlining services and pathways. There is a risk that system priorities could lead to a negative impact on available resources for delivery of adult social care	5	3	15	5	3	15	4	2	8	31/03/2022	Amber	Cllr. Bill Borrett	James Bullion	Leon Ringer	30/04/2021
D	RM14460	Ability to manage the flow and capacity of hospital discharges	If we do not have the number of beds, resources or processes to cope with the demand due to the speed and volume of discharges then this may result in: 1) An inability to manage the flow of patients out of hospital and could lead to hospital beds being blocked. 2) Losing track of patients as we move them rapidly to temporary accommodation sometimes moving them more than once resulting in follow- up visits not happening and or prolonged increased costs. 3) An increase in the number of complaints against the council either because the initial care falls short of service user's expectations or as we move people to more permanent care solutions, they feel we are providing less care than they initially received. 4) An increase in the cost of care because the temporary care arrangements are more expensive.	4	4	16	3	4	12	2	4	8	01/10/2021	Amber	Cllr. Bill Borrett	Laura Clear	Jo Fisher	09/06/2021
D	RM14461	Avoidable Covid-19 infections at care homes because of community transmission	Infection from staff, visitors or new admissions from the community that could have been avoided through better infection control Infection from staff, visitors or new admissions from the community that could have been avoided through better infection control.	3	4	12	3	4	12	3	2	6	31/08/2021	Amber	Cllr. Bill Borrett	Gary Heathcote	Jo Fisher	08/06/2021

D	RM14463	Day Service Quality Assurance	There is no process (or current capacity) in place to contract monitor/quality assure the provision of day services (which are not CQC regulated). This means that the directorate has no systematic process in place to assure itself of contract compliance or quality. There is a risk that problems in service delivery are not identified quickly leading to risk to people and members of staff	3	4	12	3	4	12	1	2	2	01/04/2022	Green	Cllr. Bill Borrett	Gary Heathcote	Paul Wardle	28/04/21
D	RM13936	NHS long term Plan developments	The N&W STP face significant financial challenge. NCC are part of this context. Officers have to balance supporting the 'bigger picture' whilst ensuring that NCC budgets such as Purchase of Care, are not adversely impacted by initiatives. The social care voice and ethos might be lost.	4	4	16	4	3	12	4	2	8	31/03/2022	Green	Cllr. Bill Borrett	James Bullion	Simon Shreeve	11/06/2021
D	RM14287	Ongoing requirement safeguard adults with care and support needs who are at risk of abuse and neglect in Norfolk	Crimes and safeguarding concerns will unfortunately always occur and there is an ongoing need to provide sufficient resource to reduce risk and investigate concerns.	3	5	20	3	4	12	2	4	8	31/03/2022	Amber	Cllr. Bill Borrett	Craig Chalmers	Simon Shreeve	22/04/21
D	RM14471	Front door pressures	Volume of work coming into the front door service (SCCE) is overwhelming the service. Calls are untriaged and therefore the risk to developing a backlog is exceptionally high as level is risk to the person is not known so a timely response can't be provided, and there is a very adverse impact on staff wellbeing. We have been managing the demand and this risk by moving to answering priority calls only at times to clear backlogs but this brings its own risks. There are reputational risks for the council as ASSD is, at times, only accessible to new callers whose situation is urgent. There are also risks that someone will not self-identify as being in an urgent situation which could lead to harm occurring.	4	4	16	4	3	12	3	2	6	31/12/2021	Green	Cllr. Bill Borrett	Craig Chalmers	Amanda Dunn	30/04/21
D	RM14464	Failure of providers to provide care to vulnerable people	Widespread absence of staff due to sickness and or having to self isolate may impact the supply of staff to care homes. There will not be enough beds to meet the demand meaning vulnerable people may be left without adequate care. Care providers fail to meet needs of residents increasing the risk of a safeguarding issues.	4	5	20	2	5	10	1	5	5	01/10/2022	Amber	Cllr. Bill Borrett	Gary Heathcote	Laura Clear	20/04/21
D	RM14465	Ability to manage existing Social Care Cases due to the Covid 19 Outbreak - Community Care, MH and LD	If staff must self-isolate, become sick or the volume of new cases from the outbreak becomes so great it becomes unmanageable. We may find it difficult to continue to deliver care to our existing cases if we have to prioritise resources to hospital discharges.	3	3	9	3	3	9	3	2	6	31/03/2022	Green	Cllr. Bill Borrett	Craig Chalmers	Craig Chalmers	10/06/2021
D	RM14466	Brexit Risk EU Nationals	There is a risk that EEA nationals who are classed as vulnerable or Adult EEA nationals who are unable to meet the criteria for Settled or Pre-Settled status by 1 July will place an increase demand on our services.	4	3	12	3	3	9	2	2	4	31/03/2022	Amber	Cllr. Bill Borrett	Craig Chalmers	Craig Chalmers	10/06/2021

D	RM14467	Impacts of Hong Kong British Nationals (Overseas) arrivals in Norfolk	An unknown number of Hong Kong residents who are eligible to apply for the BN(O) Visa scheme may come to live in Norfolk. They will require support to resettle their lives in Norfolk. The BN(O) Visa carries a No Recourse to Public Funds condition and therefore those who require welfare support will be ineligible from the DWP and district councils and will turn to ASSD/Children's Services for support.  Hong Kong Nationals (and their dependents) are eligible to apply for a BN(O) visa if they were born before the territory was handed back to the Chinese government	3	3	9	3	3	9	2	2	4	31/03/23	Green	Cllr. Bill Borrett	Craig Chalmers	Gary Heathcote	08/06/2021
D	RM14468	Supplier or Market Failure	The Council contracts with independent providers (of care homes, nursing homes, home care, supported living, housing with care and day care) spending over £330m annually to support to around 16,500 adults at any one time. Failure in the care market may be defined as the sudden/unplanned loss of any or all of these services by reason of: inadequate quality, lack of financial viability, deficient supply of workforce, provider decision to withdraw from the market or natural disaster, The Council has a duty under the s5 of the Care Act 2014 to meet the needs of people who require assistance from public funds and to secure a diverse and good quality care market for this purpose. A number of smaller but vital providers could be threatened by the financial impact of the lockdown over a sustained period.	3	3	9	3	3	9	3	2	6	31/03/22	Amber	Cllr. Bill Borrett	Gary Heathcote	Lorna Bright	23/04/2021
D	RM14469	National Minimum Wage and Sleep Ins	We are awaiting a supreme court decision about whether NMW should be paid whilst staff are working a sleep in shift. There is a risk that if the decision is made that NMW should be paid there will be substantial claims from staff against their employers. It is likely that many providers will be unable to pay this and will seek to be compensated by NCC	4	3	12	3	3	9	3	2	6	31/03/2022	Green	Cllr. Bill Borrett	Gary Heathcote	Gary Heathcote	28/04/2021
D	RM14472	Implications of Brexit for the care market	There is a risk that the care market is dependent on a migrant workforce – for example nationally, 7% of existing adult social care staff come from other EU nations.	3	3	9	3	3	9	3	2	6	31/12/2021	Amber	Cllr. Bill Borrett	Gary Heathcote	Craig Chalmers	10/06/2021
D	RM14237	Delivering the requirements of Deprivation of Liberty Safeguards pending the implementation of Liberty Protection Safeguards	If the Local Authority is not meeting its responsibilities around Deprivation of Liberty Safeguards (DoLS) there is a risk that it could lead to a judicial review.	4	3	12	4	2	8	4	1	4	31/03/2022	Red	Cllr. Bill Borrett	Lorna Bright	Craig Chalmers	28/04/2021

### Risk Management Health Check Summary

In early 2021, a routine independent health check of the Council's Risk Management Function was sought and commissioned, to be carried out by the Council's insurance contractor and funded from within the capacity of the existing insurance contract, at no additional cost to the Council.

#### Stages of the Health Check

Between March and May 2021, the health check was carried out, comprised of three different stages as follows;

- 1) A desktop review of key supporting documents
- 2) Meetings with risk management stakeholders to understand and evaluate the current approach
- 3) Delivery of a report providing insight into the effectiveness of risk management and providing recommendations for further improvements

#### Results

The health check assessed six key areas on a scale of 1 to 5 (5 being the optimal rating) with the results as follows;

Area of Scrutiny	What it determined	Current Level Identified
Leadership & Management	Whether senior management support and promote risk management.	Level 4 - Embedded
Strategy & Policy	Whether clear strategies and policies exist for risk management.	Level 4 - Embedded
Processes & Tools	Whether the organisation has effective risk processes to support the business.	Level 4 - Embedded
Risk Handling & Assurance	Whether risks are handled well and the organisation has assurance that risk management is delivering successful outcomes and supporting creative risk-taking.	Level 4 - Embedded
People & Training	Whether people are equipped and supported to manage risk well.	Level 3 - Working
Partnerships, Shared Risks & Projects	Whether there are effective arrangement for managing risks with partners and within projects	Level 3 - Working

## Recommendations

Following the undertaking of stages one and two of the review, recommendations were identified and included as part of stage 3 for the report. A total of thirty recommendations were identified across the six areas assessed, ranging from very minor stylistic points on risk presentation, to more involved recommendations to be implemented over a period of time to further strengthen risk management. As recommendations are implemented, progress will be noted in future risk management reports to both the Cabinet and Audit Committee.



# Report to Cabinet

Item No. 16

<b>Report title</b>	<b>Finance Monitoring Report 2021-22 P2: May 2021</b>
<b>Date of meeting</b>	<b>5 July 2021</b>
<b>Responsible Cabinet Member</b>	<b>Cllr Andrew Jamieson (Cabinet Member for Finance)</b>
<b>Responsible Director</b>	<b>Simon George (Executive Director of Finance and Commercial Services)</b>
<b>Is this a key decision?</b>	<b>Yes</b>

## Introduction from Cabinet Member

This report gives a summary of the forecast financial position for the 2021-22 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2022, together with related financial information.

## Executive Summary

Subject to mitigating actions, on a net budget of £439.094m the forecast revenue outturn for 2021-22 at the end of period 2 (May) is **a balanced position** after taking into account use of £19.255m Covid reserves brought forward from 2020-21 to meet Covid pressures in 2021-22.

General Balances are **£23.763m** following transfers of £4.056m from non-Covid related savings and Finance General underspends at the end of 2020-21. Service reserves and provisions are forecast to total **£114.4m**.

Covid-19 financial pressures are taken into account in the forecasts in this report. Details of these pressures and progress on achieving saving are addressed in detail in this report.

## Recommendations

- To recommend to County Council the addition of **£6.787m** to the capital programme to address capital funding requirements as set out in detail in capital appendix 2, paragraph 4 as follows:
  - Older People Estate Transformation £5.000m (Appendix 2 paragraph 4.2)
  - Structural repairs to King's Lynn Museum £0.600 (Appendix 2 paragraph 4.3)
  - Better Broadband for Norfolk £0.050m (Appendix 2 paragraph 4.4)
  - Greenways to Greenspaces £0.350m (Appendix 2 paragraph 4.5)
  - Dereham Fire Station (Phase 2) £0.434m (Appendix 2 paragraph 4.6)
  - Emergency Response Vehicles £0.300m (Appendix 2 paragraph 4.7)
  - Card payments Programme £0.053m (Appendix 2 paragraph 4.8)
- Subject to County Council approval of recommendation 1 above, 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 recompeted
    - approve purchase orders, employer's instructions, compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope
    - subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme or programme budget.
    - That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.
3. To delegate decisions relating to the use of the extended Covid Local Support Grant to the Director of Community Information and Learning, in consultation with the Leader, as described in Appendix 1 paragraphs 5.6 and 5.7.
  4. To note the period 2 general fund forecast revenue **balanced position**, noting also that Executive Directors will continue to take measures to reduce or eliminate potential over-spends where these occur within services;
  5. To note the COVID-19 grant funding available of **£53.767m**, including £19.274m brought forward from 2020-21;
  6. To note the period 2 forecast 100% savings delivery in 2021-22, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
  7. To note the forecast General Balances at 31 March 2021 of **£23.763m**.
  8. To note the expenditure and funding of the revised current and future 2021-25 capital programmes.

## **1. Background and Purpose**

- 1.1. This report and associated annexes summarise the forecast financial outturn position for 2021-22, 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 Covid-19 pandemic, together with a number of other key financial measures.

## **4. Evidence and Reasons for Decision**

- 4.1. Two 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
- Covid-19 grant income
- Changes to the approved budget
- Reserves
- Savings
- Treasury management
- Payment performance and debt recovery.

**Appendix 2** 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 2 section 4.
- 4.3. Delegation of decisions relating to the use of the extended Covid Local Support Grant to the Director of Community Information and Learning, in consultation with the Leader, will enable the grant to be rapidly applied to support vulnerable families as described in Appendix 1 paragraphs 5.6 and 5.7.

## **5. Alternative Options**

- 5.1. In order 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 grant or revenue funding has been identified to fund the expenditure.

## **6. Financial Implications**

- 6.1. As stated above, the forecast revenue outturn for 2021-22 at the end of P2 was an **balanced position** linked to a forecast 100% savings delivery. Forecast service reserves and provisions are forecast to total **£114.4m**, and general balances of **£23.763m**. Grant funding of **£34.493m** has been received in the year to date to off-set additional expenditure occurred as a result of the Covid-19 pandemic. When added to £19.274m Covid reserves brought forward the total Covid grant funding available is **£53.767m**.

Overall, service net pressures have been off-set by underspends and a balanced position is anticipated. A narrative by service is given in Appendix 1.

The Council's capital programme is based on schemes approved by County Council on February 2021, 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 Executive Director of Finance and Commercial Services 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 2021-22 budget, the council has undertaken public consultation and produced equality and rural impact assessments in relation to the 2021-22 Budget. An overall summary Equality and rural impact assessment report is included on page 284 of the Monday 22 February 2021 Norfolk County Council agenda. [CMIS > Meetings](#)

The Council is maintaining 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.

## **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 2021 to incorporate the 2021/22 budget and medium term financial strategy 2021/22 - 2024/25 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.

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 Executive Director of Finance and Commercial Services 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. While not underestimating the severity of the current crisis continues to have on Council's finances, the Executive Director of Finance and Commercial Services believes a balanced budget will be achieved in 2021-22.

## **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 284

## **Officer Contact**

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

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## Appendix 1: 2021-22 Revenue Finance Monitoring Report Month 2

Report by the Executive Director of Finance and Commercial Services

### 1 Introduction

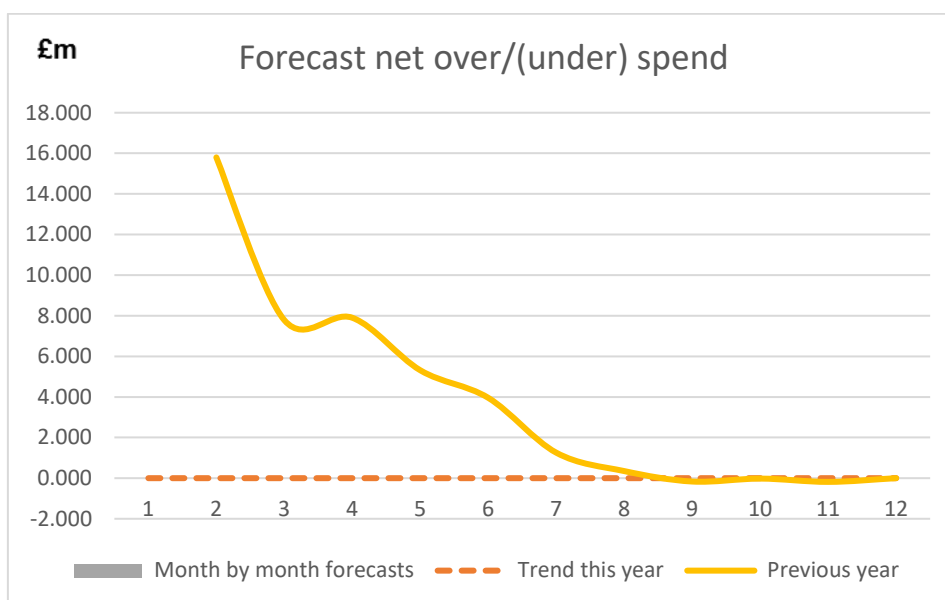
1.1 This report gives details of:

- the P2 monitoring position for the 2021-22 Revenue Budget
- additional financial information relating to the Covid-19 pandemic
- forecast General Balances and Reserves at 31 March 2022 and
- other key information relating to the overall financial position of the Council.

### 2 Revenue outturn – over/underspends

2.1 **At the end of May 2021** a balanced position is forecast on a net budget of £439.094m.

Chart 1: forecast /actual revenue outturn 2021-22, month by month trend:



2.2 Chief Officers 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 over spends for each service are shown in detail in Revenue Annex 1 to this report, and are summarised in the following table:

**Table 1: 2021-22 forecast (under)/over spends by service**

Service	Revised Budget	Net (under)/over spend	%	RAG
	£m	£m		
Adult Social Care	252.550	0	0%	G
Children's Services	178.886	0	0%	G
Community and Environmental Services	158.307	0	0%	G
Strategy and Transformation	8.422	0	0%	G
Governance Department	1.904	0	0%	G
Finance and Commercial Services	32.235	0	0%	G
Finance General	-193.210	0	0%	G
Total	<b>439.094</b>	<b>0</b>	0%	<b>G</b>

Notes:

- 1) the RAG ratings are subjective and take into account risk and both the relative (%) and absolute (£m) impact of overspends.

- 2.4 **Children's Services:** The forecast outturn as at Period 2 (end of May 2021) is a breakeven position. There is significant uncertainty at this point in any financial year, and this uncertainty is magnified due to the unknown ongoing impact of the pandemic. Within this forecast, there are significant areas that are at risk budgetary pressures; in particular, demand-led budgets including home to school transport (particularly for children and young people with high special educational needs and disabilities) and social care placements and support.
- 2.5 This initial forecast presumes use of reserves to cover committed expenditure that slipped from 2020-21 due to the pandemic, alongside potential mitigation of demand-led budgets where there are known risks of pressures at the start of the financial year. Management action is being taken within the department to reduce these risks wherever possible; the potential mitigating reserve funding required, and any impact upon future years' budgets, will be kept under close review.
- 2.6 Given the current national context, there continues to be significant influences beyond the Council's control that continue to make delivery of the transformation programme (and, therefore, savings) difficult in light of the ongoing recovery work, ongoing Covid-related restrictions, potential surge in demand and further waves. Again, this risk will continue to be kept under close review.
- 2.7 **Dedicated Schools Grant:** The initial outturn forecast, based upon the latest modelling of the Dedicated Schools Grant (DSG) Recovery Plan after the 2020/21 outturn, is a forecast in-year deficit of £10.1m overspend as at the end of March 2022. This forecast overspend is entirely due to the High Needs Block, with all other Blocks forecast to break-even at this early stage. This compares to a budgeted deficit of £8.635m. Significant assumptions included in the budget, and subsequently this initial forecast can be difficult to ascertain due to the demand-led nature of the spend.
- 2.8 The areas of most significant pressure are independent school placements, post-16 provision and maintained special school placements, with a combination of improved clarity regarding the number of places expected in 2021/22 based upon the outturn

position for 2020/21 and improved forecasting assumptions. These will continue to be kept under close review given the demand-led nature of these budgets.

- 2.9 A thorough review is now underway of the demand upon the 'invest-to-save' support for Early Intervention Special Educational Needs (SEN) Funding. This funding is specified to support individual children, to enable needs to be met and to prevent the escalation of needs (and subsequent potential move to more costly, specialist places). Since the pandemic restrictions have been easing, there has been a significant increase in applications for this support and this could result in increased spend in future months. This will be kept under close review, but it should be noted that additional spend on these budgets should mitigate pressures on maintained special school and independent school placements.
- 2.10 Despite the pandemic, significant work by the 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
- 2.11 This forecast position was shared with Norfolk Schools Forum at their May meeting. This was in line with DfE expectations and feedback from the Forum continues to be sought.
- 2.12 Sustainable funding for the HNB continues to be pursued and NCC recently responded to a DfE consultation regarding revising the historical basis for the national funding formula for HNB; this consultation suggests that Norfolk has been under-funded for a number of years and, even if the proposals are implemented, will continue to be under funded due to a capping system. We await the outcome to understand the implications for the DSG recovery plan in future years.
- 2.13 **Adult Social Services:** The forecast outturn as at Period 2 (end of May 2021) is a balanced position. The service budget, in particular the Older People Purchase of Care budget, continues to be under pressure due to Covid-19. As reported throughout 2020/21, Covid-19 had a detrimental ability to the pace and scale of the Adult Social Care (ASC) transformation programme. This therefore resulted in a shortfall in savings delivery which is still creating a legacy pressure against the department budget. At this time there is a risk that ASC will not be able to catch-up on the 2020/21 savings whilst also delivering against the new 2021/22 savings. Whilst the service will have non-care budgets that will underspend and partially offset the pressure, it is unlikely that a balance position will be achievable without one-off reserve utilisation. The ASC reserve forecast (table 3, section 4.3) therefore reflects this additional reserve utilisation.
- 2.14 **CES:** we are currently forecasting a balanced outturn position, historically CES budgets have been fairly stable throughout the year, however the impact of the pandemic has added a degree of uncertainty to the budgets, specifically around income generation.
- 2.15 There is a significant uncertainty in relation to the impacts on income and we will therefore be reviewing and revising these forecasts as the year progresses. Overall, the position is likely to be mitigated through the Local government income compensation scheme for lost sales, fees and charges: this is subject to on-going calculations and will be reflected at Service level in future reports. The department is also holding a number of specific reserves to mitigate these pressures.



- 2.16 The department is also reviewing the additional costs of reopening services to ensure that they are available to the public and operating within the government guidelines.
- 2.17 **Corporate services:** the Strategy and Transformation, Governance and Finance and Commercial Services directorates are forecasting a balanced position, making use of Covid reserves brought forward from 2021-22 where appropriate.
- 2.18 **Finance General:** A balanced budget is forecast in Finance General at this early stage of the year. Forecast overspend resulting from on-going Covid related PPE, staff and premises costs are balanced by forecast underspends in other areas. Forecast underspends are mainly due to interest payable costs being less than budgeted due to the timing of borrowing and sustained low interest rates on new borrowing. Other forecast underspends are due to reduced member travel and allowances, and the Council's pension AVC salary sacrifice scheme.
- 2.19 The forecast assumes use of Covid reserves brought forward from 2021-22 to mitigate Covid related expenditure where appropriate and necessary to maintain a balanced budget. We are assuming that Covid grants and reserves will be sufficient to cover additional cost pressures, but this early stage of the year and the extent of cost pressures may still change.
- 2.20 Further details are given in Revenue Annex 1.

### 3 Approved budget, changes and variations

- 3.1 The 2021-22 budget was agreed by Council on 22 February 2021 and is summarised by service in the Council's Budget Book 2021-22 (page 17) as follows:

**Table 2: 2020-21 original and revised net budget by service**

Service	Approved net base budget	Revised budget P2
	£m	£m
Adult Social Care	252.550	252.550
Children's Services	178.886	178.886
Community and Environmental Services	158.307	158.307
Strategy and Transformation	8.422	8.422
Governance Department	1.904	1.904
Finance and Commercial Services	32.235	32.235
Finance General	-193.210	-193.210
<b>Total</b>	<b>439.094</b>	<b>439.094</b>

Note: this table may contain rounding differences.

- 3.2 During periods 1 and 2, there have been no budget transfers between services, and the Council's net budget for 2021-22 remains unchanged.

## 4 General balances and reserves

### General balances

- 4.1 At its meeting on 22 February 2021, the County Council agreed a minimum level of general balances of £19.706m in 2021-22. The balance at 1 April 2021 was **£23.763m** following transfers of £4.056m from non-Covid related savings and Finance General underspends at the end of 2020-21.

### Reserves and provisions 2021-22

- 4.2 The use of reserves anticipated at the time of budget setting was based on reserves balances anticipated in January 2021. Actual balances at the end of March 2021 were higher than planned, mainly as a result of grants being carried forward, including Covid-19 support grants, and reserves use being deferred.
- 4.3 The 2021-22 budget was approved on the basis of a closing reserves and provisions (including schools reserves but excluding LMS and DSG reserves) of £104m at 31 March 2022. 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 2021(1)	Increase in March 2021 balances after budget setting	2021-22 Budget book forecast March 2022	Latest forecast balances 31 March 2022
	£m	£m	£m	£m
Adult Social Services	35.606	13.831	14.102	12.322
Children's Services (inc schools, excl LMS/DSG)	17.300	8.841	5.832	11.581
Community and Environmental Services	54.363	12.414	49.780	50.430
Strategy and Transformation	1.892	0.529	1.265	1.693
Governance	2.118	0.235	0.908	1.000
Finance & Commercial Services	4.628	1.340	1.872	2.917
Finance General	35.019	1.936	30.739	34.451
<b>Reserves and provisions excluding LMS and DSG balances (see below)</b>	<b>150.926</b>	<b>39.126</b>	<b>104.498</b>	<b>114.394</b>
Schools LMS balances	17.018	4.204	7.308	14.931
DSG Reserve (negative)	-31.797	-0.834	-34.355	-41.897
<b>Total</b>	<b>136.147</b>	<b>42.496</b>	<b>77.451</b>	<b>87.428</b>

- 4.4 Covid grants and other grants and contributions brought forward at resulted in reserves and provisions being £39m higher than had been assumed at the time of budget setting. However, it is assumed that the majority of these reserves will be used for service provision during 2021-22. As a result, the latest forecast net total for reserves and provisions at 31 March 2022 (excluding schools LMS and DSG reserves) is approximately £10m higher than was assumed at the time of budget setting.

#### 4.5 Provisions included in the table above

The table above includes forecast provisions of £27.5m comprising £10.0m insurance provision, £12.6m landfill provision (this provision is not cash backed), £4.9m provisions for bad debts, and a small number of payroll related provisions.

### 5 Covid-19 financial implications

5.1 Details of central government funding announcements, and forecast Covid-19 pressures are set out below.

5.2 Covid-19 funding secured to date is as follows:

**Table 4a: Covid-19 funding**

<b>Funding</b>	<b>Actual/forecast 2021-22 £m</b>
<b>Covid reserves brought forward</b>	
Home to School and College Transport Funding carried forward	0.598
Local Outbreak Control: test and trace service support grant carried forward	1.271
Contain Outbreak Management Fund carried forward	14.389
Community Testing Funding carried forward	0.050
Clinically Extremely Vulnerable Funding carried forward	2.420
Wellbeing for Education Recovery Grant carried forward	0.037
Holiday Activity Fund Grant carried forward	0.018
Norfolk Assistance Scheme Reserve	0.491
<b>Use of funding brought forward from 2020-21</b>	<b>19.274</b>
COVID-19 MHCLG Grant Tranche 5	18.892
Infection Control Fund	3.860
Home to School and College Transport Funding	0.245
Contain Outbreak Management Fund	4.859
Wellbeing for Education Recovery Grant	0.125
Covid Winter Grant Scheme	0.644
Adult Social Care Rapid Testing Fund	2.535
Holiday Activity Fund Grant	2.389
Covid-19 Bus Services Support Grant	0.785
Furlough Income (non-schools)	0.160
<b>Funding received in 2021-22</b>	<b>34.493</b>
<b>Funding to date for 2021-22</b>	<b>53.767</b>

#### ***New / confirmed funding***

5.3 The majority of funding above is a continuation of funding streams first received in 2020-21. New funding sources include:

5.4 **Wellbeing for education recovery:** on 10 June the Department for Education (DfE) has published the 2021-22 grant determination on the wellbeing for education recovery grant. The wellbeing for education recovery project will provide additional support to state-funded schools and colleges to enable education staff to support the wellbeing and mental health of pupils and students during the COVID-19 recovery period. Norfolk's 2021-22 allocation is £0.125m.

5.5 An additional element of cost mitigation included in forecast over and underspends is the Government's **Coronavirus Job Retention Scheme**. While the scheme has not

been used to duplicate other sources of public funding, such as the Covid-19 support grants, the government has recognised that there are exceptional cases where, for example, Local Authorities have needed to close venues such as museums and registry offices. Claims for the period from April 2021 to the end of May 2021 totalled £0.174m, including £0.014m in respect of schools.

### **Other funding**

- 5.6 **Covid local support grant:** On 21 June 2021 the Council received notification from the DWP that COVID grant support for vulnerable families is to continue until 30 September 2021. The grant is to provide support to upper tier local authorities in England to provide support to children and households who are experiencing, or at risk of experiencing, poverty, where they are impacted by the ongoing public health emergency and where alternative sources of assistance may be unavailable. Of the additional £160m made available nationally, Norfolk's allocation is £2.579m.
- 5.7 The Council's Hardship Board has been in place since December 2020 and has dealt with previous allocations of this grant. The Hardship Board includes officers from all service departments, it was set up to address the unexpected consequences of the pandemic. Due to the short notice around the latest grant announcement, and the limited timeframe covered by the grant, the Hardship Board will continue deal with this allocation and a recommendation is made in this report to delegate future decisions relating to the use of this grant to the Director of Community Information and Learning, in consultation with the Leader.
- 5.8 **Local government income compensation scheme for lost sales, fees and charges:** MHCLG have confirmed the extension to the Sales, Fees and Charges Scheme, into the first three months of 2021/22. The compensation will be subject to the same deductions as 2020-21 based on a 5% budget absorption and the 75 pence in every pound of loss thereafter) and will be based on profiled budgets to reflect seasonality of income. A forecast of the April to June 2021 claim will be included in period 3 monitoring.
- 5.9 Coronavirus job retention scheme (Furlough scheme) funding of £0.174m is due in respect of April – May 2021, including £0.014m in respect of schools.

### ***Covid-19 related cost pressures***

5.10 A summary of the forecast Covid-19 related cost pressures are as follows:

**Table 4b: Covid-19 cost pressures**

<b>Table 4b: Covid-19 cost pressures</b>	<b>Adult Social Services</b>	<b>Children's Services</b>	<b>Community and Environmental Services</b>	<b>Strategy and Transformation</b>	<b>Governance</b>	<b>Finance and Commercial Services</b>	<b>Finance General</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>2021-22 Covid-19 cost pressures</b>	<b>16.185</b>	<b>6.612</b>	<b>27.893</b>	<b>0.000</b>	<b>0.966</b>	<b>0.464</b>	<b>3.042</b>	<b>55.161</b>
Use of funding brought forward from 2020-21	0.000	-0.653	-18.130	0.000	0.000	0.000	-0.491	<b>-19.274</b>
2021-22 Grants	-6.395	-2.791	-5.696	0.000	-0.012	0.000	-19.599	<b>-34.493</b>
2021-22 Covid-19 Funding	<b>-6.395</b>	<b>-3.444</b>	<b>-23.826</b>	<b>0.000</b>	<b>-0.012</b>	<b>0.000</b>	<b>-20.090</b>	<b>-53.767</b>
<b>Net pressure</b>	<b>9.790</b>	<b>3.168</b>	<b>4.067</b>	<b>0.000</b>	<b>0.954</b>	<b>0.464</b>	<b>-17.048</b>	<b>1.394</b>

5.11 The net forecast Covid cost pressure in 2021-22, taking into account available grant funding, is £1.394m.

### ***Other pressures***

- 5.12 A particular risk relates to Business Rates and Council Tax income. This has been taken into account during 2021-22 budget setting. To assist future budgeting, the government has allowed Council's to spread their tax deficits over 3 years rather than the usual one year
- 5.13 The costs and income pressure relating to Covid-19 vary from the overall Council forecast balanced budget position shown in this report. This is due to non-Covid-19 related actions put in place by Chief Officers to mitigate the financial impacts of the pandemic.

## 6 Budget savings 2021-22 summary

- 6.1 In setting its 2021-22 Budget, the County Council agreed net savings of £41.179m. Details of all budgeted savings can be found in the 2021-22 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 full savings delivery of £41.179m at year end.
- 6.3 The forecast savings delivery is anticipated as shown in the table below:

Table 5: Analysis of 2021-22 savings forecast

	Adult Social Services	Children's Services	Community and Environmental Services	Strategy and Transformation	Governance	Finance and Commercial Services	Finance General	Total
	£m	£m	£m	£m		£m	£m	£m
Budget savings	17.858	11.300	8.288	0.553	0.353	1.927	0.900	<b>41.179</b>
Period 2 forecast savings	17.858	11.300	8.288	0.553	0.353	1.927	0.900	<b>41.179</b>
Savings shortfall (net)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	<b>0.000</b>

### Commentary on savings risk areas

- 6.4 All departments are currently forecasting no variance on the delivery of planned 2021-22 budget savings. 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

ASC036 Maximising potential through digital solutions £2.000m: Elements which are uncertain are those relating to flexible and mobile working - in response to Covid-19 teams are now operating differently and benefits previously identified are not likely to be realised, and the Ebrokerage system - due to Covid-19 this hasn't been able to be progressed. These items may be mitigated by other digital savings including contract management which are currently being investigated.

ASS015 Revising the short term out of hospital offer £3.670m: Covid-19 impact and the demand for short term residential care has resulting in higher volumes. The length of stay in a short term beds has also increased. The uncertainty around the hospital discharge funding for the second half of the financial year is also a risk to saving delivery. Further work is to be undertaken to better understand the flow through each of the hospital discharge pathways of the Discharge to Assess process and the impact that will have on social care costs.

ASS024 Contract renegotiation - Ensuring the requirements of commissioners are reflected in the Norsecare contract £2.000m: Level of risk associated with this saving until the outcome of the transformation plans are known and upcoming risk conversations have been held.

### Children's Services

At this early stage it is anticipated that all budgeted savings within Children's Services will be delivered in 2021-22. However, there continues to be significant influences beyond the Council's control that continue to make delivery of the transformation programme (and, therefore, savings) difficult in light of the ongoing recovery work, ongoing Covid-related restrictions, potential surge in demand and further waves. Therefore, expected delivery of savings will be kept under close review.

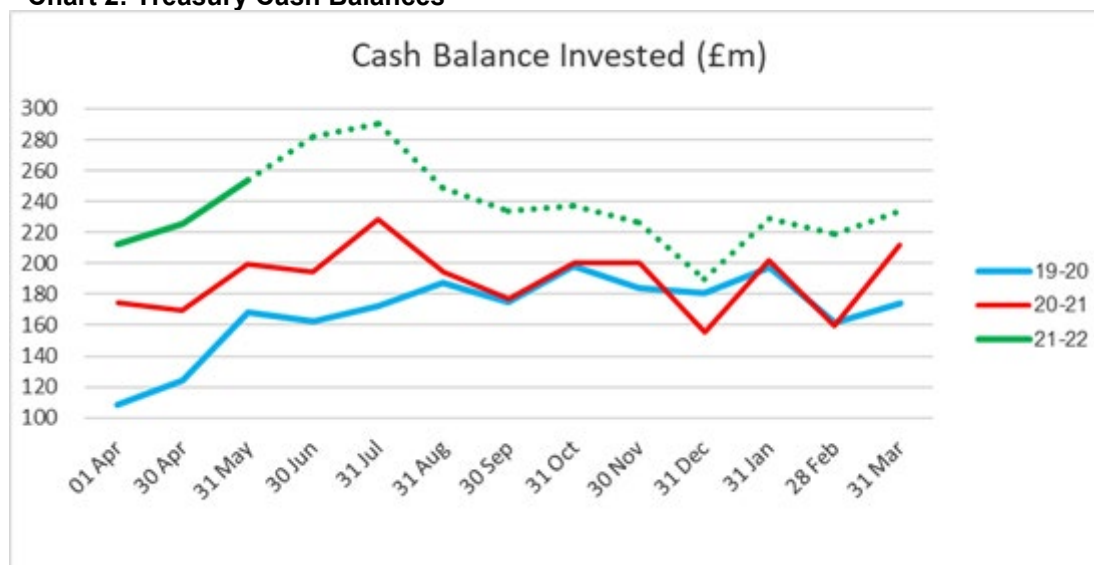
#### **2022-23 to 2024-25 savings**

- 6.5 Budget setting in 2021-22 saw the approval of £2.245m savings for 2022-23, £1.600m for 2023-24 and £2.500m savings for 2024-25. Any impact on the deliverability of these savings, including any 2021-22 savings that are permanently undeliverable, will be considered as part of the budget setting process for 2022-26.

## 7 Treasury management summary

- 7.1 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 March 2021, and projections to March 2022.

**Chart 2: Treasury Cash Balances**



- 7.2 The Council borrowed £30m in June 2021 on a maturity basis to fund previous capital expenditure as follows

Amount borrowed	Date of transaction	Maturity date	Interest rate
£10m	2 June 2021	11 April 2071	1.96%
£10m	18 June 2021	11 April 2071	1.91%
£10m	23 June 2021	1 March 2061	1.91%

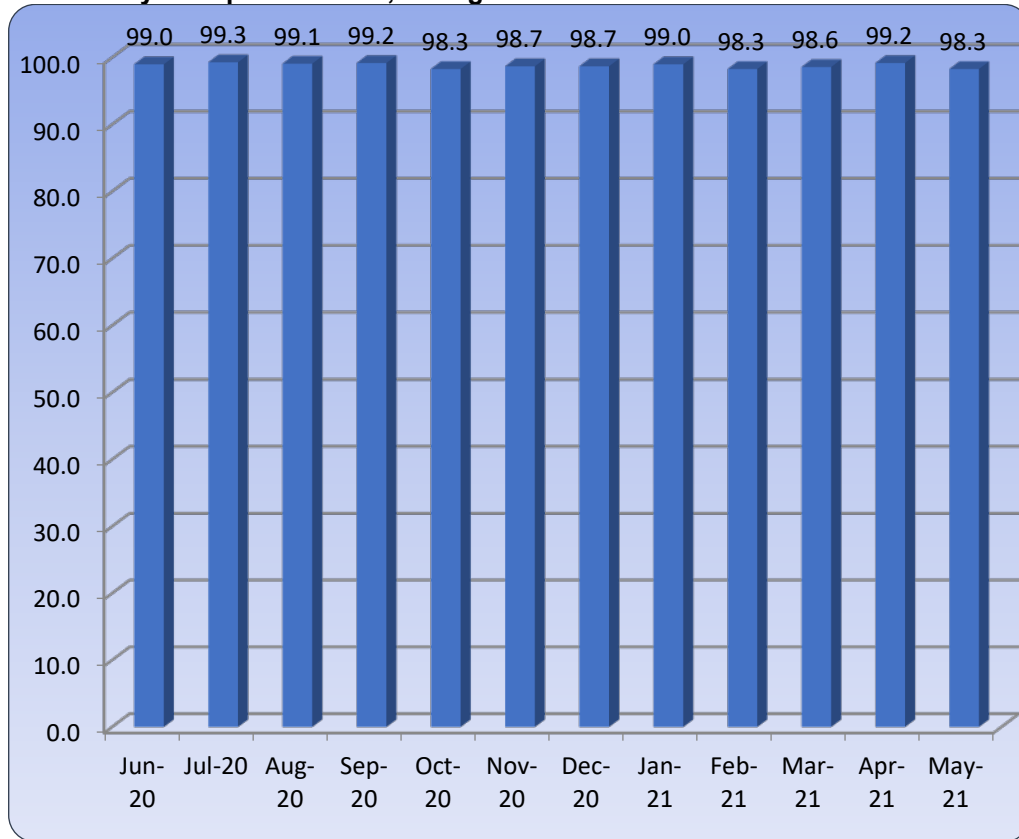
- 7.3 Although the Council has healthy cash balances for the immediate future, this borrowing has reduced the Council's exposure to potential future interest rate rises.
- 7.4 The Council's Treasury Strategy assumes as much as £80m may be borrowed in 2021-22, plus £30m deferred from 2020-21. The forecast cash flows above assume that this amount will be borrowed over the course of the year resulting in a closing cash balance of approximately £230m. If, in order to minimise the cost of carrying unnecessary borrowing, no further borrowing takes place before 31 March 2022, then the projected year-end cash balances will be approximately £150m.
- 7.5 PWLB and commercial borrowing for capital purposes was £749.3m at the end of May 2021. The additional £30m borrowed in June 2021 gives a total of £779.3m. Associated annual interest payable on existing borrowing is £29.8m.



## 8 Payment performance

- 8.1 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. 98.3% were paid on time in May against a target of 98%. The percentage has not dropped below 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.

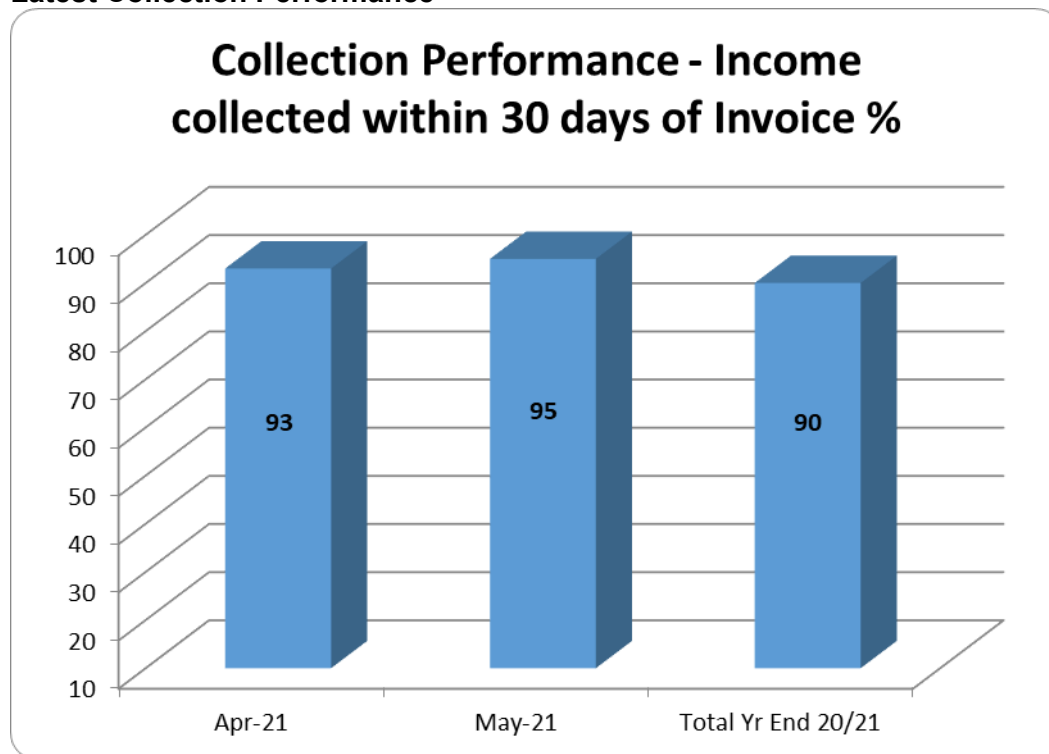
## 9 Debt recovery

- 9.1 **Introduction:** In 2020-21 the County Council raised over 135,000 invoices for statutory and non-statutory services. These invoices total an amount in excess of £17bn. Through 2020-21 90.1% of all invoiced income was collected within 30 days of issuing an invoice, with 97.5% collected within 180 days.

### Debt collection performance measures – latest available data

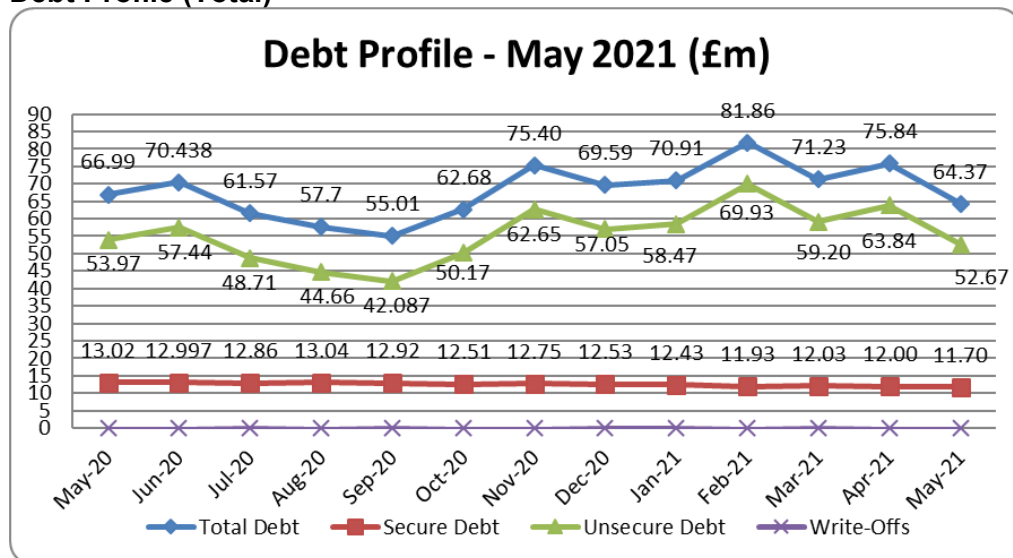
- 9.2 The proportion of invoiced income collected within 30 days for invoices raised in the previous month – measured by value – was 95% in May 2021.

#### Latest Collection Performance



- 9.3 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:

## Debt Profile (Total)



- 9.4 Of the £52.7m unsecure debt at the end of May, £11.3m is under 30 days. The largest area of unsecure debt relates to charges for social care, £44.1m, of which £20.1m is debt with the CCG's for shared care, Better Care Pooled Fund, continuing care and free nursing care.
- 9.5 Secured debts amount to £11.7m. Within this total £4.8m relates to estate finalisation where the client has died, and the estate is in the hands of the executors.
- 9.6 **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 Executive Director of Finance and Commercial Services approves the write-off of all debts up to £10,000.
- 9.7 Service departments are responsible for funding their debt write-offs. Before writing off any debt all appropriate credit control procedures are followed.
- 9.8 For the period 1 April 2021 to the end of May 2021, 18 debts less than £10,000 were approved to be written off following approval from the Executive Director of Finance and Commercial Services. These debts totalled £802.17.
- 9.9 No debts over £10,000 have been approved for write-off since the 2020-21 Finance Outturn Report for the financial year 2020-21.

## Forecast revenue outturn

## Revenue outturn by service

Table A1a: revenue over and (under) spends by service

Service	Revised Budget	Net total over / (under) spend	Over / (under) spend as %	Forecast net spend
	£m	£m		£m
Adult Social Care	252.550	0	0%	252.550
Children's Services	178.886	0	0%	178.886
Community and Environmental Services	158.307	0	0%	158.307
Strategy and Transformation	8.422	0	0%	8.422
Governance	1.904	0	0%	1.904
Finance and Commercial Services	32.235	0	0%	32.235
Finance General	-193.210	0	0%	-193.210
<b>Total</b>	<b>439.094</b>	<b>0</b>	<b>0%</b>	<b>439.094</b>
Prior period forecast	n/a			

## Reconciliation between current and previously reported underspend

Table A1b: monthly reconciliation of over / (under) spends

	£m
<b>Forecast overspend brought forward</b>	-
<b>Movements April/May 2021</b>	
Adult Social Care	0
Children's Services	0
Community and Environmental Services	0
Strategy and Transformation	0
Governance	0
Finance and Commercial Services	0
Finance General	0
<b>Outturn over/(under) spend</b>	<b>0</b>

## Revenue Annex 1 continued

The net underspend is a result of a range of underlying forecast over and underspends which are listed below.

### Revenue budget outturn by service – detail

<b>Adult Social Services</b>	<b>Over spend</b>	<b>Under spend</b>	<b>Changes</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Purchase of Care	5.328		5.328
Commissioned Services	0.715		0.715
Community Social Work		-0.040	-0.040
Business Development	0.004		0.004
Early Help & Prevention	0.226		0.226
Community Health & Social Care	0.352		0.352
Management, Finance & HR		-6.585	-6.585
<b>Forecast over / (under) spends</b>	<b>6.625</b>	<b>-6.625</b>	<b>0</b>
<b>Net total</b>		<b>0</b>	
<b>Children's Services</b>	<b>Over spend</b>	<b>Under spend</b>	
	<b>£m</b>	<b>£m</b>	
<i>No forecast net service over / (under) spends</i>			
<b><i>Dedicated schools grant</i></b>			
High Needs Block	10.100		10.100
Increase in net deficit to be carried forward		-10.100	-10.100
<b>Forecast over / (under) spend</b>	<b>10.100</b>	<b>-10.100</b>	<b>0</b>
<b>Net total</b>		<b>0</b>	

	<b>Over spend</b>	<b>Under spend</b>	<b>Changes</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Community and Environmental Services</b>			
<b>Strategy and Transformation</b>			
<b>Governance</b>			
<b>Finance and Commercial Services</b>			
<i>No forecast net service over / (under) spends</i>			
<b>Finance General (see below for narrative)</b>			
Covid-19 additional costs	1.314		1.314
Members travel and allowances		-0.133	-0.133
Environment Agency precept		-0.088	-0.088
Pension AVC Salary Sacrifice scheme		-0.097	-0.097
Interest on balances		-0.996	-0.996
<b>Forecast over / (under) spend</b>	<b>1.314</b>	<b>-1.314</b>	<b>0</b>
<b>Net total</b>		<b>0</b>	

## **Revenue Annex 1 continued**

### **Finance General forecast over and underspends**

Explanations for the Finance General forecast under and overspends are as follows:

#### **Members travel (forecast underspend £0.133m)**

The use of on-line meetings is expected to reduce the costs of member travel and expenses throughout 2021-22.

#### **Environment Agency precept (forecast underspend 0.088m)**

Environment Agency precept lower than budgeted

#### **Pension AVC Salary Sacrifice scheme (forecast underspend £0.097m)**

Employer national insurance savings resulting from the introduction of a salary sacrifice arrangement for employee pension additional voluntary contributions.

#### **Interest on balances (forecast underspend £-0.996)**

The interest payable/receivable budget was prepared on the basis of assumptions including cash flows, interest rates and the timing of borrowing. Revised assumptions on the timing of borrowing have resulted in a forecast underspend.

## Revenue Annex 2

### Impact of Covid-19 – forecast cost pressures

Forecast cost pressures summarised in paragraph 5 of the main report are as follows:

	2021-22 Forecast £m
<b><u>Identified / forecast costs</u></b>	
<b>Adult Social Care</b>	
Support for people experiencing domestic abuse	0.050
Equipment - spike in usage and increase in costs	0.485
Provider support payments to cover liquidity/sustainability issues and any additional costs where not specifically related to a person's changing care needs	0.042
Weekend or Overtime staff costs	0.404
Adult Social Care remote working costs	0.069
CCG reclaim total	8.700
Full use of Infection Control funding	3.860
Full use of Adult Social Care Rapid Testing Fund	2.535
Full use of Workforce Capacity Fund for Adult Social Care	0.040
<b>Adult Social Care Total</b>	<b>16.185</b>
<b>Children's Services</b>	
Loss of income - Children's Services	1.842
Loss of income - Maintaining Early Year's Provision	0.139
Safeguarding campaign	0.030
Additional placement costs for over-18s	0.125
Additional placement costs for under-18s	0.125
Additional costs of contracted delivery	0.300
Sustainability grants and support to the market	0.125
Additional frontline agency costs	0.500
Holiday Activity Fund	2.421
Full use of Home to School and College Transport Funding	0.843
Full use of Wellbeing for Education Return Grant	0.162
<b>Children's Services Total</b>	<b>6.612</b>
<b>Community and Environmental Services</b>	
Food boxes for older people (NCC provision)	0.115
Customer Services additional Covid expenditure	0.030
Additional Resilience costs	0.074
Waste – Contract costs reflecting increase in residual waste volumes	0.708
Waste – Recycling credits reflecting increase in recyclables / garden waste	0.132
Reopening Recycling Centres – (traffic management, security, volume increase)	0.253
Public Transport - Covid Bus Services Support Grant	0.785
Loss of income: CES including Museums / Libraries	0.885
Loss of income: CES including Adult Education / Records Office	0.294
Loss of income: CES including Planning and Development	0.015
Loss of income: CES including Recreation and Sport	0.008
Loss of income: CES - Public Transport	0.153
Loss of income: Parking Services	0.188

**2021-22  
Forecast  
£m**

Loss of income: CES including Recycling Centres and Blue Badges	0.122
Loss of income: CES including On-street Parking	0.762
Joint comms systems for the Norfolk Resilience Forum	0.033
Additional / redeployed Fire staff	0.041
Additional / redeployed Libraries staff	0.002
Additional / redeployed Museums staff	0.117
Additional / redeployed Records Office staff	0.005
CES remote working costs	0.012
CES property costs	0.008
Public Health expenditure	0.163
Full use of Local Outbreak Control: Test and Trace service support grant	1.271
Full use of Contain Outbreak Management Fund grant	19.248
Full use of Community Testing funding	0.050
Full use of Clinically Extremely Vulnerable funding	2.420
<b>Community and Environmental Services Total</b>	<b>27.893</b>

**Governance**

Additional cost of Elections	0.650
Loss of income: Registrars	0.285
Additional / redeployed Registrars staff	0.030
<b>Governance Total</b>	<b>0.966</b>

**Finance and Commercial Services and Finance General**

Homeworking equipment	0.092
Loss of income across Finance and Commercial Services including IMT	0.200
Services to Schools, Property and Car Park income	
Additional loss of income in Corporate Property Team	0.070
IMT - Infrastructure - Extra Data Bundles on mobile phone contract/Extra	0.102
Ccaas Telephony re staff WFH/Staff Overtime	
<b>Finance and Commercial Services Total</b>	<b>0.464</b>

**Finance General**

Covid response costs - redeployed staff, property costs	0.838
Temporary mortuary costs	0.150
Corporate procurement of PPE	0.187
Distribution hub - Site costs	0.527
Homeworking equipment	0.076
Extension of Norfolk Assistance Scheme (NAS)	0.491
Kit for digitally disadvantaged children	0.129
Use of COVID Winter Grant Scheme funding	0.644
<b>Finance General Total</b>	<b>3.042</b>

<b>Covid-19 financial pressures Norfolk County Council total</b>	<b>55.161</b>
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## Appendix 2: 2021-22 Capital Finance Monitoring Report

Report by the Executive Director of Finance and Commercial Services

### 1 Capital Programme 2021-25

- 1.1 On 22 February 2021, the County Council agreed a 2021-22 capital programme of £281.594m with a further £256.066m allocated to future years', giving a total of £537.660m.
- 1.2 Additional re-profiling from 2020-21 resulted in an overall capital programme at 1 April 2021 of £661m. Further in-year adjustments have resulted in the capital programme shown below:

**Table 1: Capital Programme budget**

	<b>2021-22 budget</b>	<b>Future years</b>
	<b>£m</b>	<b>£m</b>
New schemes approved February 2021	33.687	68.781
Previously approved schemes brought forward	247.907	187.285
<b>Totals in 2021-25+ Budget Book (total £537.660m)</b>	<b>281.594</b>	<b>256.066</b>
Schemes re-profiled after budget setting	95.379	
New schemes approved after budget setting	1.249	
Other adjustments after budget setting including new grants	20.489	6.363
<b>Revised opening capital programme (total £661.140m)</b>	<b>398.711</b>	<b>262.429</b>
Re-profiling since start of year	-0.600	0.600
Other movements including new grants and approved schemes	10.414	17.000
<b>Total capital programme budgets (total £688.554m)</b>	<b>408.525</b>	<b>280.029</b>

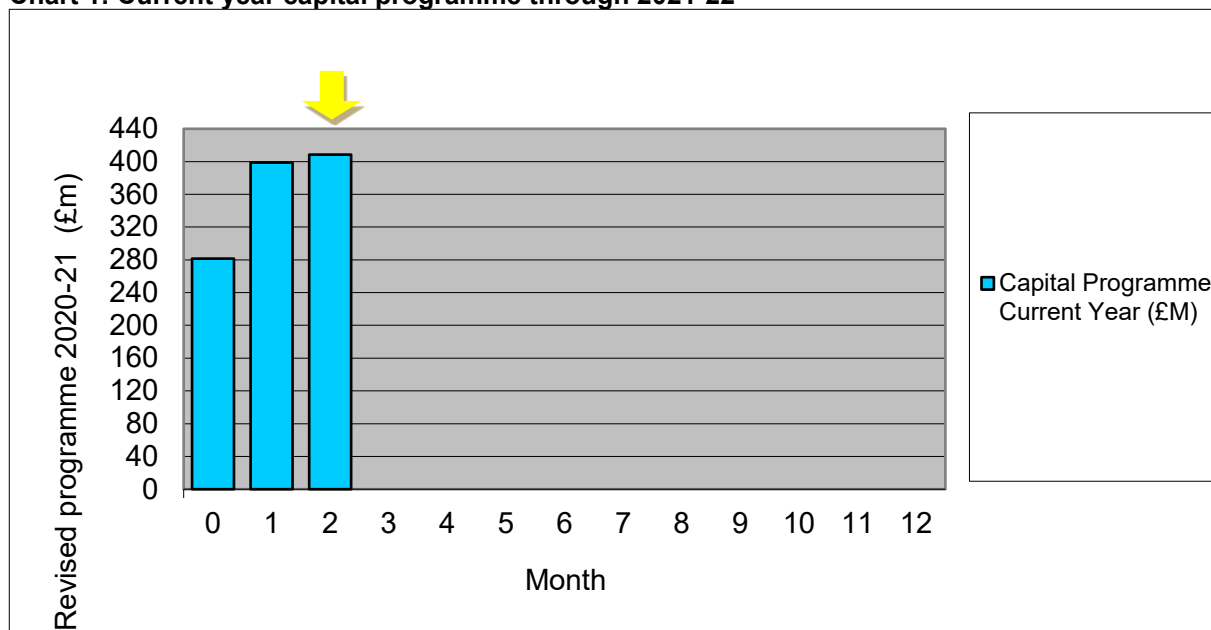
*Note: this table and the tables below contain rounding differences*

- 1.3 At its meeting on 18 April 2021 the Council agreed to approve a further £17m being added to the capital programme for the Great Yarmouth Operations and Maintenance Campus Project with £9m of this being funded by prudential borrowing.
- 1.4 At its meeting on 7 June 2021, the Council agreed to include £186.836m in the forward capital programme, funded from £167.605m of DfT Grant and £19.231m local contribution, underwritten by the County Council which would be funded through additional prudential borrowing. This will be included in the next (P3) monitoring report.

## Changes to the Capital Programme

- 1.5 The following chart shows changes to the 2021-22 capital programme through the year.

**Chart 1: Current year capital programme through 2021-22**



- 1.6 Month “0” shows the 2021-22 capital programme at the time of budget approval, with schemes reprofiled 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.

- 1.7 The current year’s capital budget is as follows:

**Table 2: Service capital budgets and movements 2021-22**

Service	Opening program me	Previous report	Reprofil ing since previous report	Other Changes since previous report	2021-22 latest Capital Budget
	£m	£m	£m	£m	£m
Children's Services	133.879	n/a	0.000	0.000	133.879
Adult Social Care	14.888		0.000	9.158	24.045
Community & Environmental Services	162.948		-0.600	0.010	162.357
Finance & Comm Servs	86.914		0.000	1.247	88.160
Governance	0.082		0.000	0.000	0.082
<b>Total</b>	<b>398.711</b>		<b>-0.600</b>	<b>10.414</b>	<b>408.525</b>
				<b>9.814</b>	

*Note: this table may contain rounding differences.*

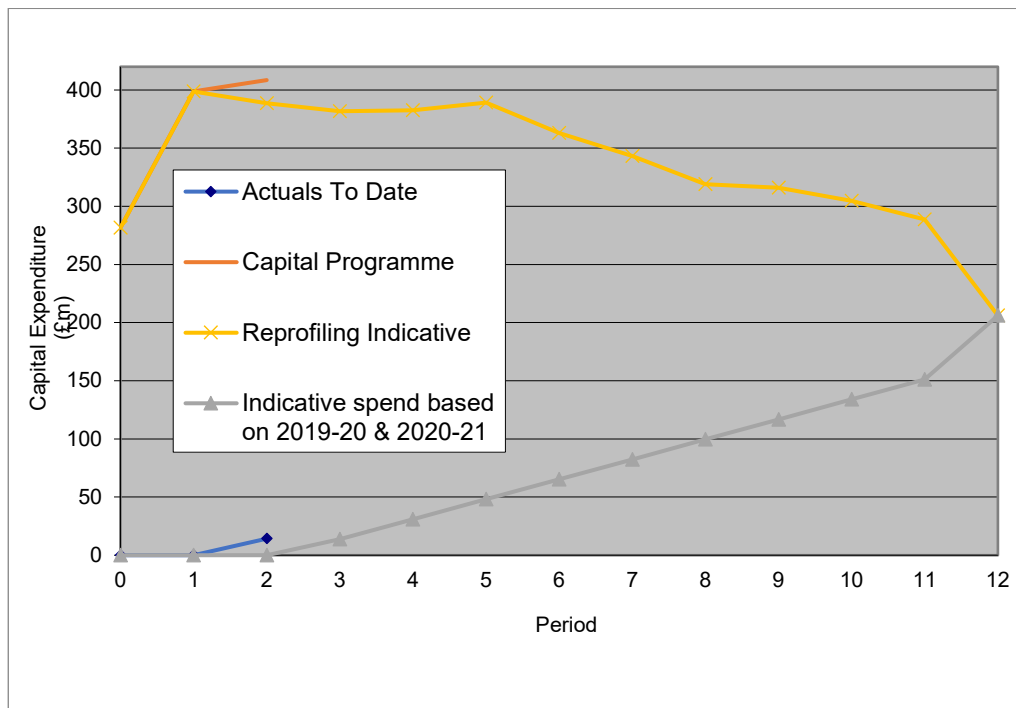
- 1.8 The revised programme for future years (2022-23 to 2024-25 and beyond) is as follows:

**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
Children's Services	119.089	0.000	0.000	119.089
Adult Social Care	42.723	0.000	0.000	42.723
Community & Environmental Services	66.417	0.600	17.000	84.017
Finance & Comm Servs	33.851	0.000	0.000	33.851
Governance	0.350	0.000	0.000	0.350
<b>Total</b>	<b>262.429</b>	<b>0.600</b>	<b>17.000</b>	<b>280.029</b>
			<b>17.600</b>	

*Note: this table contains rounding differences*

- 1.9 The graph below shows the movement on the current year capital budget and year to date capital expenditure:



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 budgets are being re-profiled to future years as the progress on projects becomes clearer. As a result, capital expenditure of approximately £210m is expected to take place in 2021-22.

## 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**

<b>Funding stream</b>	<b>2021-22 Programme</b>	<b>Future Years Forecast</b>
	<b>£m</b>	<b>£m</b>
Prudential Borrowing	277.191	224.952
Use of Capital Receipts		
Revenue & Reserves	0.154	
<i>Grants and Contributions:</i>		
DfE	43.672	22.090
DfT	41.874	16.280
DoH	9.438	0.086
MHCLG	0.139	6.000
DCMS	1.213	
DEFRA	2.000	
Developer Contributions	24.584	4.588
Other Local Authorities	0.036	2.000
Local Enterprise Partnership		
Community Infrastructure Levy	3.220	2.000
National Lottery	4.407	2.033
Commercial Contributions		
Business rates pool fund		
Other	0.597	
<b>Total capital programme</b>	<b>408.525</b>	<b>280.029</b>

*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. In the event that capital receipts can be applied to fund in-year capital expenditure
- 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 2021, gave the best estimate at that time of the value of properties available for disposal in the four years to 2024-25, totalling £20.4m.

**Table 5a: Disposals capital programme forecast**

Financial Year	Property sales forecast £m
2021-22	10.6
2022-23	5.7
2023-24	3.9
2024-25	0.2
	<b>20.4</b>

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 2021-22	£m
Capital receipts reserve brought forward	6.449
Loan repayments – subsidiaries forecast for year	0.787
Loan repayments – LIF loan repayments to date	0.358
<b>Secured capital available to date</b>	<b>7.594</b>
<b>Potential land and property sales (high and medium likelihood of sale)</b>	
Potential development property sales	5.180
Potential current year farms sales	3.573
Potential current year non-farms sales	2.823
	<b>11.576</b>
<b>Potential capital receipts available</b>	<b>19.170</b>
<b>Forecast use of capital receipts</b>	
Budget 2021-22 to repay debt	2.000
Maximum flexible use of capital receipts to support transformation costs	3.000
<b>Total forecast use of capital receipts</b>	<b>5.000</b>

As can be seen from this table, sufficient capital receipts have been secured to support the approved 2021-22 revenue budget. Further sales will contribute to the capital receipts reserve which can be used to fund debt repayments, flexible use of capital receipts or capital investment.

## **4 New capital budget proposals**

4.1 The following additions to the capital programme are proposed, requiring additional borrowing:

### **4.2 Older People Estate Transformation £5.000m**

A programme of transformation is being drawn up, as a joint endeavour with NorseCare and Adult Social Services in a way which supports the company to be fit for purpose for the needs of the people of Norfolk and future commissioning intentions, helps to ensure it is sustainable in the future, remains a leader in the sector and achieves value for money for Norfolk County Council and taxpayers. Significant capital funding will be required as part of this transformation programme to improve the estate and make the premises suitable, for example to carry out building works to make bedrooms bigger and ensuite, install lifts, enclose stairwells.

Norfolk County Council set up Norse Care in 2011 based on a 15-year transformation programme, building new specialist Dementia and Housing With Care settings and decommissioning older stock. At the time the Council accepted that the accommodation within Norfolk County Council's care homes was not adequate. Some Transformation has been delivered, including the Lydia Eva and Mayflower/Bowthorpe developments, however more change is needed to the remaining estate.

The Transformation programme will:

- Shift to enhanced care rather than standard residential care, reflecting the needs of the population.
- Reduce the number of voids in the residential homes and achieve better Value for Money.
- Help to ensure the rooms are fit for the future
- Improve outcomes for people and their environment
- Help to deliver the revised Adult Social Services short term out of hospital offer.
- Transform the Housing with Care offer.

The £5m will be funded from prudential borrowing in its entirety should a potential revenue contribution to capital not be available. If approved, the Capital Funding will be held in a ring fenced budget over the lifecycle of the change programme. Business Cases are being taken to the NorseCare Transformation Board, which includes Adult Social Services Commissioners (Chair), Norse Care plus representatives from Finance and Procurement. Any requests for use of the Capital Funding will be agreed by this Board.

The transformation programme will help to ensure the achievement of budgeted recurrent savings: £2m in 2021-22; and £1m in 2022-23.

### **4.3 Structural repairs to King's Lynn Museum £0.600m**

King's Lynn Museum, a listed building, is suffering from structural movement. Regular measurements over the past 18 months have indicated that the movement is current. A ground investigation has been undertaken to assist in establishing the causes of the movement and the remedial works necessary to stabilise the building. The building may become unsafe and it is surrounded by public roads and footpaths. A design solution based on a full survey is required. At this stage this bid is based on initial estimates of the prudential borrowing required to complete the remedial works: £0.250m in 2021-22 and £0.350m in 2022-23.

#### **4.4 Better Broadband for Norfolk £0.050m**

This bid is for additional match funding required to support the management of the Better Broadband for Norfolk programme. This project is well established and has a successful track record of extending the Digital Connectivity Infrastructure across the County. This request is for additions to the capital programme to ensure sufficient capital funding is available to cover the capitalisation of direct staff time and specialist external support. This bid is for additional prudential borrowing of £0.050m in 2021-22.

#### **4.5 Greenways to Greenspaces £0.350m**

This bid is for additional match funding required to deliver the commitments of the Greenways to Green spaces projects to complete the projects on the Marriot's way in the current financial year. This bid is for additional prudential borrowing of £0.350m in 2021-22.

#### **4.6 Dereham Fire Station (Phase 2) £0.434m**

Dereham fire station is a well-used building with a number of operational teams operating from the building. A first phase project in 2020-21 has created better technical storage space and minor ground floor ablutions improvements. This second phase of works will bring the remaining welfare facilities (equalities and inclusion) and crew space to an appropriate standard and provide greater efficiency of use the building by separating operational functional areas. Additional prudential borrowing of £0.434m is required in 2021-22 to successfully complete the scheme.

#### **4.7 Emergency Response Vehicles £0.300m**

Norfolk Fire and Rescue Service currently funds its provision of emergency response vehicles via leasing arrangements. Through collaboration with Norfolk Constabulary, an opportunity has arisen to purchase the vehicles. This would allow the service to extend the replacement strategy from 3 to 4 years and deliver an estimated revenue saving of £0.200m through reduced lease costs. Additional prudential borrowing of £0.300m is required in 2021-22 to fund the purchase of the vehicles.

#### **4.8 Card payments Programme £0.053m**

In June 2019 Finance Exchequer Services purchased a Secure Card Portal (SCP). The SCP provides a Business to Business interface to manage the secure processing of card payments and a number 3rd party software systems across service areas have been developed to enable services to process card payments. As part of a feasibility study, further development has been recommended, ensuring ongoing PCI (Payment Card Industry Data Security Standards) compliance as well as capturing income and expenditure at source: a requirement of Making Tax Digital. To complete the project, additional prudential borrowing of £0.063m is being requested in 2021-22.

## Capital Annex 1 - changes to capital programme since last Cabinet

Service	Project	Funding Type	2020-21 Change (£m)	2020-21 REPROFILE	21-22+ Change (£m)	21-22+ REPROFILE	Reason
Adult Social Care							
	Disabled Facilities Grant	DoH Grant	9.158				Income received
<b>Total Adult Social Care</b>			<b>9.158</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	
Fire	CF0395	NCC Borrowing		-0.600		0.600	Reprofiled to 22/23
	CF0385	NCC Borrowing	0.003				Minor funding reallocation (see below)
Economic Development	reat Yarmouth O&M campus				17.000		New scheme approved April County Council
Libraries		S106	0.007				S106 income received
<b>Total CES</b>			<b>0.010</b>	<b>-0.600</b>	<b>17.000</b>	<b>0.600</b>	
Property Fire		NCC Borrowing	-0.003				Minor underspend reallocated
County Farms		NCC Borrowing	1.249				Additional budget approved P11 February cabinet
<b>Total Finance</b>			<b>1.247</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	
<b>Total</b>			<b>10.414</b>	<b>-0.600</b>	<b>17.000</b>	<b>0.600</b>	



# Cabinet

Item No:17

<b>Decision making report title:</b>	<b>Strategic and financial planning 2022-23</b>
<b>Date of meeting:</b>	<b>5 July 2021</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Andrew Jamieson (Cabinet Member for Finance)</b>
<b>Responsible Director:</b>	<b>Simon George, Executive Director of Finance and Commercial Services</b>
<b>Is this a key decision?</b>	<b>No</b>
<b>If this is a key decision, date added to the Forward Plan of Key Decisions.</b>	<b>N/a</b>

## **Introduction from Cabinet Member**

Since March 2020, the COVID-19 pandemic has underscored repeatedly the vital role played by the County Council in supporting vulnerable people and communities in Norfolk. This once again highlights the critical need to set a balanced and sustainable budget to enable the Council to continue to deliver the services which are so important for all Norfolk's people, businesses and visitors. This report therefore sets out the process by which the Council will build on the 2021-22 Budget in order to develop the detailed financial plans for future years, which will secure the Council's financial position and safeguard the provision of essential services into 2022-23 and beyond. In furtherance of this goal, the Council also continues to engage with Government, MPs and the Ministry for Housing, Communities and Local Government (MHCLG) both directly, and via representative groups such as the County Council Network (CCN), the Local Government Association (LGA), and the Society of County Treasurers (SCT), to emphasise the need for sustainable and long term funding for councils.

In February 2021, Full Council agreed a robust Budget for 2021-22 which included a significant provision for COVID-19 cost pressures via the deployment of COVID funding in the year, and through the level of COVID reserves carried forward from 2020-21. These resources are intended to enable the Council to respond to the additional costs and other financial impacts of the pandemic as they arise through the year. However, there remains a risk that these will prove insufficient if the course of the post pandemic recovery changes significantly. So while the full picture of the financial impact of COVID remains to be seen as it emerges over the months and years to come, what is already clear is that there have been, and will be further, material effects on the Council's budgets in terms of cost pressures, lost income and impacts on the delivery of savings programmes. All of these elements will need to be kept under review through the Council's 2022-23 budget setting.

As discussed further within this report, the level of the budget gap to be closed in future years is subject to substantial uncertainty and there remain a number of key issues which could have a material impact on the level of resources available to Norfolk County Council to deliver services in the future. In particular there remains uncertainty and further delay in relation to a range of very significant planned reforms for local government finance. More details of these may emerge during the course of 2022-23 budget setting, including proposals for the reform to the funding of Adult Social Care (due this year<sup>1</sup>), the outcomes of the fundamental review of Business Rates (due in the Autumn<sup>2</sup>, although indications are that this will have limited impact on local government funding), and the Fair Funding Review itself (for which the timescale is currently unknown). These represent major areas of risk and potential change for the Council in developing its Medium Term Financial Strategy.

In preparing the 2022-23 Budget, it is critical to recognise a number of other aspects which inform the context in which the Council is operating. These include the fact that in setting the 2021-22 Budget, the Council has already committed to a challenging programme of savings for the MTFS period, and it will be essential that these are delivered. The quantum of savings already assumed in the MTFS may have implications for the level and types of new saving proposals which can be brought forward for 2022-23. It is also important to recognise that the 2022-23 Budget is predicated on an assumed council tax increase of 2.99% (1.99% general council tax increase and 1% increase in the Adult Social Care precept deferred from 2021-22). Any decision to reduce the level of council tax increase will result in a requirement for further savings to mitigate the impact. Conversely, any additional discretion to increase council tax or the precept, which may in due course be offered by Government for 2022-23, will merit careful consideration as it would potentially offer the possibility of reducing the savings requirement and/or mitigating any further cost pressures.

## **Executive Summary**

The Council has a well-established process for annual budget setting, and this report sets out proposals for how this will be maintained in relation to 2022-23 to deliver a prudent and transparent approach to budgeting, incorporating earlier engagement with Select Committees. At the time of 2021-22 budget setting, the Section 151 Officer recommended that early planning should be undertaken in respect of 2022-23 and that the scope to address pressures within the constraints of the overall budget should be reviewed in the round during 2021-22 when further specific details of the longer term funding allocations are known. It will be essential that the Council is able to produce a realistic plan for reducing the budget requirement in future years through the early identification of saving proposals for 2022-23, or the mitigation of currently identified pressures, and that all proposals are considered in the context of the significant budget gap identified for the year.

The Council's February 2021 MTFS therefore made it clear that the Council, in common with other upper tier local authorities, faces a significant budget shortfall to be addressed in 2022-23. Over and above this, there can be no doubt that the COVID pandemic and recovery will have a profound impact on the Council's finances in 2021-22 and on the budget setting process for 2022-23, including the organisation's ability to achieve planned budget savings and income for the current year, and its capacity to develop and deliver new budget proposals

<sup>1</sup> <https://commonslibrary.parliament.uk/research-briefings/cbp-8001/>

<sup>2</sup> <https://www.gov.uk/government/news/business-rates-review-update>

for the next. This report should therefore be read in conjunction with the 2020-21 outturn position reported to Cabinet in June 2021, and the financial monitoring for 2021-22 as reported elsewhere on this agenda.

The wider budget position remains the subject of extremely high levels of uncertainty. As such, this report sets out details of a proposed budget planning process for 2022-23, but recognises that as always there may be a need for some flexibility. In this context, the report provides a summary of key areas of wider risk and uncertainty for Cabinet to consider.

## **Recommendations**

- 1. To consider the overall budget gap of £91.876m included in the Medium Term Financial Strategy (MTFS) set by Full Council in February 2021, and agree:**
  - a. the gap of £39.037m to be closed for 2022-23; and**
  - b. the extension of the MTFS by a further year (to 2025-26) and the resulting overall gap for planning purposes of £108.645m. (Section 5).**
- 2. To review the key budget risks and uncertainties as set out in this report, including the implications of announcements made at the Spring Budget 2021, and the significant uncertainties which remain. (Section 3, Section 5 and Section 13).**
- 3. To consider the principles of the proposed approach to budget setting for 2022-23, 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 paragraph 6.1 and Table 8.**
  - b. the savings targets allocated to each Department to be found (Table 9), and that these will be kept under review through the budget process, and**
  - c. the proposed review of new borrowing within the 2022-23 Capital Programme to ensure affordability.**

## **1. Background and Purpose**

1.1. As in previous years, this report represents the start of the Council's process for setting the 2022-23 Budget and developing the supporting Medium Term Financial Strategy (MTFS). The report sets out the context and a proposed approach to budget setting including:

- A summary of the Budget and MTFS approved by Full Council in February 2021, including the savings already planned for future years.
- Consideration of any implications of Government announcements made as part of the 2021 Spring Budget.
- An overview of the significant remaining uncertainties facing local government finances including the impact of delays to funding reforms and the potential longer term effects of COVID-19.

- The MTFS position for 2021-22 onwards as agreed in February 2021 and proposed savings targets by Department.

1.2. Ultimately this report is intended to support the Council in preparing the 2022-23 Budget and identifying savings which will assist in delivering a balanced budget for the year.

## **2. Strategic context**

2.1. Over the past 15 months, the COVID-19 pandemic has affected virtually all aspects of life; while longer term effects will not be known for quite some time, it is expected that its impact will continue to be felt into the future. It is especially important that the Council is proactive in addressing these new challenges and demonstrating how committed we are in supporting our residents. It is expected that certain age groups such as younger people, vulnerable people, small and medium size businesses (SMEs), and ethnically diverse communities will be most significantly affected in terms of economic and health impacts.

2.2. Throughout this period, Norfolk has seen an increase of over 100% in the number of people claiming Universal Credit support as well as those seeking direct financial assistance from the Council. There have also been significant increases in levels of obesity and alcohol consumption, as well as referrals to and use of mental health services. These increases indicate an impending crisis in mental health and wellbeing services which could have an impact on Council services and commissioning. The pandemic has also starkly highlighted inequality in how people access services and learning, even with getting online in some parts of the County.

Particular focus should be considered for groups which are disproportionately impacted, such as the 18-24 and 50+ cohorts who may have experienced difficulty with employment and disruption of education or other skills training. Early research has suggested that over 50s experience unique difficulties in returning to employment and references that long-term unemployment has doubled in workers over 50 since 2010. The same over 50 cohort are twice as likely to be long-term unemployed than younger workers.

Services to older people have also been disrupted, with a pause in day services and home based reablement having a significant impact on social isolation, carer breakdown and health recovery. More people are now contacting the Council with higher levels of need than before, and hospital discharge arrangements mean we are now supporting more people who would normally fund their own care.

The pandemic has also had a particular impact on children, families and young people, with a significant disruption to learning and apprenticeships, a widening of the existing disadvantage gap, poor emotional wellbeing for children and families (with a rise in self-harm, eating disorders and all forms of anxieties), increased family hardship, strain and conflict as a result of additional pressures in a context where existing support mechanisms have been restricted.

2.3. With such increased demand, it is expected that the COVID-19 crisis will continue to have a significant impact on our services and available budget. Demand for people services continues to rise each year with an increase in aging population requiring social care and more children with special needs and disabilities requiring support. New pressures from the pandemic will continue to add strain on these services, and the economic and psychological distress of subsequent lockdowns on our residents is likely to increase demand on our social care and wellbeing support services.

2.4. ***What has Norfolk County Council done to help?***

The Council has worked hard to maintain the delivery of vital services across all of its operation and has worked in partnership across the whole system to protect vulnerable people, support businesses, while ensuring the safety of all staff delivering this vital work.

Norfolk County Council's Public Health team have led the response to the pandemic across the County and worked tirelessly to provide a wide range of critical functions from specialist public health advice on issues such as PPE, testing and mortuary management, to data modelling and analysis to support the NHS planning processes. Our Communications team, have worked in partnership with the whole local government system to provide clear messages and advice to the general public and members with the Director of Public Health providing regular radio interviews and press articles.

Adult Social Care and Children's Services have worked hard to ensure children and older people are safeguarded against harm, families supported when facing hardships and barriers to learning, and care providers have the means to protect their staff and those in their care. In addition to the work on critical services, the Council has tried to ease the pressures of people in "lockdown" by offering digital support through the library, adult learning and museum services, to help people's wellbeing and support home schooling.

Since launching the "Norfolk Delivery Plan", our contribution to the New Anglia Local Enterprise Partnership's "Norfolk and Suffolk Covid-19 Economic Recovery Plan", we have continued to work with our partners to understand the impact of Covid on our business community. Rebuilding the local economy, while attracting investment and putting infrastructure in place to support further growth remains a key priority. Tackling the climate crisis and protecting the natural environment and heritage of Norfolk also continues to be an urgent priority; the Council's Environmental policy clearly sets out our ambitions for the authority in this area. The Council is committed to investing in the built environment and creating places communities can be proud of.

We have seen the world change since the start of the Covid-19 pandemic in March 2019, especially in the way we work, shop and travel. We will use these changes as a springboard to both build back better and build back greener.

## 2.5. ***How will Norfolk County Council address these new challenges?***

The local elections on 6 May gave the administration a renewed mandate, and the new manifesto “Delivering a Better Future for Norfolk” will guide the Council’s plan and activities over the next four years.

The Council is committed to maintaining our valued services such as libraries, museums, and recycling centres and will continue to invest to transform services to meet the needs of local communities.

Recognising the growing pressure on the care sector, the Council has and will continue to make investment commitments to alternative models of support accommodation and refurbish existing residential care schemes. Our services will continue to lead on care quality standards to ensure our residents get the quality of care they deserve.

As mentioned above, it is more important than ever to support our communities through improving their resilience. We will ensure key services are delivered in close partnership with organisations such as the NHS, and will build stronger relationships with the voluntary sector.

The Council’s continued investment in infrastructure will help Norfolk lead the way in economic development. Completing the western link of the NDR and delivering a fully dualled A47 will better connect our communities and help stimulate economic growth. The pandemic has highlighted the need for better broadband and connectivity and the Council remains on track to deliver this for our residents and help reduce digital exclusion.

Noting the pressure the pandemic has placed especially on younger people, we welcome the support pledged for families and young people by investing in skills and jobs opportunities, as well as services for young people to help provide the necessary targeted support.

The Council is committed to achieving the target of becoming carbon neutral by 2030 and will ensure we align with central government’s ambitions for clean growth and the green economy. We will continue to focus on promoting forms of active travel and public transport as well as maintaining our natural environment and heritage.

The Council will focus on maximising opportunities offered by central Government, ensuring Norfolk is part of the conversation on “levelling up”, and will closely monitor and seek to influence the delivery of the Shared Prosperity Fund. We will be keen to work with Government to help unlock the potential of our areas and build on existing success, such as seen with the Towns Fund.

## 2.6. ***County Council Strategy and Transformation***

Our Corporate Plan “Together, for Norfolk” previously set out three overriding ambitions which drive the Council’s priorities: a growing economy, thriving people, and strong communities. Our Plan has also underpinned and contributed to the

delivery of the New Anglia Local Enterprise Partnership Norfolk and Suffolk Economic Strategy.

2.7. With the lifting of the lockdown restrictions on the horizon, the Council has started work to refresh our strategy, to address the critical issues brought to the forefront by the pandemic, as well the opportunities that are emerging. Our event, “Rising to the Challenge Together”, which took place on 2 July and included over 100 delegates from across the local public, private and voluntary sectors, will further inform our thinking into the priorities for the future. Looking forward, we believe we can create real change and opportunity, not just recover, and so build a better, vibrant, more prosperous Norfolk, where no one is left behind. We must seize the opportunities for long-term change now, so that we can build a stronger, more inclusive and more sustainable future for our County and its people.

2.8. The Council’s transformation programme continues to focus on the following strands, core to the Council’s objectives and ambitions.

1. **Safer children and resilient families**
2. **Transformation of specialist educational needs provision**
3. **Promoting independence for vulnerable adults**
4. **Smarter working and business transformation**

All of our programmes have continued to deliver benefit throughout the pandemic. As part of developing our refreshed strategy, we will also align and refocus our transformation activities, to ensure we address the challenges that the County and the Council face.

Having successfully accelerated the roll out of remote technology over the past year, we continue to actively seek out opportunities to be more efficient in how we provide services, externally and internally, moving towards digital access where this is convenient and appropriate.

We want to meet the current and future challenges head-on and continue to innovate in the way we deliver services and conduct our business, to achieve the best outcomes and the best value for money for our people of Norfolk.

The work to refresh our strategy and plans will take place throughout the summer and early autumn. We will also be strengthening our business planning processes and systems, with an even more robust approach to using evidence to drive decisions, and an increased focus on effective performance management.

### **3. Spring Budget and Queen’s Speech 2021, and local government funding**

3.1. The Chancellor of the Exchequer, Rishi Sunak, delivered the Spring 2021 Budget<sup>3</sup> on 3 March 2021. This was only the Chancellor’s second Budget, but as part of the Government’s response to COVID-19 there have been 13 major fiscal announcements since the previous Budget on 11 March 2020. This was also the

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<sup>3</sup> <https://www.gov.uk/government/topical-events/budget-2021>

first budget since the UK entered the various lockdowns imposed in response to COVID-19, and the UK's departure from the European Union. The build up to the Budget was inevitably dominated by the response to COVID-19. The Budget included details of the continuing package of measures and set out "*the next phase of the plan to tackle the virus and protect jobs*". The two main issues for the Budget to address were:

- How and when to begin paying down the debts arising from the pandemic.
- What continued support will be offered to households and businesses impacted by the pandemic.

3.2. In this context, the bulk of the Chancellor's speech addressed the response to the COVID pandemic and plans for the recovery. However it was noteworthy that there were very few announcements about the detail of public sector funding and in particular:

- No mention of the long-term funding of social care (although the Queen's Speech on 11 May 2021 reiterated that "*proposals on social care reform will be brought forward.*")<sup>4</sup>.
- No mention of various other reforms to local government finance including fair funding and business rates (although the Government's interim response to the fundamental review of business rates was published on 23 March 2021, with final report due in Autumn 2021<sup>5</sup>).
- Departmental funding allocations have only been published for 2021-22 which would suggest there may be little prospect of a long-term local government settlement for 2022-23 onwards.

3.3. The Chancellor confirmed that economic support will be maintained until the country has exited lockdown (broadly until September 2021). This includes extensions to furlough, support for the self-employed, support for businesses in the form of business rate relief and targeted grants, and education catch-up funding. The Chancellor stated that this Budget "*is not the time to set detailed fiscal rules*" but did detail the following principles:

- "*First, while it is right to help people and businesses through an acute crisis like this one, in normal times the state should not be borrowing to pay for everyday public spending.*
- "*Second, over the medium term, we cannot allow our debt to keep rising, and, given how high our debt now is, we need to pay close attention to its affordability.*
- "*And third, it is sensible to take advantage of lower interest rates to invest in capital projects that can drive our future growth.*"<sup>6</sup>

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<sup>4</sup> <https://www.gov.uk/government/speeches/queens-speech-2021>

<sup>5</sup> <https://www.gov.uk/government/consultations/hm-treasury-fundamental-review-of-business-rates-call-for-evidence>

<sup>6</sup> <https://www.gov.uk/government/speeches/budget-speech-2021>



- 3.4. The Chancellor also used the Budget to outline a number of other initiatives which will see funding flowing to local authorities. These included the [Levelling Up Fund](#), and the [UK Community Renewal Fund](#). Both funds will be subject to a bidding process.
- 3.5. The Office for Budget Responsibility (OBR) published updated March 2021 forecasts<sup>7</sup> for the economy alongside the Budget, and commented that forecasts reflected “*an economy that is weaker in the near term but rebounding faster than we forecast in November*” and that this enabled the Chancellor to do three things: “*First, he has extended the virus-related rescue support to households, businesses and public services by a further £44.3 billion, taking its total cost to £344 billion. Second, he has boosted the recovery, most notably through a temporary tax break costing more than £12 billion a year that encourages businesses to bring forward investment spending from the future into this year and next. Third, as the economy normalises, he has taken a further step to repair the damage to the public finances in the final three years of the forecast by raising the headline corporation tax rate, freezing personal tax allowances and thresholds, and taking around £4 billion a year more off annual departmental spending plans, raising a total of £31.8 billion in 2025-26.*”<sup>8</sup>
- 3.6. The Budget provided detailed **Departmental Expenditure Limits** for 2021-22 only, although longer term commitments/settlements have been provided for schools, the NHS and defence.<sup>9</sup> At a summary level, the OBR state that Government forecasts indicate a cut of “*more than £15 billion a year from departmental resource spending from 2022-23 onwards*”, which suggests a challenging Spending Review later this year, particularly for unprotected areas of spending. The Budget document itself states that the Government “*will conduct a Spending Review later this year to set future departmental RDEL and CDEL budgets as well as devolved administrations’ block grants. Details on the Spending Review, including the RDEL and CDEL envelopes, will be set out in due course.*” However for now, the general approach to strengthening the public finances appears to be centred on tax increases (including freezing the rates for personal tax allowances and higher rate threshold from April 2022, and increasing the rate of corporation tax from 2023). As such the precise implications for local government and other public sector funding are hard to determine.
- 3.7. In common with recent years, **the Council will not receive detailed information about funding allocations for 2022-23 until autumn 2021 at the earliest**. In the absence of a Comprehensive Spending Review, any long term funding allocation now appears to be only a remote possibility. There is very little time for Government to undertake a full multi-year spending review and in this context a one-year roll over of the local government settlement is increasingly likely for 2022-23. Beyond the immediate impact of COVID, the overall level of uncertainty means that the financial environment for local government is set to remain highly challenging. There continues to be a growing gap between funding and service

<sup>7</sup> <https://obr.uk/efo/economic-and-fiscal-outlook-march-2021/>

<sup>8</sup> <https://obr.uk/overview-of-the-march-2021-economic-and-fiscal-outlook/>

<sup>9</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/966161/Budget\\_2021\\_Web\\_accessible.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/966161/Budget_2021_Web_accessible.pdf)

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pressures. This is driven by demographic changes, unfunded burdens such as the National Living Wage, and the needs of vulnerable social care users becoming increasingly complex. Children's services, in both social care and education (particularly the High Needs Block), are also under very significant stress. Other Council services (for example transport, planning, environment, and trading standards) have been subject to significant financial restrictions. In turn these have a knock on effect by increasing the pressure placed on discretionary and preventative services.

#### **4. Budget context**

- 4.1. The Council approved the 2021-22 Budget and MTFS to 2024-25 on 22 February 2021. The MTFS agreed at that point includes a gap of £91.876m for the MTFS period. The current year's budget is based on the one year funding allocations as set out in the Final Local Government Finance Settlement for 2021-22 confirmed on 4 February 2021. The MTFS includes an assumption that funding is (largely) rolled forward at 2021-22 levels in future years.
- 4.2. A summary of the MTFS approved in February is shown in Table 5 of this report, along with the proposed addition of indicative pressures for 2025-26. The following table provides a high level summary of the cost pressures provided for in the February MTFS, with additional detail of the pressures assumed for 2022-23 in Table 2. Full details of all pressures currently assumed within the MTFS are provided in the [2021-25 Budget Book](#). A number of pressures within the Council's budget are driven by Central Government decisions, including pay and price market pressures linked to the National Living Wage, and pressures relating to assumed reduction in funding (for example the New Homes Bonus grant).
- 4.3. It should be noted that the level of savings included in the Budget for future years is substantial, while overall pressures are lower than have been provided for in 2021-22, and these may be areas at high risk of further cost pressures emerging through the 2022-23 budget process. However, in part this reflects the fact that cost pressures in 2021-22 are materially higher than in previous years due to the inclusion of pressures from reinstating Minimum Revenue Provision budgets and one-off provision for COVID-19 costs in 2021-22 which are being held corporately. Reversal of the one-off COVID-19 provision, and other one-off items within Children's and CES budgets, results in a negative pressure in the 2022-23 budget planning. Nevertheless, at this stage no provision has been made for price rises driven by COVID-19 in underlying budget planning for 2022-23.

**Table 1: Budget pressures by Department in MTFS 2021-22 to 2024-25**

	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	Total £m
Adult Social Services	28.197	20.909	21.787	21.055	<b>91.949</b>
Children's Services	7.014	6.877	7.201	8.112	<b>29.203</b>
Community and Environmental Services	10.512	4.486	5.403	5.891	<b>26.292</b>
Strategy and Transformation	1.271	0.327	0.328	0.338	<b>2.263</b>
Governance	0.581	0.324	0.386	0.319	<b>1.611</b>
Finance and Commercial Services	1.688	0.326	0.836	0.914	<b>3.763</b>
Finance General	46.003	-10.811*	8.831	3.893	<b>47.916</b>
<b>Grand Total</b>	<b>95.265</b>	<b>22.439</b>	<b>44.772</b>	<b>40.521</b>	<b>202.997</b>

\*Includes reversal of £18.829m COVID pressures

**Table 2: Detail of 2022-23 pressures in MTFS**

	2022-23 £m	Detail	
Economic and inflationary pressures	18.899	Pay assumed at 3% equates to £7.5-8m, price inflation includes £6.3m Adult Social Care, £2m Children’s Services.	
Legislative requirements	8.472	£6.5m relates to Adult Social Care pay and price market pressures (including National Living Wage). Balance relates to pension fund valuation assumptions and fire pension pressures.	
Demand and demographic pressures	11.380	£6.1m relates to older people demographic growth. £3.5m Children's Services demographic growth (including Home to School transport pressures). £1.7m relates to waste tonnages.	
Council policy decisions	2.516	Policy decisions reflect reversal of one-off 2021-22 decisions (e.g. removal in 2022-22 of one-off flood funding provision of £1.5m), offset by cost pressures within Finance General budgets relating to MRP (minimum revenue provision), treasury pressures, provision for minimum general fund balance.	
COVID-19 pressures	-18.829	This reflects the removal of the budget provision for cost pressures relating to COVID made in 2021-22 and equal to the Tranche 5 MHCLG grant. I.e. there is <b>no provision</b> in 2022-23 for additional COVID costs which results in a smaller gap forecast in 2022-23.	
Net total pressures	22.439		
Funding decreases	35.726	Reflects assumed loss / removal of the following:	
		New Homes Bonus Grant	1.463
		Local Council Tax Support Grant	7.512
		Extended Rights to Free Travel Grant	0.050
		<b>Reverse</b> one-off release of Covid funding Tranche 4 carried forward for 2021-22 pressures	5.608
		<b>Reverse</b> One-off Business Rates reserve use	2.265
		<b>Reverse</b> COVID-19 Grant 2021-22 (Tranche 5)	18.829
			<b>35.726</b>
Total pressures and funding decreases	58.164		

- 4.4. The following table provides a summary of the agreed savings included in the MTFS and detailed in the February budget papers. **Further savings will be required to close the identified budget gap in addition to these.**

**Table 3: Planned savings by Department in MTFS 2021-22 to 2024-25**

	<b>2021-22 £m</b>	<b>2022-23 £m</b>	<b>2023-24 £m</b>	<b>2024-25 £m</b>	<b>Total £m</b>	<b>% of total MTFS savings</b>
Adult Social Services	-17.858	4.275	2.000	0.000	<b>-11.583</b>	24%
Children's Services	-11.300	-6.900	-3.500	-2.500	<b>-24.200</b>	51%
Community and Environmental Services	-8.288	-0.466	0.000	0.000	<b>-8.754</b>	18%
Strategy and Transformation	-0.553	-0.180	0.000	0.000	<b>-0.733</b>	2%
Governance	-0.353	0.000	0.000	0.000	<b>-0.353</b>	1%
Finance and Commercial Services	-1.927	0.026	-0.100	0.000	<b>-2.001</b>	4%
Finance General	-0.900	1.000	0.000	0.000	<b>0.100</b>	0%
<b>Grand Total</b>	<b>-41.179</b>	<b>-2.245</b>	<b>-1.600</b>	<b>-2.500</b>	<b>-47.524</b>	<b>100%</b>

- 4.5. The following table sets out the net revenue budget forecast for 2022-23 agreed at February 2021 budget setting and incorporating the current pressures and assumptions as detailed within this report.

**Table 4: Forecast 2022-23 Net Revenue Budget (as at February 2021)**

	<b>Adult Social Services £m</b>	<b>Children's Services £m</b>	<b>Community and Environmental Services £m</b>	<b>Strategy and Transformation £m</b>	<b>Governance £m</b>	<b>Finance and Commercial Services £m</b>	<b>Finance General £m</b>	<b>Total £m</b>
Base Budget 2021-22	252.550	178.886	158.307	8.422	1.904	32.235	-193.210	<b>439.094</b>
<b>Growth</b>								
Economic / Inflationary	8.314	4.747	3.656	0.327	0.193	0.864	0.798	<b>18.899</b>
Legislative Requirements	6.495	0.000	0.900	0.000	0.000	0.000	1.077	<b>8.472</b>
Demand / Demographic	6.100	3.500	1.700	0.000	0.080	0.000	0.000	<b>11.380</b>
NCC Policy	0.000	-1.370	-1.770	0.000	0.051	-0.538	-12.686	<b>-16.313</b>
Funding Reductions	0.000	0.000	0.000	0.000	0.000	0.000	35.726	<b>35.726</b>
<b>Total Budget Increase</b>	<b>20.909</b>	<b>6.877</b>	<b>4.486</b>	<b>0.327</b>	<b>0.324</b>	<b>0.326</b>	<b>24.915</b>	<b>58.164</b>
<b>Reductions</b>								
Total Savings	4.275	-6.900	-0.466	-0.180	0.000	0.026	1.000	<b>-2.245</b>
Funding Increases	0.000	0.000	0.000	0.000	0.000	0.000	0.000	<b>0.000</b>
<b>Total Budget Decrease</b>	<b>4.275</b>	<b>-6.900</b>	<b>-0.466</b>	<b>-0.180</b>	<b>0.000</b>	<b>0.026</b>	<b>1.000</b>	<b>-2.245</b>
<b>Base Budget 2022-23</b>	<b>277.734</b>	<b>178.863</b>	<b>162.328</b>	<b>8.569</b>	<b>2.228</b>	<b>32.586</b>	<b>-167.295</b>	<b>495.013</b>
<b>Funded by: Council Tax</b>								<b>-458.383</b>
Collection Fund								<b>2.407</b>
								<b>-455.976</b>
2021-22 Budget Gap								<b>0.000</b>
2022-23 Budget Gap								<b>39.037</b>

## 5. Medium Term Financial Strategy

- 5.1. The County Council's 2021-22 Budget and accompanying Medium Term Financial Strategy (MTFS) were agreed in February 2021, during the third national lockdown imposed in response to the COVID-19 pandemic. Although some of the impacts of COVID-19 have become clearer during this time, there remain many significant "unknowns" in terms of the societal, organisational and financial implications. Over the course of the last 16 months, the Council has made fundamental changes in relation to both ways of working, and financial planning. However, at this point it appears that Government intends that funding support for COVID-19 pressures will be withdrawn during (or in some cases at the end) of the current financial year. The Council's planning largely assumes that COVID-19 pressures will abate in line with the withdrawal of Government support (in other words, £31.949m of COVID resources<sup>10</sup> provided in 2021-22 will cease before the start of 2022-23. The MTFS also assumes that COVID-related cost pressures of £18.829m will not continue in 2022-23. Any ongoing COVID cost pressures would increase the gap to be addressed, conversely any further funding allocations for 2022-23 would reduce the gap). However, as the budget setting process progresses, if and when longer term cost pressures for 2022-23 become clearer, there may be a need to reflect further changes in budget assumptions.
- 5.2. The pandemic has undoubtedly caused long term changes to a number of Council services, particularly in respect of joint working, public expectations, levels of demand, and the underlying cost base. Services such as adult social care have seen a profound impact from the pandemic, affecting service delivery, demand, and ways of working across almost all areas of the business. In addition, many of the planned savings for 2020-21 have been impacted by the response to COVID-19, with a number of savings currently on hold, and others now needing to be restarted. **Delivering the planned savings for 2021-22, while simultaneously catching up for non-delivery of elements in 2020-21 and developing new savings options for 2022-23, will be a key issue and is likely to test organisational capacity.** Legislation, policies and practices have all seen changes in the previous months; consolidating these and responding to further changes in future will be crucial. In addition, it is highly likely that key income sources including council tax (through both the Collection Fund and tax base growth) and business rates will continue to be under significant pressure in 2022-23. The current MTFS position therefore incorporates prudent assumptions about these income streams, which will nevertheless need to be validated over the course of the year.
- 5.3. Aside from the implications of COVID-19, there remain other uncertainties within the budget, including the level of pay award for 2021-22, which is yet to be confirmed, following an employer offer of 1.5% having been made in May 2021<sup>11</sup>. The MTFS to 2024-25 (and the resulting gap of £91.876m for the period 2022-23

<sup>10</sup> Including COVID grant tranche 5, carried forward COVID tranche 4 grant allocations from 2020-21, and Local Council Tax Support Grant.

<sup>11</sup> <https://www.local.gov.uk/local-government-pay-2021>

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to 2024-25) is based on a number of significant assumptions including the following:

- 2021-22 funding levels will be broadly maintained (i.e. a further rollover settlement). However, the short-term nature of the last Spending Review announcement (for 2021-22 only) means that risks remain around the provision of this funding<sup>12</sup> in future years and therefore a material impact and potential “cliff-edge” may emerge in 2022-23 if these assumptions have to be subsequently reversed.
- Pay inflation will run at 3% from 2022-23 onwards.
- In relation to council tax, and in order to help address pressures across all front line services including social care:
  - A **1.99% increase in general council tax in 2022-23** and subsequent years based on the anticipated amounts which will be allowed by Government before a local referendum is required. The assumed council tax increases are subject to Full Council's decisions on the levels of council tax, which will be made before the start of each financial year. In this context it is important to note that (to date) Government's approach to funding local authorities in recent years has been predicated on an assumption that councils will increase council tax by the referendum limit, and that average levels of tax base growth will be experienced. A decision to increase council tax by less than the referendum threshold effectively results in the Council having lower levels of funding than Government expects.
  - An **increase of 1.00% in the Adult Social Care precept deferred into 2022-23** from the maximum of 3.00% allowed by Government for 2020-21, as agreed by Full Council in February 2021. No further increases in the Adult Social Care precept are assumed as the Government has not yet announced what its policy and expectations are for 2022-23 and therefore what flexibilities will be available to local authorities. Central Government has established the principle of the Adult Social Care precept and currently defines the parameters within which local authorities need to operate on an annual basis; it is currently unclear how any announcements around social care reform will impact on the precept in future.

The pressures within the current budget planning position are such that the Executive Director of Finance and Commercial Services considers that the Council will have very limited opportunity to vary these assumptions, and in the event that the Government offered the discretion for larger increases in council tax, or further increases in the Adult Social Care precept, this would be the recommendation of the Section 151 Officer in order to ensure that the council's financial position remains robust and sustainable.

- In addition to annual increases in the level of council tax, the MTFS assumes relatively modest annual tax base increases of 0.5% in 2022-23 and 0.75% for 2023-24 and 1.0% for subsequent years. If these do not occur, the budget gap would be increased, but equally, additional

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<sup>12</sup> This assumption includes Settlement Funding (RSG, business rates), Rural Services Delivery Grant, Social Care Grant, Better Care Fund / improved Better Care Fund, Public Health Grant.  
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growth would reduce the gap. This position reflects an allowance being made for an ongoing medium-term impact from COVID-19 on the overall tax base level. (0.4% growth was forecast for 2021-22).

- A Collection Fund **deficit** is assumed of £2.4m in 2022-23, £0.6m 2023-24, and £0 2024-25. This reflects in part the phasing of the COVID-19 related deficit position which arose in 2021-22.
- That all the savings proposed and included for 2021-22 can be successfully achieved, and that any “unmitigated” non delivery of savings from 2020-21 can be effectively made up during the current year.
- The High Needs Block overspend and brought forward DSG deficit position can continue to be treated in line with the accounting treatment set out by Government, and as such places no pressure on the “core” Council budget.

5.4. The table below sets out the high level MTFS position as agreed in February 2021 and reflecting the addition of a further financial year (2025-26) to the planning period. The inclusion of a further year in MTFS planning based on the same broad assumptions adds £16.768m to the gap, bringing it to £108.645m for the MTFS period. **The forecast budget gap for 2022-23 is £39.037m.**

**Table 5: Updated Medium Term Financial Strategy 2022-23 to 2025-26**

	2022-23	2023-24	2024-25	2025-26	Total
	£m	£m	£m	£m	£m
<b><u>Medium Term Financial Strategy 2021-25</u></b>					
<b><u>Cost pressures and funding decreases</u></b>					
Economic and inflationary pressures	18.899	19.029	19.500	0.000	<b>57.429</b>
Legislative requirements	8.472	8.699	7.010	0.000	<b>24.181</b>
Demand and demographic pressures	11.380	11.980	11.000	0.000	<b>34.360</b>
Council policy decisions	2.516	5.065	3.011	0.000	<b>10.592</b>
COVID-19 pressures	-18.829	0.000	0.000	0.000	<b>-18.829</b>
Funding decreases	35.726	0.856	0.000	0.000	<b>36.582</b>
<b>Total cost pressures and funding decreases</b>	<b>58.164</b>	<b>45.629</b>	<b>40.522</b>	<b>0.000</b>	<b>144.315</b>
<b><u>Council tax</u></b>					
Collection Fund	-1.360	-1.762	-0.645	0.000	<b>-3.767</b>
Council tax increase %	-8.857	-9.190	-9.467	0.000	<b>-27.514</b>
ASC precept increase %	-4.451	0.000	0.000	0.000	<b>-4.451</b>
Tax base increase	-2.214	-3.438	-4.710	0.000	<b>-10.362</b>
<b>Total change in council tax income</b>	<b>-16.882</b>	<b>-14.390</b>	<b>-14.822</b>	<b>0.000</b>	<b>-46.094</b>
<b><u>Savings and funding increases</u></b>					
Adult Social Services	4.275	2.000	0.000	0.000	<b>6.275</b>



	2022-23	2023-24	2024-25	2025-26	Total
	£m	£m	£m	£m	£m
Children's Services	-6.900	-3.500	-2.500	0.000	<b>-12.900</b>
Community and Environmental Services	-0.466	0.000	0.000	0.000	<b>-0.466</b>
Strategy and Transformation	-0.180	0.000	0.000	0.000	<b>-0.180</b>
Governance	0.000	0.000	0.000	0.000	<b>0.000</b>
Finance and Commercial Services	0.026	-0.100	0.000	0.000	<b>-0.074</b>
Finance General	1.000	0.000	0.000	0.000	<b>1.000</b>
<b>Sub-total savings</b>	<b>-2.245</b>	<b>-1.600</b>	<b>-2.500</b>	<b>0.000</b>	<b>-6.345</b>
Funding increases	0.000	0.000	0.000	0.000	<b>0.000</b>
<b>Total savings and funding increases</b>	<b>-2.245</b>	<b>-1.600</b>	<b>-2.500</b>	<b>0.000</b>	<b>-6.345</b>
<b>Original gap at MTFS 2021-22 to 2024-25 (surplus)/deficit as agreed by Full Council in February 2021</b>	<b>39.037</b>	<b>29.639</b>	<b>23.200</b>	<b>0.000</b>	<b>91.876</b>
<b><u>Extend MTFS assumptions for 2025-26</u></b>					
Economic and inflationary pressures	0.000	0.000	0.000	20.261	<b>20.261</b>
Legislative requirements	0.000	0.000	0.000	0.000	<b>0.000</b>
Demand and demographic pressures	0.000	0.000	0.000	11.000	<b>11.000</b>
NCC policy decisions	0.000	0.000	0.000	0.111	<b>0.111</b>
Council tax increase % (1.99%)	0.000	0.000	0.000	-9.752	<b>-9.752</b>
Tax base increase (1.0%)	0.000	0.000	0.000	-4.852	<b>-4.852</b>
<b>Gap as at 5 July 2021 (surplus)/deficit</b>	<b>39.037</b>	<b>29.639</b>	<b>23.200</b>	<b>16.768</b>	<b>108.645</b>

- 5.5. In light of the issues described elsewhere in this report (including the delay of the Fair Funding Review, other changes to core funding (Business Rates and Revenue Support Grant), and further service cost pressures), there is limited information available to provide certainty which would inform further changes to planning at this stage, however the sensitivity table below demonstrates some potential impacts on the scale of the Council's budget gap.

**Table 6: Budget gap sensitivity analysis 2022-23**

	Approximate impact on 2022-23 gap £m
Additional income from scope to raise Adult Social Care Precept by further 2%*	-8.9
Potential pressure from 2020-21 savings (delayed savings provided for in MTFS remain unachievable)	2.7
Potential pressure from 2021-22 savings (assuming 20% non-delivery)	8.2
Potential pressure from 2022-23 planned savings feasibility review (assuming 20% unachievable)	0.4
Potential pressure from change in tax base growth +/-1%	+/-4.4
Impact of varying pay award assumptions +/- 1%	+/-2.6

\*A 1% increase in ASC precept is already assumed, deferred from 2021-22.

- 5.6. The MTFS set out in Table 5 assumes a council tax increase of 1.99% across all years as described in paragraph 5.3. This reflects Government assumptions / expectations for local authorities to raise the maximum council tax available to them. However, the discretion to set the level of council tax ultimately rests with Full Council. The table below sets out what the impact on the MTFS would be if a 0% council tax increase were applied for the period 2022-23 to 2025-26. The 1% ASC precept deferred to 2022-23 is assumed to be retained. Compared to the assumptions in the MTFS approved by Full Council in February and reflected in Table 5, this would result in:

- **Reduced council tax assumptions by £37.266m** for 2022-23 to 2025-26 (the compound loss of council tax income over the period would be £91.684m).
- A **revised budget gap of £145.911m** (increase from £108.645m) for 2022-23 to 2025-26, with a gap of £47.894m to be closed in 2022-23. This would equate to an **additional savings requirement of £8.857m which would need to be addressed in 2022-23** compared to the current MTFS baseline assumptions.

**Table 7: 0% Council Tax impact on updated Medium Term Financial Strategy 2022-23 to 2025-26**

	2022-23	2023-24	2024-25	2025-26	Total
	£m	£m	£m	£m	£m
Medium Term Financial Strategy 2021-25 gap (as per Table 5)	39.037	29.639	23.200	16.768	<b>108.645</b>
Remove assumed 1.99% council tax increase	8.857	9.190	9.467	9.752	<b>37.266</b>
<b>Revised gap (surplus)/deficit</b>	<b>47.894</b>	<b>38.829</b>	<b>32.667</b>	<b>26.520</b>	<b>145.911</b>
Compound loss of council tax income	8.857	18.047	27.514	37.266	<b>91.684</b>
<b>Approximate additional saving requirement by Department for 0% council tax</b>					
Adult Social Services	4.000	4.200	4.400	4.500	<b>17.100</b>
Children's Services	1.900	2.000	2.100	2.100	<b>8.100</b>
Community and Environmental Services	1.900	2.000	2.000	2.100	<b>8.000</b>
Finance and Commercial Services	0.400	0.500	0.500	0.500	<b>1.900</b>
Finance General	0.300	0.400	0.300	0.300	<b>1.300</b>
Governance	0.100	0.100	0.100	0.100	<b>0.400</b>
Strategy and Transformation	0.100	0.100	0.100	0.100	<b>0.400</b>
<b>Total savings target increase</b>	<b>8.700</b>	<b>9.300</b>	<b>9.500</b>	<b>9.700</b>	<b>37.200</b>

## 6. Proposals

6.1. The following **principles for 2022-23 budget planning** are proposed:

- MTFS Budget planning to cover the period **2022-23 to 2025-26**.
- **Budget Challenge** meetings for each directorate.
- Allocate the **February 2021 MTFS gap of £39.037m** for 2022-23 based on “controllable spend” approach.
- In order to inform any revision of 2022-23 MTFS and budget gap, Cabinet to **continue to keep MTFS assumptions under review** for remainder of budget setting, particularly relating to:
  - council tax and business rates planning assumptions (informed by latest District forecasts).
  - forecast delivery of planned 2021-22 savings programmes and viability of previously planned 2022-23 savings.
  - cost and income pressures, including ongoing pressures resulting from COVID-19.
  - any further Government funding announcements for 2021-22 and future years.
- Seek to **identify proposals to address future years**, reflecting need for longer term planning in line with the Financial Management Code.

- To closely scrutinise any requests for additions to the Capital Programme for 2022-23 requiring additional borrowing to consider the value for money of proposals and assess their impact on the affordability of the revenue budget and MTFs, **ensuring that borrowing levels are maintained within appropriate prudent limits and the revenue budget remains robust.**
- Select Committees to have a role as part of the budget-setting process, considering areas for savings in July 2021.
- Final **decisions about the 2021-22 Budget to be taken in February 2022** in line with the budget setting timetable as set out below.

6.2. It should be noted that **the above proposals may result in the saving targets currently allocated to Services being revised (and potentially materially increased) during budget setting** in the event that further pressures or income changes arise. Options to address any shortfall in savings to close the 2022-23 Budget gap will include:

- Government providing additional funding;
- Corporate / centrally identified savings opportunities;
- The removal or mitigation of currently identified budget pressures; and
- Service departments identifying further savings.

**Table 8: Budget setting timetable 2022-23**

<b>Activity/Milestone</b>	<b>Time frame</b>
<b>Cabinet</b> review of the financial planning position for 2022-26 – including formal allocation of targets	5 July 2021
<b>Select Committee</b> input to 2022-23 Budget development	12, 14, 16 July 2021
Review of budget pressures and development of detailed savings proposals 2022-26 to incorporate: <ul style="list-style-type: none"> <li>- Budget Challenge 1 (mid July) – outline proposals</li> <li>- Budget Challenge 2 (early September) – detailed proposals</li> </ul>	July – September 2021
<b>Cabinet</b> considers emerging proposals and service budget strategies	6 September 2021
<b>Cabinet</b> considers full savings proposals and agrees proposals for public consultation	4 October 2021
Public consultation on 2022-23 Budget and council tax and Adult Social Care precept options	TBC October to December 2021
Reporting to <b>Cabinet</b> as appropriate on Government funding announcements / changes to planning assumptions	November – December 2021
<i>Provisional Local Government Finance Settlement announced including provisional council tax and precept arrangements*</i>	<i>TBC around 5 December 2021</i>

Activity/Milestone	Time frame
Confirmation of District council tax base and business rate forecasts	31 January 2022
<b>Cabinet</b> considers outcomes of service and financial planning, EQIA and consultation feedback and agrees revenue budget and capital programme recommendations to County Council	31 January 2022
<i>Final Local Government Finance Settlement*</i>	<i>TBC January / February 2022</i>
Scrutiny Committee 2022-23 Budget scrutiny	16 February 2022
<b>County Council</b> agrees Medium Term Financial Strategy 2022-23 to 2025-26, revenue budget, capital programme and level of council tax for 2022-23	21 February 2022

*\*Assumed Government activity*

- 6.3. The Budget process will be informed through the year by Government announcements around the Comprehensive Spending Review and Local Government Settlement, as well as any progress on reforms including the Fair Funding Review and social care funding. The timing for these is currently unknown. The budget setting process and savings targets will also need to be kept under review as any other specific announcements are made, for example in respect of the National Living Wage (NLW).
- 6.4. In line with the approach set out above, the proposed allocation of savings targets to Departments in proportion to net budgets, adjusted for budgets which are not “controllable” (for example Public Health grant, Schools, capital charges), is shown in the table below. These are the **new savings to be found in addition to those currently planned** for in Table 3. As described above, there is a risk that the targets set out in the table below may need to be revised later in the budget process.

**Table 9: Proposed allocation of saving targets 2022-23 to 2025-26**

Department	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m	% of total savings
Adult Social Services	<b>17.700</b>	13.600	10.700	7.800	<b>49.800</b>	46%
Children's Services	<b>8.700</b>	6.500	5.000	3.600	<b>23.800</b>	22%
Community and Environmental Services	<b>8.700</b>	6.500	5.100	3.700	<b>24.000</b>	22%
Finance and Commercial Services	<b>1.800</b>	1.300	1.000	0.700	<b>4.800</b>	5%
Finance General	<b>1.300</b>	1.000	0.800	0.600	<b>3.700</b>	3%
Governance	<b>0.400</b>	0.300	0.300	0.200	<b>1.200</b>	1%
Strategy and Transformation	<b>0.500</b>	0.400	0.300	0.200	<b>1.400</b>	1%
<b>Total savings target</b>	<b>39.100</b>	<b>29.600</b>	<b>23.200</b>	<b>16.800</b>	<b>108.700</b>	<b>100%</b>

## **7. Impact of the Proposal**

7.1. This paper sets out an outline timetable and approach to the Council's budget planning process for 2022-23, while recognising that significant risks and uncertainties remain. The proposals in this report will:

- provide flexibility to respond to any changes required due to COVID-19;
- set the context for service financial planning for the year to come;
- assist the Council in managing the continuing significant uncertainty around the Comprehensive Spending Review, Fair Funding Review and other changes in local government funding; and
- contribute to the Council setting a balanced budget for 2022-23.

## **8. Evidence and Reasons for Decision**

8.1. Since early 2020 the County Council has been responding to an unprecedented financial and public health crisis with significant implications for budget setting, which have (as far as possible) been reflected in this report. In this context it remains essential to continue to engage with Government, MPs and other stakeholders to campaign for adequate and sustainable funding for Norfolk to enable the delivery of vital services to residents, businesses and visitors. As in previous years it is important that Government issues guidance on financial planning assumptions, including indicative funding allocations for 2022-23, as soon as possible. Otherwise there is a significant risk that the Council will be obliged to reduce service levels. The Council's planning within the MTFS forecast is based on the position agreed in February 2021 and it is important to note that this will be kept under review in the event that further evidence about funding or the ultimate longer-term impact of COVID-19 on the Council's finances becomes available. Nevertheless, it remains prudent to establish a process to begin planning for savings at the level required to close the underlying gap identified in February 2021.

8.2. The proposals in the report reflect a proportionate response to the challenges and uncertainties present in the 2022-23 planning process and will ultimately support the Council to develop a robust budget for the year.

## **9. Alternative Options**

9.1. This report sets out a framework for developing detailed saving proposals for 2022-23 and at this stage no proposals have been agreed, meaning that a range of alternative options remain open.

9.2. In addition, there are a number of areas where Cabinet could choose to consider different parameters for the budget setting process, such as:

- Adopting an alternative allocation of targets between services, or retaining a higher or lower target corporately.
- Considering an alternative timetable within the time constraints required to develop proposals, undertake public consultation, and meet statutory deadlines for the setting of council tax.
- Changing assumptions within the MTFS (including the level of council tax) and therefore varying the level of savings sought.

9.3. The planning context for the Council will be updated if further information becomes available. Final decisions about the overall shape of the 2022-23 Budget, savings, and council tax will not be made until February 2022.

## **10. Financial Implications**

10.1. Financial implications are discussed throughout the report. This paper sets out the proposed indicative savings targets which will need to be found by each department to contribute to closing the 2022-23 and future year budget gap, subject to formal approval by Full Council in February 2022. The proposals in the paper will require departments to identify further significant savings to be delivered against current budget levels. The scope to achieve savings at the level required may be limited by delivery of the response to COVID-19.

10.2. The Council is legally required to set a balanced Budget annually and should plan to achieve this using a prudent set of assumptions. However, Members could choose to vary the allocation of indicative targets between Directorates, or to establish an alternative approach to identifying savings. Work to deliver additional Government funding could also have an impact on the overall budget gap to be addressed. As a result the budget setting process and savings targets will be kept under review as budget planning progresses. In the event that additional budget pressures for 2022-23 emerge through budget planning, there may be a requirement to revisit the indicative saving targets.

10.3. However, the scale of the budget gap and savings required are such that if the Council is required to deliver savings at this level there is a risk that this could result in the Council failing to fulfil its statutory responsibilities. As such the Government's response and decisions about Council funding in 2022-23 will be hugely significant. The continuing pandemic recovery, Comprehensive Spending Review, Fair Funding Review and Social Care funding reform may all offer opportunities to deliver a paradigm shift in the recognition of the importance of social care, and to adequately fund local authorities to provide vital services and contribute towards the national recovery. Any changes in Government funding could have a material impact on both the level of savings to be identified, and the Council's wider budget process. Fundamentally there is a need for a larger quantum of funding to be provided to local government to provide a sustainable level of funding for future years.

## **11. Resource Implications**

### **11.1. Staff:**

There are no direct implications arising from this report although there is a potential that staffing implications may be linked to specific saving proposals developed. These will be identified as they arise later in the budget planning process.

### **11.2. Property:**

There are no direct property implications arising from this report although existing saving plans include activities linked to property budgets and assumptions around capital receipts to be achieved. In addition, activities planned within Business Transformation will include further work to deliver property related savings.

### **11.3. IT:**

There are no direct IT implications arising from this report although existing saving plans include activities linked to IMT budgets. In addition, activities planned within Business Transformation will include further work to deliver savings through activity related to digital and IT initiatives.

## **12. Other Implications**

### **12.1. Legal Implications**

This report sets out a process that will enable the Council to set a balanced budget for 2022-23 in line with statutory requirements, including those relating to setting council tax, and undertaking public consultation.

### **12.2. Human Rights implications**

No specific human rights implications have been identified.

### **12.3. Equality Impact Assessment (EqIA)**

Any saving proposals with an impact on service delivery will require public consultation, and an Equality and Rural Impact Assessment of all proposals will need to be completed as part of budget-setting in due course. The results of public consultation and the findings of all EqIAs will be presented to Cabinet in January 2022 in order to inform budget recommendations to County Council.

No specific EqIA has been undertaken in respect of this report, although the dynamic EqIA in respect of the Council's response to COVID-19 can be found [here](#). The EqIA in relation to the 2021-22 Budget can be found as part of the [budget papers](#) considered in February 2021.

### **12.4. Health and Safety implications**

None.



## 12.5. **Sustainability implications**

There are no direct sustainability implications arising from this report although existing 2022-23 budget plans include funding for activities which may have an impact on the environmental sustainability of the County Council through the delivery of the Environmental Policy. These issues were considered in more detail within the February budget report to Full Council. The MTFS assumes that cost pressures and capital schemes to achieve 2030 carbon neutrality as set out in the Environmental Policy are sufficient. Sustainability issues in relation to any new 2022-23 proposals will need to be fully considered once such initiatives are finalised as part of budget setting in February 2022.

## 12.6. **Any other implications**

Significant issues, risks, assumptions and implications have been set out throughout the report.

# 13. **Risk Implications/Assessment**

13.1. A number of significant risks have been identified throughout this report. Risks in respect of the MTFS were also set out within the February 2021 report to Full Council. Uncertainties remain which could have an impact on the overall scale of the budget gap to be addressed in 2022-23. These include:

- The ultimate impact of COVID on the budget in 2022-23, including in particular:
  - any ongoing cost pressures within service delivery and contracted services which have not currently been provided for, including the financial impact of any future lockdowns and/or where services resume but need to be operated on reduced numbers (for example adult day care)
  - ongoing pressures on income particularly in relation to business rates and council tax
  - the implications of any measures implemented by Government to restore the national finances in the medium to longer term
- Ongoing uncertainty around local government (and wider public sector finances) including:
  - the outcome of any comprehensive spending review undertaken in 2021-22
  - Government decisions about the council tax referendum limit or further ASC precept flexibilities for 2022-23
  - the need for a long term financial settlement for local government
  - delivery of reforms to local government funding including the Fair Funding Review, Adult Social Care funding, reforms to the Business Rates system, changes to other funding streams including the New Homes Bonus
  - Further decisions about Local Government reorganisation.

13.2. The Council's Corporate Risk Register provides a full description of corporate risks, including corporate level financial risks, mitigating actions and the progress

made in managing the level of risk. A majority of risks, if not treated, could have significant financial consequences such as failing to generate income or to realise savings. These corporate risks include:

- RM002 – The potential risk of failure to manage significant reductions in local and national income streams.
- RM006 – The potential risk of failure to deliver our services within the resources available for the period 2021-22 to the end of 2023-24.
- RM022b – Implications of Brexit for a) external funding and b) Norfolk businesses
- RM031 – NCC Funded Children's Services Overspend

Further details of all corporate risks, including those outlined above, can be found in Appendix C of the July 2021 Risk Management report to Cabinet elsewhere on this agenda. There is close oversight of the Council's expenditure with monthly financial reports to Cabinet. Any emerging risks arising will continue to be identified and treated as necessary.

- 13.3. The Council is currently in the process of implementing a new HR and Finance System, following approval of the business case presented in May 2019<sup>13</sup>. The current budget makes provision for the revenue and capital costs associated with the system, which is expected to deliver savings from 2022-23, with full benefits achieved from 2023-24, subject to implementation during the 2021-22 financial year. As a result, the 2021-22 Budget incorporates some early savings realised within Finance and Commercial Services in 2021-22, with the majority of savings now assumed in the planning position from 2022-23, which assists in closing the MTFS gap position in future years. The assumed level of annual savings in the original business case was £3m. The effective delivery of this programme may therefore have implications for the 2022-23 Budget both in terms of (1) the level of savings assumed within the MTFS and (2) the underlying impact of a new system on the budget setting process. The latest details about the progress of this major project are provided in the Human Resources and Finance Programme Update report to Corporate Select Committee in January 2021<sup>14</sup>.

## **14. Select Committee comments**

- 14.1. None. As set out in this report, Select Committees will consider the implications of 2022-23 budget setting for the service areas within their remit when they meet in July 2021.

## **15. Recommendations**

- 15.1. Cabinet considers the recommendations as set out in the [Executive Summary](#).

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<sup>13</sup> [HR and Finance System Business Case](#) (agenda item 10, Cabinet, 20 May 2019)

<sup>14</sup> [Human Resources and Finance Programme Update, Agenda Item 9, Corporate Select Committee 25 January 2021](#)

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## 16. Background Papers

16.1. [Norfolk County Council Revenue and Capital Budget 2021-22 to 2024-25, County Council 22/02/2021, agenda item 5](#)

[Finance Monitoring Report 2020-21 Outturn, Cabinet, 07/06/2021, agenda item 13](#)

Finance Monitoring Report 2021-22 P2, Cabinet, 05/07/2021 (on this agenda)

Risk Management report, Cabinet, 05/07/2021 (on this agenda)

[Budget Book 2021-25](#)

### Officer Contact

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# Cabinet

Item No: 18

<b>Decision making report title:</b>	<b>Director appointments</b>
<b>Date of meeting:</b>	<b>5 July 2021</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Greg Peck (Cabinet Member for Commercial Services and Asset Management)</b>
<b>Responsible Director:</b>	<b>Simon George, Executive Director of Finance and Commercial Services</b>
<b>Is this a key decision?</b>	<b>No</b>
<b>If this is a key decision, date added to the Forward Plan of Key Decisions.</b>	<b>N/a</b>
<b>Introduction from Cabinet Member</b>  The Council's Financial Regulations establish Cabinet's role in overseeing the appointment of Directors to Council companies. This report provides an overview of the current position and Director appointment for all Council Companies and therefore helps to ensure that there is transparency about the appointment of Directors.  <b>Executive Summary</b>  Financial Regulations require Cabinet to approve the appointment of Directors to companies in which the County Council has an interest, taking the advice of the Executive Director of Finance and Commercial Services. The report sets out details of these companies and the associated Directors for member consideration.  <b>Recommendations</b>  <b>1. To approve the current Company Director appointments as set out in Appendix 1.</b>	

## **1. Background and Purpose**

- 1.1. The precursor to Cabinet, Policy and Resources Committee, previously received an overview of all County Council director appointments in September 2016. It is good practice to periodically review the list of County Council appointments, which are ultimately the responsibility of Cabinet.

- 1.2. Appendix 1 to this report provides the names of the Directors of companies in which Norfolk County Council has an interest. For the purposes of good governance and to demonstrate that the companies are under the control of the County Council, authorisation by Cabinet is required for the appointment of the Directors that the County Council and / or a Norse Group company is entitled to appoint under the articles of association of each company.

- 1.3. The requirement for this authorisation is contained in:

**Financial Regulation 5.10.6:**

“The appointment and removal of directors to companies, trusts and charities in which the County Council has an interest must be made by Cabinet, having regard to the advice of the Executive Director of Finance and Commercial Services. The directors will then have a statutory duty to the company, trust or charity and must therefore act in accordance with the Companies and / or Charities Act where applicable.”

**Public Contracts Regulations 2015 regulation 12(1)(a):**

“the contracting authority exercises over the legal person concerned a control which is similar to that which it exercises over its own departments.”

**2. Proposals**

- 2.1. Having reviewed Appendix 1, the Executive Director of Finance and Commercial Services recommends that Cabinet approves the Director appointments as set out.

**3. Impact of the Proposal**

- 3.1. This report ensures that there is transparency about the Director appointments made by the Council and supports compliance with Financial Regulations.

**4. Evidence and Reasons for Decision**

- 4.1. The information in Appendix 1 concerning Norse Group companies has been confirmed by the Norse Group Solicitor as an accurate reflection of the information concerning directorships for Norse Group companies filed at Companies House as at 11 June 2021. There may, however, be changes to the information on directors appointed by other local authorities to Norse Group joint venture companies between that date and 5 July 2021. Information in Appendix 1 on non-Norse Group companies has been extracted from a credit report system, and / or Companies House data as at 14 June 2021.

**5. Alternative Options**

- 5.1. No specific alternative options, Cabinet could make alternative Director appointments to those recommended.

## **6. Financial Implications**

- 6.1. The Council's Financial Regulations require Cabinet to approve the appointment of Directors to companies in which the Council has an interest. This report ensures that there is transparency about the Director appointments made by the Council and supports compliance with Financial Regulations.
- 6.2. While there are no direct financial implications of this report, Council approval of the appointment of Directors will help to ensure that the Council's financial and other interests are effectively safeguarded by appropriate, named representatives, who are accountable to the County Council.

## **7. Resource Implications**

- 7.1. **Staff:**  
No specific implications, although Council officers appointed to a directorship will have a statutory duty to the company, trust or charity and must act in accordance with the Companies and / or Charities Act where applicable.
- 7.2. **Property:**  
None.
- 7.3. **IT:**  
None.

## **8. Other Implications**

- 8.1. **Legal Implications**  
As set out in 7.1.
- 8.2. **Human Rights implications**  
None.
- 8.3. **Equality Impact Assessment (EqIA) (this must be included)**  
None.
- 8.4. **Health and Safety implications (where appropriate)**  
None.
- 8.5. **Sustainability implications (where appropriate)**  
None.
- 8.6. **Any other implications**  
None.

## **9. Risk Implications/Assessment**

- 9.1. There are no significant risks or implications beyond those set out above and in the financial implications section of the report.

## **10. Select Committee comments**

- 10.1. None.

## **11. Recommendations**

- 11.1. 1. To approve the current Company Director appointments as set out in Appendix 1.

## **12. Background Papers**

- 12.1. [Appointment of Directors in NCC related Companies, agenda item 13, Policy and Resources Committee, 26 September 2016](#)

Norfolk County Council Financial Regulations, <https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/norfolk-county-council-constitution-separate-files/32-appendix-15-financial-regulations.pdf>

### **Officer Contact**

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## Appendix 1 – Director appointments as at June 2021

Directors of Norse Group companies who have been appointed by third parties in accordance with the articles of association of the relevant company are shown in italics.

The schedule includes a list of other entities with which the Council may have a relationship. Directors of these companies who are not appointed by the Council are shown in italics.

Norfolk County Council appointments are shown in **bold**. Norfolk County Councillors and Officers are underlined.

Company Name	Reg. Number	NCC % shares	Date of Incorp.	Directors
Norse Group Limited	5694657	100	01 Feb 06	<b>Dean Wetteland; Nicholas Frogbrook; Fiona McDiarmid; <u>Cllr Andrew Proctor</u></b>
Norse Care Limited	7445484	100	19 Nov 10	<b>Dean Wetteland; Nicholas Frogbrook; Fiona McDiarmid; <u>Cllr Andrew Proctor</u></b>
Norse Care (Services) Limited	7445495	100	19 Nov 10	<b>Dean Wetteland; Nicholas Frogbrook; Fiona McDiarmid; <u>Cllr Andrew Proctor</u></b>
Norse Commercial Services Limited	2888808	100	18 Jan 94	<b>Dean Wetteland; Nicholas Frogbrook; Fiona McDiarmid; <u>Cllr Andrew Proctor</u></b>
Amber Valley Norse Limited	12522976	80	18 Mar 20	<b>Dean Wetteland; Justin Galliford; Andrew Beighton; <i>Julian Townsend; Simon Gladwin</i></b>
Norfolk Environmental Waste Services Limited	2633546	100	30 Jul 91	<b>Dean Wetteland; Fiona McDiarmid; <u>Cllr Andrew Proctor</u></b>
Addfill Limited	2994745	100	25 Nov 94	<b>Dean Wetteland</b>
Eventguard Limited	4208438	100	30 Apr 01	<b>Dean Wetteland; Nicholas Maddox; Richard York</b>



## Appendix 1 – Director appointments as at June 2021

Company Name	Reg. Number	NCC % shares	Date of Incorp.	Directors
Norse Eastern Limited	7445476	100	19 Nov 10	<b>Dean Wetteland; Nicholas Frogbrook; Fiona McDiarmid; <u>Cllr Andrew Proctor</u></b>
Suffolk Norse Limited	7911392	80	16 Jan 12	<b>Justin Galliford; Dan Vanstone; David Stuart; <i>Bryn Griffiths</i></b>
Suffolk Norse Transport	07952694	n/a limited by guarantee	16 Jan 12	<b>Justin Galliford; Dan Vanstone; David Stuart; <i>Bryn Griffiths</i></b>
Medway Norse Limited	8353127	100	09 Jan 13	<b>Dean Wetteland; Nicholas Maddox; Andrew Mann; <i>Ruth Du-Lieu; Rupert Turpin</i></b>
Medway Norse Transport	8950887	n/a limited by guarantee	20 Mar 14	<b>Dean Wetteland; Nicholas Maddox; Andrew Mann; <i>Ruth Du-Lieu; Rupert Turpin</i></b>
Norse Environmental Waste Services Limited	8714244	51	02 Oct 13	<b>Dean Wetteland; Justin Galliford; David Newell; <i>David Bills-Everett; Joel Hull; Kevin Maguire; Shaun Vincent</i></b>
Newport Norse Limited	8915343	80	27 Feb 14	<b>Nicholas Maddox; Justin Galliford; Lyndon Albert Watkins; <i>Beverly Owen; Miqdad Omar Al-Nuaimi</i></b>
NPS Newport Limited	8915452	100	27 Feb 14	<b>Nicholas Maddox; Marina Robertson; Lyndon Albert Watkins; <i>Beverly Owen; Miqdad Omar Al-Nuaimi</i></b>
Peterborough Norse Limited	10697064	100	28 Mar 17	<b>Dean Wetteland</b>
Great Yarmouth Norse Limited	9195591	80	30 Aug 14	<b>Nicholas Maddox; Graham Hollingdale; Gary Atkins; <i>Jane Beck; Andrew Grant</i></b>

## Appendix 1 – Director appointments as at June 2021

Company Name	Reg. Number	NCC % shares	Date of Incorp.	Directors
Norse South East Limited	9891365	80	21 Nov 15	<b>Justin Galliford; Nicholas Maddox; Robert Guy; Christopher Duncan Bradley; Gary Hughes</b>
Devon Norse Limited	7553812	80	07 Mar 11	<b>Justin Galliford; Daniel Vanstone; Matthew Wilby; Alan Robinson Deborah Sellis; George Gribble</b>
Enfield Norse Limited	6833446	60	02 Mar 09	<b>Justin Galliford; Nicholas Maddox</b>
GYB Services Limited	4897142	80	12 Sep 03	<b>Justin Galliford; Nicholas Maddox; Christopher Silverwood; Paula Boyce; Paul Wells</b>
Suffolk Coastal Norse Limited	5124558	80	11 May 04	<b>Justin Galliford; Nicholas Maddox; Hugo Forster; Andrew Burroughes; Andrew Jarvis</b>
Waveney Norse Limited	6600996	80	23 May 08	<b>Justin Galliford; Nicholas Maddox; Hugo Forster; Andrew Burroughes; Andrew Jarvis</b>
Norse Transport	4372409	n/a limited by guarantee	12 Feb 02	<b>Dean Wetteland; Nicholas Frogbrook; Fiona McDiarmid; <u>Cllr Andrew Proctor</u></b>
Wellingborough Norse Limited	7883119	80	15 Dec 11	<b>Dean Wetteland; Nicholas Maddox; Justin Galliford; Bernard Gallyot; Timothy Allebone; Graeme Kane</b>
West Northamptonshire Norse Limited ( <i>formally Daventry Norse Limited</i> )	10697130	80	28 Mar 17	<b>Justin Galliford; Nicholas Maddox; Nicholas Drake; Joanne-Marie Gillford; Ian Vincent</b>
Uttlesford Norse Services Limited	12441356	80	04 Feb 20	<b>Dean Wetteland; Justin Galliford; Kevin Wright; Roger Harborough; Petrina Lees</b>

## Appendix 1 – Director appointments as at June 2021

Company Name	Reg. Number	NCC % shares	Date of Incorp.	Directors
NPS Property Consultants Limited	2888194	100	17 Jan 94	<b>Dean Wetteland; Nicholas Frogbrook; Fiona McDiarmid; <u>Cllr Andrew Proctor</u></b>
Beattie Passive Norse Limited	8554362	50	03 June 13	<b>Richard Gawthorpe; Michael John Ventham; Ron Beattie</b>
Robson Liddle Limited (Dissolved 22 May 18)	3240492		21 Aug 96	
John Packer Associates Limited (Dissolved 22 May 18)	3434497		16 Sep 97	
Hearth UK Limited	6113283	100	19 Feb 07	<b>Dean Wetteland; Timothy Byles</b>
Hearth UK (Exeter) Limited	9094705	100	19 Jun 14	<b>Dean Wetteland; Timothy Byles</b>
Barron And Smith Limited (Dissolved 22 May 18)	6547225		28 Mar 08	
NPS Group Limited	6614601	100	09 Jun 08	<b>Dean Wetteland</b>
NPS North London Limited	6615033	100	09 Jun 08	<b>Dean Wetteland</b>
NPS South East Limited	6615007	100	09 Jun 08	<b>Dean Wetteland; Simon Hersey</b>
Bowen Dann Knox Architects Limited (Dissolved 20 March 18)	8324902		10 Dec 12	
Build Insight Ventures Ltd	9328070	100	26 Nov 14	<b>James Pratt; Luke Tyce; Julie Brown; Deborah Lorimer</b>

## Appendix 1 – Director appointments as at June 2021

Company Name	Reg. Number	NCC % shares	Date of Incorp.	Directors
Build Insight Consulting Ltd	9326163	100	25 Nov 14	<b>Luke Tyce; Deborah Lorimer</b>
Build Insight Ltd	8650068	100	14 Aug 13	<b>James Pratt; Alan Osborne; Julie Brown</b>
NPS Group Limited	6614601	100	9 June 08	<b>Dean Wetteland</b>
Norse Consulting Group Limited ( <i>formally Naturally Passive Limited</i> )	9094748	100	20 Jun 14	<b>Dean Wetteland; Nicholas Frogbrook; Fiona McDiarmid; <u>Cllr Andrew Proctor</u></b>
Norse Development Company Limited	9722848	100	08 Aug 15	<b>Dean Wetteland</b>
NPS Peterborough Limited	10213568	80	03 Jun 15	<b>Dean Wetteland; Simon Hersey; Alex Gee; Peter Hillier; Peter Carpenter</b>
Broadland Growth Limited	8822021	50	20 Dec 13	<b>Simon Hersey; Richard Gawthorpe; Lana Hemsall; Trevor Holden; Shaun Vincent</b>
Hamson Barron Smith Limited	2504525	100	22 May 90	<b>Dean Wetteland; Simon Hersey; Daniella Barrow</b>
International Aviation Academy-Norwich Limited	9413826	100	30 Jan 15	<b>Dean Wetteland; Simon Hersey; James Pratt</b>
NPS Barnsley Limited	7378589	100	16 Sep 10	<b>Daniella Barrow; Nicholas Maddox; James Pratt</b>
Barnsley Norse Limited	7742678	80	16 Aug 11	<b>Daniella Barrow; Nicholas Maddox; James Pratt; Paul Castle; Alan Gardiner</b>
NPS Humber Limited	6615072	60	09 Jun 08	<b>Phillip Voza; James Pratt; Richard Gawthorpe; Andrew Tansley; Mark Jones; Rosemary Pantelakis</b>
NPS Leeds Limited	7627163	80	09 May 11	<b>Dean Wetteland; Daniella Barrow; James Pratt; Bhupinder Singh Chana; Angela Barnicle</b>

## Appendix 1 – Director appointments as at June 2021

Company Name	Reg. Number	NCC % shares	Date of Incorp.	Directors
NPS London Limited	6078945	80	01 Feb 07	<b>Dean Wetteland; Simon Hersey; Marina Robertson; <i>Simon Miller; Stewart Murray</i></b>
NPS North East Limited	5200508	100	09 Aug 04	<b>Dean Wetteland; James Pratt; Andrew Tansley</b>
NPS North West Limited	5026630	100	27 Jan 04	<b>Dean Wetteland; James Pratt; Daniella Barrow; Paul Venn</b>
NPS Infinity Limited	10124234	100	14 Apr 16	<b>Dean Wetteland; James Pratt; Paul Venn</b>
NPS NW Limited	11875939	100	12 Mar 19	<b>James Pratt; Daniella Barrow;</b>
NPS Norwich Limited	7742699	80	16 Aug 11	<b>Simon Hersey; Marina Robertson; Paul Venn; <i>Paul Kendrick</i></b>
Norwich Norse (Environmental) Limited	8309257	100	27 Nov 12	<b>Justin Galliford; Daniel Vanstone; Nicola Holden; <i>Kevin Maguire</i></b>
Norwich Norse (Building) Limited	8660645	80	22 Aug 13	<b>Nicholas Maddox; John Burwell; Gary Atkins; <i>Gail Harris</i></b>
NPS South West Limited	6078903	80	01 Feb 07	<b>James Pratt; Justin Galliford; Marina Robertson; Alan Robertson; <i>George Gribble; Melanie Wellard</i></b>
NPS Stockport Limited	5908012	80	16 Aug 06	<b>Dean Wetteland</b>

## Appendix 1 – Director appointments as at June 2021

Company Name	Reg. Number	NCC % shares	Date of Incorp.	Directors
Cornerstone NPS Limited (Dissolved 13 August 2019)	8050522		30 Apr 12	
Norse Group Holdings Limited	11875853	100	12 Mar 19	<b>Dean Wetteland; Nicholas Frogbrook; Fiona McDiarmid; <u>Cllr Andrew Proctor</u></b>
Babergh Growth Limited	11890587	50	19 Mar 19	<b>Richard Gawthorpe; Daniel Squirrell-Hughes; <i>Emily Brightman; Lee Parker; David Busby</i></b>
Norse Energy Limited	8358987	100	14 Jan 13	<b>Dean Wetteland; Simon Hersey; James Pratt</b>
Norse Energy (Hafod) Limited	8316340	100	03 Dec 12	<b>Dean Wetteland; Simon Hersey; James Pratt</b>
Norse Energy (Stoke Gifford) Limited	9437540	100	12 Feb 15	<b>Dean Wetteland; Simon Hersey; James Pratt</b>
Norse Energy (BSCC) Limited	9438869	100	13 Feb 15	<b>Dean Wetteland; Simon Hersey; James Pratt</b>
Norse Energy (BSCC Biomass) Limited	9707888	100	29 Jul 15	<b>Dean Wetteland</b>
Mid Suffolk Growth Ltd	11891614	50	19 Mar 19	<b>Richard Gawthorpe; Daniel Squirrell-Hughes; <i>Emily Brightman; Paul Ekpenyong; Harold Richardson</i></b>

## Appendix 1 – Director appointments as at June 2021

Company Name	Reg. Number	NCC % shares	Date of Incorpor.	Directors
Independence Matters C.I.C	8530621	49	15 May 13	<i>Sarah Stock; Karen Hester; Sylvia Barrett-Jones; Glen Reynolds; Kizzy Wheeler; <b><u>Titus Adam</u></b></i>
Home Support Matters Limited	9597741	49	19 May 15	<i>Sarah Stock; Suzanne Carver; Karen Hester; Glen Reynolds; <b><u>Titus Adam</u></b>; Tina Mills</i>
Independence Staff Matters	08751060	n/a limited by guarantee	28 Oct 13	<i>Sarah Stock; <b><u>Titus Adam</u></b>; Glen Reynolds</i>
NCC Nurseries Ltd	12336752	100	27 Nov 19	<b><u>Harvey Bullen; Sarah Jones</u></b>
NCC HH Ltd	12336758	100	27 Nov 19	<b><u>Harvey Bullen; Chris Snudden</u></b>
Hethel Innovation Ltd	7534401	100	18 Feb 11	<b><u>Harvey Bullen; Cllr Greg Peck; Sarah Rhoden; Clive Dopson; Hedrik Hepke Koopmans; David William Taitt; Marcus Armes</u></b>
Norfolk Regeneration Company Limited (Dissolved 30 October 2018)	8153723	100	23 Jul 12	
The Great Yarmouth Development Company Limited	7582543	50	29 Mar 11	<b><u>Cllr Colleen Monica Walker; Vince Muspratt; Sheila Oxtoby; Cllr Graham Plant</u></b>

## Appendix 1 – Director appointments as at June 2021

Company Name	Reg. Number	NCC % shares	Date of Incorp.	Directors
Norfolk Safety CIC	9384905	n/a limited by guarantee	12 Jan 15	<b><u>Glenn Floyd; Steven Aspin; Cllr Margaret Dewsbury; Stuart Ruff; Sarah Rhoden</u></b>
Legislator 1656 Ltd	04950453	60	03 Nov 03	<b><u>Harvey Bullen</u></b> ; Mark Brown
Legislator 1657 Ltd	04950454	60	03 Nov 03	<b><u>Harvey Bullen</u></b> ; Mark Brown
Educator Solutions (Dissolved 13 Oct 2020)	10127799	100	15 Apr 16	
LCIF 2 Limited	12179634	n/a limited by guarantee	29 Aug 19	<b><u>Vince Muspratt; Cllr Graham Plant</u></b> ; Dr John Carter; Helen Lewis
NPLAW Limited	10615111	100	13 Feb 17	<b><u>Helen Edwards; Katrina Hulatt</u></b>
Repton Property Developments Limited	10887284	100	27 Jul 17	<b><u>Harvey Bullen; Al Collier; Simon Hardwick, Cllr Greg Peck; Cllr Andrew Proctor; Matthew Spry</u></b>
St Edmund's Park Estate Management Limited	13063445	n/a limited by guarantee	4 Dec 20	<b><u>Harvey Bullen</u></b>
Norfolk Energy Futures Limited (Dissolved 29 September 2020)	7856300	100	22 Nov 11	



# Report to Cabinet

Item No. 19

<b>Report title:</b>	<b>Disposal, acquisition and exploitation of property</b>
<b>Date of meeting:</b>	<b>5 July 2021</b>
<b>Responsible Cabinet Member:</b>	<b>Councillor Greg Peck Cabinet Member for Commercial Services and Asset Management.</b>
<b>Responsible Director:</b>	<b>Simon George Executive Director for Finance and Commercial Services.</b>
<b>Is this a key decision?</b>	<b>Yes</b>
<b>If this is a key decision, date added to the Forward Plan of Key Decisions.</b>	<b>24 June 2021</b>
<p><b>Executive Summary/Introduction from Cabinet Member</b></p> <p>Proposals in this report are aimed at supporting Norfolk County Council (NCC) 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.</p> <p>One of the key strategic actions within the Asset Management Plan is a sharp focus on maximising income through adoption of a more commercial approach to property.</p> <p>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.</p> <p>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 by £1million over the next two years (2021/22 to 2022/23).</p> <p>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.</p>	

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 its property interest in Norwich Airport Industrial Estate, Fifers Lane, Norwich (4102/018) surplus to County Council requirements and instruct the Director of Property to dispose of the property interest. The disposal receipt will exceed delegated limits therefore the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.**

## **1.0 Background and Purpose**

- 1.1.** The County Council actively manages its property portfolio in accordance with the Asset Management Plan. 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.

## 2.0 Proposals

### Norwich – Airport Industrial Estate, Fifers Lane (4102/018)

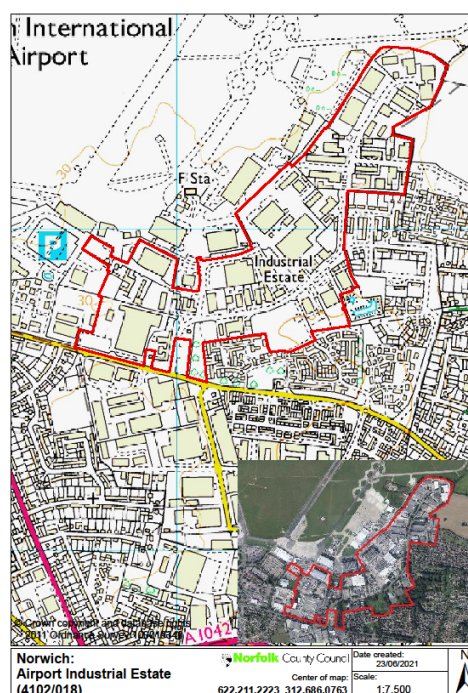
- 2.1 Norwich Airport Industrial Estate (NAIE), edged red on plan, is owned by Norwich City Council and held on express trust for Norfolk County Council, effectively giving joint ownership. Income derived from the estate is divided 60% Norfolk County Council and 40% Norwich City Council.
- 2.2 NAIE covers an area of approximately 48 hectares (119 acres) created out of a joint initiative that was agreed in 1969 by Norwich City Council and NCC to develop an airport facility and separately an adjoining industrial estate on land previously occupied by the former RAF Horsham St Faiths military airfield.
- 2.3 NAIE is managed by NPS Norwich Limited and the councils received a joint total net income of £842,808 for the last financial year (2020/21). It was reported to Cabinet (7 December 2020) that the net income to NCC for the previous three years was as follows:

<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
£m	£m	£m
0.507	0.368	0.436

2.4 In total there is approximately 120,000m<sup>2</sup> (gross floor area) of accommodation with the majority (circa 90%) being light and general industrial/warehousing (including an element of ancillary office space for those businesses) with the remainder being office space. A high proportion of the pre 1970 estate consists of re-purposed airport hangers and associated buildings that have been adapted over the years to meet modern business needs which differ from the original use of the building in question. However, most of the buildings on the estate were constructed from the 1970's onwards and let on ground leases of 60 to 125 years in length. There are vacant plots and development sites amounting to nearly 15 hectares, including a site allocated in the Local Plan for approximately 35 new homes.

2.5 Two companies (Heatrae Sadia and Anglian Windows Ltd) have historically anchored the estate and accounted for 40% of the income. Heatrae Sadia has ended production at NAIE and they have sub-let their site to Lotus Cars Ltd.

2.6 Both Councils, for several years, have been considering how to maximise the potential of the Norwich Airport Industrial estate. Several jointly commissioned reports have identified that for the estate to realise its full potential for tenants, future businesses and the creation of employment, investment is required. The estimated investment and potential increase in annual rent is reported in confidential **Appendix A**.



2.7 Following these previous studies, both councils were prompted to consider whether disposing of NAIE would be a viable option to deliver the capital investment required on the estate. The nature of the trust agreement between the two councils enables either Council to achieve such a disposal with the other (i.e. jointly) or buying out the others share at market value.

2.8 Considering this, three further pieces of work were commissioned to provide:

- Jointly commissioned due diligence property liability information for the estate, this was carried out by Carter Jonas LLP. The outline findings of this investigation are noted in confidential **Appendix A**.
- A jointly commissioned valuation undertaken in accordance with the Royal Institution of Chartered Surveyors Valuation Global Standards 2020 (red book valuation) this was carried out by Savills (UK) Ltd.

- A Norwich City Council commissioned study on possible joint venture structures and partners carried out by BNP Paribas.
- 2.9 The Red Book valuation work by Savills (UK) Ltd which followed on from the Carter Jonas LLP due diligence commission, has for the first time provided both councils with detailed and complete valuation advice based on a robust and complete data set supporting their conclusions. These values are reported in confidential **Appendix A**.
- 2.10 NCC does not follow a strategy of borrowing money to create income. NAIE is a legacy site and for statutory accounting purposes, treated as an investment property. Investment properties are assets which are used solely to earn rental income and/or capital appreciation, rather than in the production or supply of goods or services, for administrative purposes, or for sale in the ordinary course of operations. To increase the rental income would require significant capital investment by NCC. Officers from both Norwich City Council and NCC have reviewed the options available (including the formation of a joint venture) to secure investment and have concluded that the disposal of NCC's interest in the estate is the most advantageous route to securing the long-term success of the estate.
- 2.11 The Division Member has been informed of this proposal.
- 2.12 **Appendix A** is exempt from publication as it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The public interest test has been applied and it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information at this stage. The information is exempt from the Cabinet Report for the disposal of NCC's interest in Norwich Airport Industrial Estate due to information being commercially sensitive.
- 3.0 Impact of the Proposals**
- 3.1 The disposal of the NAIE will provide the opportunity for the appropriate level of investment in the estate to be made. The disposal will provide capital receipts for the council to support the capital program and hence service delivery. The County Council will apply the capital receipts to meet its priorities.
- 4.0 Evidence and Reasons for Decision**
- 4.1 Declaring the property interest in the NAIE surplus to County Council use means that the Corporate Property Team can consider options for the disposal of the property interest in the estate.
- 5.0 Alternative Options**
- 5.1 The alternative would be for the County Council to retain its property interest.

## **6.0 Financial Implications**

- 6.1 The disposal of the NAIE will provide the opportunity for capital receipts and savings in holding costs. There will be the loss of income, however, the borrowing costs for the significant level of capital investment required (and the attendant risks) will far exceed the current income level.

## **7.0 Resource Implications**

- 7.1 **Staff:** nil.
- 7.2 **Property:** As described in the earlier parts of this report.
- 7.3 **IT:** nil.

## **8.0 Other Implications**

- 8.1 **Legal Implications:** For disposals in the usual way the legal implications are around the parties agreeing to the terms of the agreement for the disposal and entering a contract. If any part of the site consists of open space land, section 123(2A) of the Local Government Act 1972 states that the council must follow certain statutory requirements to advertise the disposal of the said areas of open space land.
- 8.2 **Human Rights implications** - No implications.
- 8.3 **Equality Impact Assessment (EqIA)**  
No specific EqIA has been undertaken in respect of the disposal.
- 8.4 **Health and Safety implications** - No implications.
- 8.5 **Sustainability implications**  
Future redevelopment of the NAIE would require planning permission and therefore would be mindful of sustainability measures.

## **9.0 Risk Implications/Assessment**

- 9.1 The risks around the disposal are around the non-agreement of terms. This risk is mitigated using experienced expert consultants.

## **10.0 Recommendations**

- 10.1 Cabinet is asked to formally declare its property interest in Norwich Airport Industrial Estate, Fifers Lane, Norwich (4102/018) surplus to County Council requirements and instruct the Director of Property to dispose of the property interest. The disposal receipt will exceed delegated limits therefore the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.

## Officer Contact

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

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